



## Badminton club management systems: a PRISMA 2020 review

*Sistemas de gestión de clubes de bádminton: una revisión PRISMA 2020*

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### Abstract

**Introduction:** Badminton development is closely linked to clubs as organizational units for athlete training, talent identification, competition preparation, and long-term participation. However, evidence on badminton club management, particularly in local and developing-country contexts, remains limited.

**Objective:** This study aimed to synthesize recent evidence on sport club management systems and identify key components, challenges, and recommendations relevant to professional and sustainable badminton club development.

**Methodology:** A Systematic Literature Review was conducted using the PRISMA 2020 framework. Searches were carried out from January to February 2025 across Scopus, Web of Science, SPORTDiscus, ScienceDirect, Taylor & Francis Online, SpringerLink, MDPI, Google Scholar, Sinta, Garuda, and university repositories. Eligible studies were published between 2020 and 2025 and focused on sport club management dimensions. Records were managed using Zotero, and methodological quality was assessed using the Joanna Briggs Institute Critical Appraisal Tools. Of 379 identified records, 30 studies met the inclusion criteria and were synthesized thematically.

**Results:** Six themes emerged: organizational capacity, governance and strategic planning, sustainability and ESG, human resource and volunteer management, coaching and achievement development, and service quality and community engagement. Effective club management was associated with the integration of governance, resources, coaching quality, administration, stakeholder collaboration, and sustainability practices.

**Conclusion:** Badminton club development should be understood as a systemic management process. Strengthening organizational capacity, governance, human resources, administration, coaching, and sustainability practices is essential for building professional, resilient, and sustainable badminton clubs.

### Keywords

Badminton club; organizational capacity; sport club management; sport governance; sustainability.

### Resumen

**Introducción:** el desarrollo del bádminton estuvo estrechamente vinculado con el papel de los clubes como unidades organizativas para la formación de deportistas, la identificación del talento, la preparación competitiva y la participación deportiva a largo plazo. Sin embargo, la evidencia sobre la gestión de clubes de bádminton, especialmente en contextos locales y de países en desarrollo, siguió siendo limitada.

**Objetivo:** este estudio tuvo como objetivo sintetizar la evidencia reciente sobre los sistemas de gestión de clubes deportivos e identificar componentes, desafíos y recomendaciones relevantes para el desarrollo profesional y sostenible de clubes de bádminton.

**Metodología:** se realizó una revisión sistemática de la literatura siguiendo el marco PRISMA 2020. Las búsquedas se efectuaron entre enero y febrero de 2025 en bases de datos internacionales y fuentes académicas complementarias. De 379 registros identificados, 30 estudios cumplieron los criterios de inclusión y fueron sintetizados temáticamente.

**Resultados:** se identificaron seis temas principales: capacidad organizativa, gobernanza y planificación estratégica, sostenibilidad y criterios ambientales, sociales y de gobernanza, gestión de recursos humanos y voluntariado, gestión del entrenamiento y del rendimiento, y calidad del servicio y participación comunitaria.

**Discusión:** los resultados coincidieron con estudios previos que destacaron la importancia de la capacidad organizativa, la gobernanza, los recursos humanos y la sostenibilidad para mejorar la eficacia y resiliencia de los clubes deportivos.

**Conclusiones:** se concluye que el desarrollo de clubes de bádminton debe entenderse como un proceso sistémico de gestión que integra gobernanza, recursos, entrenamiento, administración y sostenibilidad.

### Palabras clave

Capacidad organizativa; club de bádminton; gestión de clubes deportivos; gobernanza deportiva; sostenibilidad.



## Introduction

Badminton development is strongly connected to the role of clubs as basic organizational units for athlete training, talent identification, competition preparation, and long-term sport participation. In club-based sport systems, clubs do not only provide training programs but also manage coaches, athletes, facilities, funding, competition participation, administration, and relationships with parents and local stakeholders. Therefore, the quality of club management is an important factor in supporting both athlete development and organizational sustainability. Studies on badminton clubs in Indonesia show that achievement development is influenced by coaching management, training programs, facilities, organizational structure, funding, parental support, athlete motivation, and competition exposure (Murofiq et al., 2025; Pradanata et al., 2024; Prayoga et al., 2025).

Sport club management is a multidimensional process involving organizational capacity, governance, leadership, human resources, financial management, facilities, service quality, strategic planning, and external partnerships. Organizational capacity has been identified as one of the central determinants of club performance. Doherty and Cuskelly (2020) found that human resources, financial resources, infrastructure, planning, and external relationships were associated with community sport club performance. Similarly, Post (2023) showed that board capacity, financial stability, and strategic planning predicted club success, while Elmoose-Østerlund et al. (2021) demonstrated that club development programs could improve and sustain organizational capacity over time. These findings indicate that sport club effectiveness depends not only on training activities but also on the strength of internal management systems.

Recent studies published in Retos further support this multidimensional perspective. Abdhi et al. (2024) showed that service quality, including coach quality, training facilities, club management, organizational performance, and sport coaching, influenced athletes' achievement motivation. Sarmiento Espiau et al. (2025) also validated a scale for sports management models in grassroots sport clubs, emphasizing the need to evaluate management models in training centers. In addition, Carranza-Bautista et al. (2025) identified strategic challenges in sport and physical activity management in Latin America, including social, cultural, political, economic, environmental, and service-related dimensions, while Amalia et al. (2025) developed a valid and reliable instrument for evaluating fitness facility management. These studies reinforce the need to examine badminton clubs through integrated management dimensions that include governance, service quality, facilities, human resources, strategic planning, and organizational evaluation.

Governance and leadership are also important components of sport club development. Kerwin et al. (2024) showed that board members' experiences and values shape governance priorities and decision-making in community sport clubs. Solanellas et al. (2025) found that tennis clubs differed in transparency, accountability, stakeholder participation, and decision-making structures across countries. In addition, Morrison and Misener (2024) emphasized that procedural legitimacy in strategic planning depends on stakeholder participation and organizational processes. These studies suggest that effective club management requires clear governance structures, participatory decision-making, transparency, accountability, and strategic direction.

Human resource management represents another major challenge, particularly in nonprofit and community-based sport clubs that depend heavily on volunteers. Hallmann et al. (2025) found that volunteer motives differ according to role, indicating the need for targeted recruitment and retention strategies. Burrmann et al. (2022) showed that social capital and crisis management strengthened member retention, while Delshab et al. (2022) demonstrated that knowledge management improves nonprofit sport club performance through innovation and organizational adaptability. These findings highlight the importance of systematic approaches to managing volunteers, administrators, coaches, knowledge, and organizational learning within sport clubs.

Recent literature also shows increasing attention to sustainability and environmental, social, and governance-oriented practices in sport club management. Thormann and Wicker (2021) found that members of nonprofit sport clubs were willing to support environmental measures through higher membership fees. Wicker et al. (2025) showed that organizational values, board composition, and facility ownership influenced ecological sustainability practices in community sport organizations. In professional sport club contexts, Myung (2024) emphasized the role of ESG management in strengthening legitimacy,



trust, and sustainability, while Yu and Jeong (2025) developed an ESG implementation roadmap covering environmental, social, governance, and stakeholder strategies. These studies indicate that modern club management increasingly requires environmental responsibility, social engagement, governance transparency, and long-term organizational resilience.

Although research on sport club management has grown, evidence specifically focused on badminton club management remains limited. Existing studies are still dispersed across different sport contexts, including community sport clubs, nonprofit sport clubs, professional sport clubs, collegiate sport clubs, tennis clubs, martial arts clubs, gymnastics clubs, and amateur sport associations. Meanwhile, local badminton clubs, particularly in developing contexts, often face specific challenges related to limited facilities, funding constraints, coach competence, athlete motivation, administrative systems, and informal governance practices (Murofiq et al., 2025; Pradanata et al., 2024; Prayoga et al., 2025). This creates a need for a systematic synthesis that integrates current evidence and identifies management components that are relevant to badminton club development.

Therefore, this study aims to systematically review recent literature on sport club management systems from 2020 to 2025 using the PRISMA 2020 approach. Specifically, this review aims to identify the main components of sport club management, analyze managerial challenges relevant to badminton clubs, and formulate evidence-based recommendations for developing professional, modern, and sustainable badminton club management systems.

## Method

### *Study Design*

This study used a Systematic Literature Review design guided by the PRISMA 2020 framework (Page et al., 2021). The PRISMA 2020 approach was applied to ensure a transparent, structured, and reproducible process for identifying, screening, selecting, and synthesizing relevant studies on sport club management systems. This design was considered appropriate because the study aimed to integrate evidence from different sport club contexts and formulate a comprehensive understanding of management components relevant to badminton club development.

### *Search Strategy*

The literature search was conducted from January to February 2025. The main databases used were Scopus, Web of Science, SPORTDiscus, ScienceDirect, Taylor & Francis Online, SpringerLink, and MDPI. Additional searches were conducted through Google Scholar, Sinta, Garuda, and university repositories to identify relevant studies from broader academic sources.

The search strategy used Boolean operators and keyword combinations related to sport club management. The main search terms included: "sport club management," "sports club management," "badminton club," "club development," "sport governance," "organizational capacity," "human resource management," "coaching management," "club sustainability," "ESG," "professionalization," and "community sport clubs." Search terms were adjusted according to the search functions of each database.

### *Eligibility Criteria*

Inclusion and exclusion criteria were established before screening to ensure consistency in study selection and reduce selection bias. Studies were included if they met the following criteria: (1) published between 2020 and 2025; (2) peer-reviewed journal articles; (3) written in English, Spanish, Indonesian, or other accessible languages with sufficient metadata and full-text information for analysis; (4) focused on sport clubs, badminton clubs, community sport clubs, nonprofit sport clubs, collegiate sport clubs, professional sport clubs, amateur sport associations, or club-level sport organizations; and (5) addressed at least one management-related dimension, including governance, organizational capacity, human resources, coaching management, finance, facilities, service quality, sustainability, ESG, strategic planning, professionalization, member retention, or community engagement.

Studies were excluded if they were not related to sport club management, did not focus on club-level organizations, were outside the 2020–2025 publication period, were not available in full text, lacked methodological clarity, did not provide sufficient data for extraction, or were duplicate records. Non-

scholarly sources, opinion papers, editorials, and studies that did not directly contribute to the review objectives were also excluded.

### ***Study Selection Process***

All identified records were imported into Zotero for reference management and duplicate removal. The study selection process was conducted in three stages. First, duplicate records were removed. Second, titles and abstracts were screened based on relevance to sport club management and the predefined eligibility criteria. Third, potentially eligible articles were assessed through full-text review.

The study selection process was reported using the PRISMA 2020 flow diagram. A total of 379 records were identified. Of these, 312 records were obtained from the main databases, including Scopus, Web of Science, SPORTDiscus, ScienceDirect, Taylor & Francis Online, SpringerLink, and MDPI, while 67 records were identified from supplementary sources, including Google Scholar, Sinta, Garuda, and university repositories. After removing 138 duplicate records using Zotero, 241 records remained for title and abstract screening. During this stage, 161 records were excluded because they did not meet the eligibility criteria or were outside the scope of the review. A total of 80 full-text articles were assessed for eligibility. No reports were unavailable for retrieval. Of the 80 full-text articles assessed, 50 articles were excluded due to limited relevance to sport club management, lack of methodological clarity, insufficient extractable data, or mismatch with the review scope. Finally, 30 studies met all eligibility criteria and were included in the final synthesis.

### ***Data Extraction***

Data were extracted using a standardized extraction form to ensure consistency across included studies. The extracted information included author and year, methodology, management focus, country, club type, employment status, facility ownership, key findings, and publication details. These categories were selected to capture both methodological characteristics and substantive management dimensions relevant to sport club management systems.

The extraction process focused on identifying recurring patterns related to organizational capacity, governance, leadership, human resources, coaching management, financial and administrative systems, service quality, sustainability, ESG, member retention, and community engagement. The extracted data were then organized into a summary table to support comparison across studies.

### ***Quality Appraisal***

The methodological quality of the included studies was assessed using the Joanna Briggs Institute Critical Appraisal Tools (Aromataris & Munn, 2020). The appraisal considered the clarity of research objectives, appropriateness of study design, methodological rigor, data collection procedures, data analysis, and relevance of findings to the review objectives. The use of JBI appraisal tools helped ensure that the included studies had sufficient methodological quality, transparency, and relevance for thematic synthesis.

### ***Data Synthesis***

A thematic synthesis approach was used to analyze the included studies. The extracted data were grouped based on recurring management themes and key findings. The synthesis identified six major themes: organizational capacity and club performance, governance and strategic planning, sustainability and ESG, human resource and volunteer management, coaching and achievement development, and service quality and community engagement.

This thematic synthesis enabled the review to integrate evidence from different sport club contexts and formulate recommendations for professional, modern, and sustainable badminton club management systems. The synthesis was presented narratively to explain patterns, similarities, and differences across the included studies.

## Results

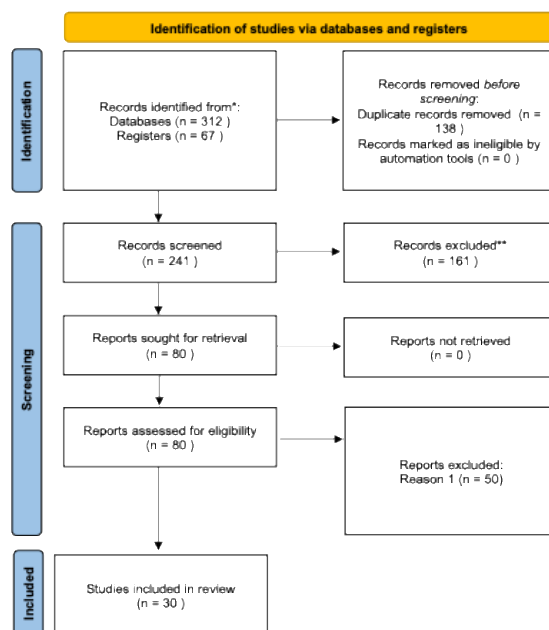
### Study Selection

The study selection process was conducted according to the PRISMA 2020 framework. A total of 379 records were identified from database searching and supplementary sources. Of these, 312 records were obtained from the main databases, including Scopus, Web of Science, SPORTDiscus, ScienceDirect, Taylor & Francis Online, SpringerLink, and MDPI, while 67 records were identified from supplementary sources, including Google Scholar, Sinta, Garuda, and university repositories.

After removing 138 duplicate records using Zotero, 241 records remained for title and abstract screening. During this stage, 161 records were excluded because they were not directly relevant to sport club management, did not meet the eligibility criteria, or were outside the scope of the review. A total of 80 full-text articles were then assessed for eligibility. Of these, 50 articles were excluded due to limited relevance, insufficient methodological clarity, lack of extractable data, or mismatch with the inclusion criteria.

Finally, 30 studies met all eligibility criteria and were included in the final synthesis. The detailed study selection process is presented in Figure 1.

Figure 1. PRISMA 2020 Flow Diagram of Study Selection



### Characteristics of Included Studies

Table 1 presents the characteristics of the 30 studies included in this review, including author and year, methodology, management focus, country, club type, employment status, facility ownership, key findings, and publication details.

The included studies were published between 2020 and 2025 and covered diverse sport club contexts, including community, nonprofit, voluntary, professional, collegiate, amateur, and performance-oriented badminton clubs. The studies used quantitative, qualitative, mixed-methods, case study, Delphi, longitudinal, and qualitative comparative designs. The main management focuses included organizational capacity, governance, strategic planning, professionalization, sustainability, ESG, human resources, volunteer management, coaching management, service quality, membership growth, and community engagement.



Table 1. Characteristics of Included Studies

| NO | Author (Year)                  | Methodology                                      | Management Focus                             | Country     | Club Type                           | Employment Status     | Facility Ownership | Key Findings                                                                                        |
|----|--------------------------------|--------------------------------------------------|----------------------------------------------|-------------|-------------------------------------|-----------------------|--------------------|-----------------------------------------------------------------------------------------------------|
| 1  | Lin and Sakuno (2020)          | Quantitative cross-sectional survey              | Service quality                              | Japan       | Community sport clubs               | Not reported          | Not reported       | Service quality supported active aging and sustained member participation.                          |
| 2  | Doherty and Cuskelly (2020)    | Quantitative survey                              | Organizational capacity                      | Canada      | Community sport clubs               | Mixed                 | Not reported       | Organizational capacity dimensions were associated with club performance.                           |
| 3  | Thormann and Wicker (2021)     | Quantitative survey                              | Environmental sustainability                 | Germany     | Non-profit sport clubs              | Volunteer-based       | Not reported       | Members were willing to pay higher fees for environmental measures.                                 |
| 4  | Carrad et al. (2021)           | Multiple-case study                              | Organizational change, capacity building     | Australia   | Gymnastics clubs                    | Mixed                 | Not reported       | Leadership and organizational readiness supported health promotion implementation.                  |
| 5  | Elmose-Østerlund et al. (2021) | Longitudinal mixed-methods study                 | Organizational capacity                      | Denmark     | Voluntary sports clubs              | Volunteer-based       | Not reported       | Club development programs improved and sustained organizational capacity.                           |
| 6  | Martínez-Moreno et al. (2021)  | Quantitative cross-sectional correlational study | Leadership, strategic management             | Spain       | Amateur sport clubs                 | Mixed                 | Not reported       | Transformational leadership positively influences effectiveness, effort, and employee satisfaction. |
| 7  | Morrison and Misener (2022)    | Qualitative                                      | Membership growth, organizational strategy   | Canada      | Nonprofit community sport clubs     | Not reported          | Not reported       | Strategic planning and community engagement support sustainable membership growth.                  |
| 8  | Burmann et al. (2022)          | Quantitative survey                              | Social capital, member retention             | Germany     | Community sport clubs               | Volunteer-based       | Not reported       | Social capital and crisis management strengthened member retention.                                 |
| 9  | Delshab et al. (2022)          | Quantitative                                     | Knowledge management, innovation             | Iran        | Nonprofit sport clubs               | Mixed                 | Not reported       | Knowledge management improves club performance through innovation and organizational adaptability.  |
| 10 | Lefebvre et al. (2022)         | Qualitative comparative analysis                 | Resources                                    | Belgium     | Community sport clubs               | Mixed                 | Not reported       | Resource configurations influenced collaboration between sport clubs.                               |
| 11 | Lang et al. (2022)             | Quantitative survey                              | Professionalization                          | Switzerland | Community sport clubs               | Mixed                 | Not reported       | Professionalization reduced organizational problems and improved club stability.                    |
| 12 | Post (2023)                    | Quantitative survey                              | Club performance / Organizational capacity   | Germany     | Community sport clubs               | Volunteer-based/Mixed | Not reported       | Board capacity, financial stability, and strategic planning predicted club success.                 |
| 13 | Myung (2024)                   | Quantitative cross-sectional study               | ESG, governance, sustainability              | South Korea | Professional sports clubs           | Not reported          | Not reported       | ESG management strengthened legitimacy, trust, and sustainability in professional clubs.            |
| 14 | Stieger et al. (2024)          | Qualitative multiple-case study                  | Professionalization, governance, club office | Switzerland | Sports clubs                        | Mixed                 | Not reported       | Club offices improved efficiency but created governance role challenges.                            |
| 15 | Pradanata et al. (2024)        | Qualitative descriptive study                    | Achievement coaching management              | Indonesia   | Performance-oriented badminton club | Not reported          | Not reported       | Training programs and facilities supported achievement development, but try-                        |



|    |                             |                                    |                                                   |                               |                                                    |                                        |              |                                                                                                                                                                                                                                                                      |
|----|-----------------------------|------------------------------------|---------------------------------------------------|-------------------------------|----------------------------------------------------|----------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16 | Kerwin et al. (2024)        | Qualitative ethnography            | Board governance                                  | Canada                        | Community sport clubs                              | Volunteer board members and paid staff | Not reported | outs needed improvement. Board members' experiences and values shape governance priorities and decision-making. Martial arts clubs demonstrated practical environmental sustainability initiatives.                                                                  |
| 17 | Rozmiarek (2024)            | Case study                         | Sustainability management                         | Poland                        | Martial arts sport clubs                           | Not reported                           | Not reported | Human resources, leadership, and partnerships supported socio-economic sustainability. Competition influenced staffing, volunteering, and financial capacity. Strategic planning legitimacy depends on stakeholder participation and organizational processes.       |
| 18 | Carin et al. (2024)         | Participatory quantitative study   | Organizational capacity, HR, socio-economic model | France                        | Nonprofit sport associations / amateur sport clubs | Mixed                                  | Shared       | Organizational values, board composition, and facilities influenced ecological sustainability practices. Volunteer dependence, facility constraints, and policy pressures limited adaptive capacity.                                                                 |
| 19 | Rossi et al. (2024)         | Quantitative longitudinal study    | Organizational capacity                           | Germany                       | Non-profit sport clubs                             | Mixed                                  | Mixed        | Tennis clubs showed varied governance profiles across Southern European countries. Coaching management was effective, but motivation and mental readiness remained challenges. ESG roadmap emphasized environmental, social, governance, and stakeholder strategies. |
| 20 | Morrison and Misener (2024) | Qualitative                        | Strategic planning, procedural legitimacy         | Canada                        | Community sport clubs                              | Mixed                                  | Not reported | External partnerships influence staffing, communication, and club capacity. Informal structures increase flexibility but challenge leadership sustainability. Clubs supported community capacity through leadership, organization, and collaboration.                |
| 21 | Wicker et al. (2025)        | Quantitative cross-sectional study | Sustainability                                    | Germany                       | Community sport organizations                      | Volunteer-based                        | Mixed        | Coaching, organizational structure, and collaborative management support athlete development                                                                                                                                                                         |
| 22 | Rich and Losardo (2025)     | Case study                         | Governance / Sport policy implementation          | Canada                        | Community sport organizations                      | Volunteer-based / mixed                | Shared       |                                                                                                                                                                                                                                                                      |
| 23 | Solanellas et al. (2025)    | Comparative study                  | Governance                                        | Spain, Italy, Portugal, Malta | Tennis clubs                                       | Not reported                           | Not reported |                                                                                                                                                                                                                                                                      |
| 24 | Murofiq et al. (2025)       | Qualitative descriptive study      | Coaching / Achievement development management     | Indonesia                     | Performance-oriented badminton club                | Mixed                                  | Shared       |                                                                                                                                                                                                                                                                      |
| 25 | Yu and Jeong (2025)         | Delphi study                       | ESG, governance                                   | South Korea                   | Professional sports clubs                          | Not reported                           | Not reported |                                                                                                                                                                                                                                                                      |
| 26 | Lower-Hoppe et al. (2025)   | Three-round Delphi study           | Organizational capacity                           | United States                 | Collegiate sport clubs                             | Mixed                                  | Shared       |                                                                                                                                                                                                                                                                      |
| 27 | Springer and Dixon (2025)   | Qualitative                        | Organizational structure                          | United States                 | Collegiate sport clubs                             | Volunteer-based                        | Shared       |                                                                                                                                                                                                                                                                      |
| 28 | Mickelsson (2025)           | Qualitative                        | Community capacity                                | Sweden                        | Community sport clubs                              | Not reported                           | Not reported |                                                                                                                                                                                                                                                                      |
| 29 | Prayoga et al. (2025)       | Qualitative                        | Coaching management, HR, organization             | Indonesia                     | Performance-oriented badminton club                | Volunteer-based                        | Shared       |                                                                                                                                                                                                                                                                      |

|    |                        |                                    |                                                                      |         |                         |                 |              |                                                                                                              |
|----|------------------------|------------------------------------|----------------------------------------------------------------------|---------|-------------------------|-----------------|--------------|--------------------------------------------------------------------------------------------------------------|
| 30 | Hallmann et al. (2025) | Quantitative cross-sectional study | Volunteer management, human resources, organizational sustainability | Germany | Non-profit sports clubs | Volunteer-based | Not reported | despite funding constraints.<br>Volunteer motives differed by role, requiring targeted retention strategies. |
|----|------------------------|------------------------------------|----------------------------------------------------------------------|---------|-------------------------|-----------------|--------------|--------------------------------------------------------------------------------------------------------------|

Note. Mixed = combination of paid staff and volunteers; Shared = shared or externally accessed facilities; Not reported = information was not explicitly stated in the reviewed article.

## ***Narrative Synthesis of Findings***

Based on the included studies, the findings were synthesized into six major themes: organizational capacity and club performance, governance and strategic planning, sustainability and ESG, human resource and volunteer management, coaching and achievement development, and service quality and community engagement.

The narrative synthesis of the 30 included studies indicates that sport club management is shaped by several interrelated dimensions, including organizational capacity, governance, sustainability practices, human resource management, strategic planning, and community engagement. Across different countries and club contexts, the reviewed studies show that effective club management is not determined by a single factor, but by the interaction between internal capacity, leadership quality, stakeholder involvement, facility access, and the ability of clubs to adapt to changing social, environmental, and organizational demands.

### ***Organizational capacity and club performance***

A dominant theme across the reviewed studies was organizational capacity. Several studies found that club performance was associated with human resources, financial stability, planning capacity, infrastructure, and external relationships. Doherty and Cuskelly (2020) showed that organizational capacity dimensions were associated with community sport club performance, while Post (2023) found that board capacity, financial stability, and strategic planning predicted club success. Similarly, Elmoose-Østerlund et al. (2021) demonstrated that club development programs could improve and sustain organizational capacity over time.

The findings also suggest that organizational capacity is dynamic and context-dependent. Lower-Hoppe et al. (2025) showed that external partners influenced collegiate sport club capacity through staffing, communication, facility access, and collaboration. Rossi et al. (2024) added that competition from other sport providers influenced staffing, volunteering, and financial capacity. Together, these studies indicate that organizational capacity is shaped by both internal resources and external relationships.

### ***Governance, strategic planning, and professionalization***

Governance emerged as another central dimension of sport club management. Kerwin et al. (2024) found that board members' experiences and values shaped governance priorities and decision-making processes. Solanellas et al. (2025) showed that tennis clubs across Southern Europe had different governance profiles, particularly in relation to transparency, accountability, and stakeholder participation. Rich and Losardo (2025) further highlighted that sport policy implementation and regional governance systems influenced the adaptive capacity of community sport organizations.

Strategic planning was also closely linked to governance quality. Morrison and Misener (2022) found that strategic planning and community engagement supported sustainable membership growth, while Morrison and Misener (2024) emphasized that procedural legitimacy in strategic planning depended on stakeholder participation and organizational processes. Professionalization was also identified as an important factor. Lang et al. (2022) found that professionalization reduced organizational problems, while Stieger et al. (2024) showed that club offices improved administrative efficiency but also created new governance role challenges. These findings show that formal structures, strategic processes, and participatory governance are important for strengthening club stability.

### ***Sustainability, ESG, and environmental management***





The reviewed studies also show growing attention to sustainability and ESG in sport clubs. Environmental sustainability was addressed in several studies. Thormann and Wicker (2021) found that members of nonprofit sport clubs were willing to pay higher fees for environmental measures. Wicker et al. (2025) showed that organizational values, board composition, and facilities influenced ecological sustainability practices. Rozmiarek (2024) also demonstrated that martial arts clubs could implement practical environmental sustainability initiatives at the club level.

In professional sport club contexts, ESG was particularly important. Myung (2024) found that ESG management strengthened legitimacy, trust, and sustainability in professional clubs. Yu and Jeong (2025) developed an ESG roadmap emphasizing environmental, social, governance, and stakeholder strategies. These findings indicate that sustainability in sport clubs includes environmental action, governance transparency, social responsibility, and stakeholder trust.

### ***Human Resource and Volunteer Management***

Human resource management was a recurring issue, especially in nonprofit and community sport clubs that rely heavily on volunteers. Hallmann et al. (2025) showed that volunteer motives differed by role, requiring targeted retention strategies. Burrmann et al. (2022) found that social capital and crisis management strengthened member retention during disruption. Carin et al. (2024) highlighted that human resources, leadership, and partnerships supported the socio-economic sustainability of sport associations.

Knowledge and innovation were also important for organizational performance. Delshab et al. (2022) found that knowledge management improved club performance through innovation and organizational adaptability.

### ***Coaching and achievement development management***

Several studies from Indonesia focused specifically on badminton club management and achievement development. Murofiq et al. (2025), Pradanata et al. (2024), and Prayoga et al. (2025) showed that coaching management, organizational structure, facilities, training programs, and collaborative support contributed to athlete development.

This theme shows that performance-oriented badminton clubs require systematic planning, structured training programs, coach involvement, facility support, and organizational coordination. In this context, coaching management appears as part of broader club management involving human resources, finance, facilities, and stakeholder support.

### ***Service quality, community capacity, and member engagement***

The reviewed studies also highlight the importance of service quality and community engagement. Lin and Sakuno (2020) found that service quality supported active aging and sustained participation among community sport club members. Blomqvist Mickelsson, (2025) showed that sport clubs supported community capacity through leadership, organization, and collaboration. Carrad et al. (2021) found that leadership and organizational readiness supported health promotion implementation in gymnastics clubs.

These findings show that sport clubs serve broader social functions beyond competition and training. They contribute to health promotion, community development, active aging, inclusion, and local social capacity. Therefore, sport club management can be understood not only as internal organizational management, but also as community-based sport development.

This interpretation is also supported by Abdhi et al. (2024), who reported that service quality in sport settings is linked to athletes' achievement motivation, and by Amalia et al. (2025), who emphasized the importance of valid instruments for evaluating management practices in fitness facilities.

### ***Overall synthesis***

Overall, the reviewed studies demonstrate that sport club management is multidimensional and context-specific. Effective management is associated with the integration of organizational capacity, governance, leadership, human resources, sustainability practices, strategic planning, facility access, and stakeholder collaboration. Community and nonprofit sport clubs often face challenges related to volun-

teer dependence, limited resources, facility constraints, and external policy pressures. Meanwhile, professional and collegiate sport clubs face additional demands related to ESG implementation, governance transparency, institutional regulation, and stakeholder expectations.

The synthesis also shows that sport clubs are increasingly expected to move beyond traditional operational management toward more strategic, sustainable, and socially responsive management practices. Clubs that develop stronger governance systems, improve organizational capacity, engage stakeholders, professionalize management processes, and adopt sustainability-oriented practices are more likely to achieve long-term stability, performance, and community impact.

## Discussion

This systematic literature review synthesized 30 studies published between 2020 and 2025 on sport club management systems. The findings show that effective club management is shaped by the interaction of organizational capacity, governance, leadership, human resources, financial stability, facilities, strategic planning, sustainability practices, and stakeholder collaboration. Organizational capacity emerged as a central factor influencing club performance and sustainability, particularly through human resources, financial resources, infrastructure, planning capacity, and external partnerships (Doherty & Cuskelly, 2020; Elmoose-Østerlund et al., 2021; Post, 2023; Rossi et al., 2024). The additional evidence from Retos strengthens this interpretation. Sarmiento Espiau et al. (2025) indicate that grassroots sport clubs require validated tools to evaluate sports management models and improve youth development programs. Carranza-Bautista et al. (2025) similarly show that sport management in Latin America faces interconnected organizational, economic, cultural, environmental, and service-related challenges. These findings are consistent with the present review, which suggests that badminton club management should be approached as an integrated organizational system rather than as a narrow coaching function.

The findings are consistent with previous sport management literature emphasizing that sport clubs require strong organizational systems, not only technical training programs. Governance and strategic planning were also important because they supported transparency, accountability, decision-making, procedural legitimacy, and long-term development (Kerwin et al., 2024; Morrison & Misener, 2024; Solanellas et al., 2025). In addition, sustainability and ESG have become increasingly relevant in contemporary sport club management, indicating a shift from traditional operational management toward more responsible and resilient club models (Myung, 2024; Thormann & Wicker, 2021; Wicker et al., 2025; Yu & Jeong, 2025).

For badminton clubs, the findings indicate that achievement development should not be understood only as a coaching issue. Coaching quality, training programs, facilities, funding, athlete motivation, parental support, and organizational coordination are all important for performance development (Murofiq et al., 2025; Pradanata et al., 2024; Prayoga et al., 2025). Therefore, badminton club development requires an integrated management approach involving governance, human resources, finance, facilities, service quality, stakeholder collaboration, and sustainability-oriented practices.

Theoretically, this review supports the view that sport club management is a multidimensional and systemic process. Organizational capacity, governance, and sustainability can be used as key analytical lenses for understanding how clubs develop, adapt, and maintain long-term operations. Practically, sport club managers, coaches, administrators, sport federations, and local governments need to strengthen organizational structures, improve financial and administrative systems, develop coaches and volunteers, enhance facility management, and integrate sustainability principles into daily club operations.

This review has several strengths, including the use of the PRISMA 2020 framework, multiple databases and supplementary sources, and the inclusion of diverse sport club contexts. However, it also has limitations. The included studies varied in methodology, country, and club type, which limited direct comparison. In addition, studies specifically focused on badminton clubs remain limited, so some findings were drawn from broader sport club contexts. Future research should examine badminton club management using stronger empirical designs, such as longitudinal, mixed-methods, and comparative studies. Future studies should also develop and test an integrated badminton club management model that

combines organizational capacity, governance, coaching development, financial management, facility management, service quality, and sustainability.

## Conclusions

This systematic literature review synthesized 30 studies published between 2020 and 2025 to examine sport club management systems, with particular attention to badminton club development. The findings show that effective sport club management depends on the integration of organizational capacity, governance, leadership, human resources, financial management, facilities, service quality, coaching development, stakeholder collaboration, and sustainability practices.

The review indicates that club success is not determined by a single factor. Instead, sustainable club development requires strong governance, clear organizational structures, competent coaches and administrators, stable resources, transparent financial and administrative systems, and adaptive responses to environmental and stakeholder demands. In badminton clubs, achievement development is strongly influenced by coaching quality, training programs, facilities, funding, athlete motivation, parental support, and organizational coordination.

This review provides a conceptual foundation for developing more professional, modern, and sustainable badminton club management systems. For local clubs, especially in developing contexts, strengthening organizational capacity, improving coach and administrator competence, adopting transparent governance, using digital administration, and integrating sustainability practices are important strategies for improving long-term resilience and performance.

Future research should develop and test an integrated badminton club management model that combines governance, organizational capacity, coaching development, financial management, facility management, service quality, and sustainability. Further empirical studies are also needed in local and regional badminton club contexts to provide stronger evidence for policy and practice.

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