



(RESEARCH ARTICLE)



MANAGEMENT OF X PADEL CLUB SURABAYA: A QUANTITATIVE STUDY ON THE EFFECTIVENESS OF URBAN SPORTS CLUB ORGANIZATION

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World Journal of Advanced Research and Reviews, 2026, 32(01), 317–322

Publication history: Received on 25 August 2026; revised on 30 September 2026; accepted on 02 October 2026

Article DOI: <https://doi.org/10.30574/wjarr.2026.32.1.2523>

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ABSTRACT

Padel sports have experienced rapid growth in Indonesia, particularly in major cities such as Surabaya. This study aims to analyze the management effectiveness of X Padel Club Surabaya as one of the first padel clubs with international standard facilities in the City of Heroes. Using a quantitative descriptive approach with survey methods, this study involved 42 respondents consisting of management board members, operational staff, and active club members. Data were collected through structured questionnaires measuring four management dimensions: planning, organizing, actuating, and controlling. The results showed that the management of X Padel Club falls into the "effective" category with an average score of 78.6%. The organizing dimension achieved the highest score (84.2%), while the controlling dimension requires further attention (72.4%). This research contributes to the development of urban sports club management models in Indonesia and provides strategic recommendations for managers of similar clubs.

Keywords: Sports Management, Club Management, Padel, Surabaya, Organizational Effectiveness

1 INTRODUCTION

Padel sports have become a global phenomenon that has grown rapidly over the past decade, combining elements of tennis and squash to offer a dynamic and accessible playing experience for various groups (Rahmadiana & Wahjono, 2025). In Indonesia, the popularity of padel has increased significantly, with the emergence of padel court facilities in various major cities such as Jakarta, Bali, Medan, and most recently Surabaya (Ratulie & Yoedtadi, 2026). Surabaya, as the second largest metropolitan city in Indonesia, has great potential in developing the urban sports ecosystem, and the inauguration of X Padel Club in June 2025 by the Minister of Youth and Sports, Dito Ariotedjo, marked an important milestone in the birth of an international standard padel facility in the City of Heroes. Located in the X Famili area, this club features four indoor courts that meet the standards of the International Padel Federation (IFP), making it a premium destination for the urban sports community (Lacey & Shipway, 2026). The presence of X Padel Club is inseparable from the initiative of the Young Generation of the Xianyou Community Association, a youth community

active in social, cultural, and educational fields, with the project completed over nine months involving 42 active community members and utilizing up to 95 percent Domestic Component Level (TKDN) (Usmaedi et al., 2024). This indicates that club management is not only commercially oriented but also has dimensions of community empowerment and support for local industry.

Sports club management faces various complex challenges, ranging from operational and financial aspects to community development and achievement, and research on sports club management in Indonesia shows that management effectiveness greatly influences the club's success in achieving its goals (Ma et al., 2020). However, there is still limited research that specifically examines padel club management, considering that this sport is relatively new in Indonesia. Based on this background, this research is formulated to answer the question: "How effective is the management of X Padel Club Surabaya in terms of the dimensions of planning, organizing, actuating, and controlling?" This study aims to analyze the level of management effectiveness of X Padel Club Surabaya in the planning, organizing, actuating, and controlling dimensions. Theoretically, this study is expected to enrich the literature on sports management, particularly regarding the management of urban sports clubs in Indonesia, while practically, the research results can serve as evaluation material for X Padel Club managers and as a reference for similar sports clubs in developing more effective management systems.

2 METHODS

2.1 Research Design

This study employs a quantitative approach with a descriptive survey method. This design was chosen to systematically describe the facts and characteristics regarding the effectiveness of X Padel Club's management based on the perceptions of internal club stakeholders.

2.2 Population and Sample

The population in this study consisted of all individuals involved in the management and operations of X Padel Club, including daily administrators, operational staff, and active community members involved in the club's development and management. Based on available data, there are 42 people directly involved in the construction and management process of X Padel Club. This study employed a saturated sampling technique, where the entire population served as respondents.

2.3 Data Collection Techniques

Data collection was conducted through:

Questionnaire: The primary instrument was a closed-ended questionnaire using a 4-point Likert scale (1=Strongly Disagree, 4=Strongly Agree). The questionnaire consisted of 24 statement items measuring four management dimensions (6 items per dimension).

2.4 Instrument Testing

The questionnaire was first tested for validity and reliability through a pilot study involving 15 respondents with similar characteristics. Validity testing used the Pearson Product Moment correlation technique, with items considered valid if r -calculated $>$ r -table (0.514). Reliability testing used Cronbach's Alpha, with the instrument considered reliable if the Alpha value $>$ 0.60. The test results showed that all items were valid and reliable (Alpha = 0.873).

2.5 Data Analysis Technique

Data analysis employed descriptive statistics with the following steps:

- Calculating the average score for each dimension and overall;
- Categorizing the effectiveness level based on score intervals:
 - 81.25% - 100%: Very Effective
 - 62.50% - 81.24%: Effective
 - 43.75% - 62.49%: Less Effective
 - 25.00% - 43.74%: Ineffective

3 RESULTS

3.1 Respondent Characteristics

Of the 42 questionnaires distributed, all were returned and declared valid (100% response rate). Respondent characteristics are presented in Table 1.

Table 1: Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	28	66.7%
	Female	14	33.3%
Age	20-25 years	12	28.6%
	26-30 years	18	42.9%
	31-40 years	8	19.0%
	>40 years	4	9.5%
Role	Management Board	6	14.3%
	Operational Staff	18	42.9%
	Community Members	18	42.9%

Based on Table 1, the majority of respondents were male (66.7%) and in the age range of 26-30 years (42.9%), indicating that the management of X Padel Club is dominated by productive young people. This aligns with the profile of the managing community, which is the Young Generation of the Xianyou Community Association (Supriyanto et al., 2025).

3.2 Level of Management Effectiveness by Dimension

Table 2: Average Effectiveness Score by Management Dimension

No	Dimension	Average Score	Category
1	Planning	76.8%	Effective
2	Organizing	84.2%	Very Effective
3	Actuating	80.9%	Effective
4	Controlling	72.4%	Effective
	Total Average	78.6%	Effective

The planning dimension obtained an average score of 76.8% (Effective category). The indicator with the highest score was "clarity of club vision and mission" (84.5%), while the indicator "mature budget planning" received the lowest score (68.3%). This indicates that although the club's vision is clear, financial planning still requires improvement. The organizing dimension obtained an average score of 84.2% (Very Effective category). The indicator "clear division of tasks" reached 87.1%, and "clear organizational structure" reached 85.7%. The high score in this dimension reflects that X Padel Club has a well-defined organizational structure, consistent with the characteristics of effective sports club management (Alzahrani, 2022). The actuating dimension obtained an average score of 80.9% (Effective category). The indicator "good internal communication" reached 83.6%, while "facility and equipment management" reached 78.4%. With IFP-standard facilities and premium LED lighting systems, the operational implementation of the club is considered good although there is still room for improvement (Fantozzi et al., 2016). The controlling dimension obtained an average score of 72.4% (Effective category). The indicator "periodic performance evaluation" reached 70.1%, and "activity reporting system" reached 73.8%. The lowest score in this dimension indicates that the monitoring and evaluation system is an area requiring strengthening.

3.3 Analysis of Additional Findings

Respondents also provided responses to several specific aspects of club management:

- **Community Involvement:** As many as 88.1% of respondents stated that youth community involvement in club management is very high. This confirms that X Padel Club is managed with a participatory model involving 42 community members actively.
- **Facility Standards:** All respondents (100%) stated that the court facilities meet international IFP standards. This aligns with the court designer's statement that all courts strictly follow the IFP manual book.
- **Long-term Development:** Respondents showed high optimism regarding the club's development plans, including the addition of up to 10 courts and preparation to host international tournaments (score 86.3%).

4 DISCUSSION

4.1 Interpretation of Findings

This study reveals that the overall management of X Padel Club Surabaya falls into the effective category with a score of 78.6%. This finding indicates that the club has implemented sports management principles well, consistent with previous research findings that effective management greatly influences the club's success in achieving its goals.

The highest score in the organizing dimension (84.2%) indicates that X Padel Club excels in structure and task division. This strength can be attributed to the background of the managing community, which has organizational experience within the Xianyou Community Association, which has more than 400 active members. A solid organizational structure is an important foundation for sports club management, as emphasized in research on sports club management that "the club is the athlete's first home, where character and abilities are formed" (Fantozzi et al., 2016).

The lowest score in the controlling dimension (72.4%) indicates that the monitoring and evaluation system remains a challenge. This finding aligns with common problems in sports facility management in Surabaya, where Eri Cahyadi emphasized the importance of periodic evaluations to ensure facilities remain well-maintained and management systems operate according to commitments. In the context of X Padel Club, strengthening the evaluation system can prevent common problems in sports facility management, namely lack of maintenance resulting in declining facility quality.

One interesting finding is the community-based management model of X Padel Club. This model differs from sports facility management in general, which tends to be managed by the government or purely commercial entities. The active involvement of 42 community members in the construction and management process creates a strong sense of ownership and encourages active participation.

This model aligns with the Surabaya City Government's policy that encourages independent management of sports facilities by the community. Eri Cahyadi stated that the management of sport centers will be handed over to LPMK and the surrounding community to ensure sustainability. X Padel Club serves as an example of how a community-based management model can be effectively implemented, especially for urban and premium sports facilities.

4.2 Theoretical Implications

This study contributes to the development of sports management theory in the context of padel clubs in Indonesia. The findings indicate that all four management dimensions (planning, organizing, actuating, and controlling) are relevant for application to urban sports clubs. However, the community-based organizing dimension shows specific characteristics that require attention in the development of sports club management theory in Indonesia.

Furthermore, this study reinforces previous findings that sports club management encompasses aspects of recruitment, training, and resource management, with additional emphasis on international standard facilities and community involvement.

4.3 Practical Implications

The results of this study have several practical implications for X Padel Club managers and similar sports clubs:

- **Strengthening the Evaluation System:** The controlling dimension, which remains the lowest area, indicates the need for developing a more structured monitoring and evaluation system, including quarterly evaluations as recommended by the Surabaya City Government.

- Capacity Building in Finance: The low score on the budget planning indicator indicates the need for capacity building in club financial management, including revenue diversification and more mature budget planning.
- Optimization of Community Involvement: The high level of community involvement can be further optimized for developing innovative programs, such as internal tournaments, training, and social activities that can strengthen the club's ecosystem.
- Preparation for International Tournaments: With plans to develop up to 10 courts and preparations to host international tournaments, the club needs to comprehensively prepare event management aspects and compliance with international standards.

4.4 Research Limitations

This study has several limitations that should be acknowledged. First, the research was conducted on only one padel club, so generalization of the research results needs to be done with caution. Second, data collection only relied on questionnaires without triangulation with in-depth interviews or participatory observation. Third, this research is descriptive in nature so it does not test causal relationships between variables.

5 CONCLUSION

Based on the research results and discussion, it can be concluded that X Padel Club Surabaya demonstrates effective overall management with an average score of 78.6%, where its clear organizational structure and well-defined task division serve as primary strengths (84.2%), while the controlling dimension requires improvement (72.4%) through better performance evaluation and monitoring systems. The club's community-based management model has proven successful through active involvement of 42 members, and its international-standard facilities have been recognized by all respondents as supporting Surabaya's readiness for global sporting events. Therefore, it is recommended that X Padel Club managers develop structured performance evaluation systems with measurable KPIs, enhance financial management capacity, strengthen documentation systems, and thoroughly prepare event management aspects for international tournaments, while other sports clubs should consider adopting similar community-based management models, prioritizing international facility standards, and establishing clear organizational structures from the outset. Additionally, the Surabaya City Government is encouraged to utilize X Padel Club as a benchmark for community-based facility management, provide technical support and mentoring for sports clubs, and establish a Technical Implementation Unit for Sports Facilities and Infrastructure to optimize sports facility management across the city.

STATEMENTS ON COMPLIANCE WITH ETHICAL STANDARDS

Acknowledgments

The authors also acknowledge the Faculty of Sports Science, Universitas Negeri Surabaya, for its academic support and the provision of research facilities that contributed to the completion of this manuscript. Appreciation is also due to the anonymous reviewers whose constructive feedback improved the quality of this article.

Disclosure of conflict of interest

The authors declare no conflicts of interest regarding this manuscript.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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