Research Article
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Administrative innovation in sports clubs for enhancing community physical activity and public health: a contemporary management framework

Abstract

This study examines administrative innovation in sports clubs as a contemporary management approach that contributes to enhancing community physical activity and supporting public health outcomes. In recent years, sports clubs have increasingly expanded beyond their traditional athletic functions to operate as community-based institutions that influence health-related behaviors through structured activity programs and accessible services. Within this evolving institutional role, administrative innovation has emerged as a strategic mechanism for improving organizational flexibility, service delivery, and responsiveness to community needs.

The study adopts a descriptive–analytical conceptual approach aimed at developing an applied management framework that explains how innovative administrative practices within sports clubs can strengthen participation in organized physical activity and indirectly support preventive public health. The proposed framework focuses on key dimensions including flexible planning, digital administrative services, community-oriented communication, and participatory service design.

The paper presents practical models, structured tables, and a conceptual framework illustrating how administrative innovation can be translated into measurable managerial actions that improve institutional effectiveness and increase accessibility to physical activity opportunities. It further explains how improved administrative systems contribute indirectly to preventive health by encouraging regular participation and reducing organizational barriers to access.

The study concludes that administrative innovation represents an important managerial pathway through which sports clubs can strengthen their social role, improve service efficiency, and support broader public health objectives. Sports organizations are therefore encouraged to adopt contemporary administrative frameworks that integrate flexibility, digital responsiveness, and community-oriented planning as part of sustainable management practice.

Keywords: administrative innovation, sports clubs, community physical activity, public health, sport management, community health

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Introduction

Sports clubs have increasingly evolved beyond their traditional role as institutions primarily concerned with athletic competition and talent development. In contemporary communities, they are increasingly recognized as organized environments that contribute to promoting active lifestyles, expanding access to structured physical activity, and indirectly supporting broader health objectives. This expanded role has become more visible as public health discussions increasingly emphasize the importance of community-based institutions in addressing physical inactivity and improving health-related behaviors.[1]

Within this changing institutional context, administrative systems in sports clubs have become critical determinants of how effectively these organizations respond to community needs. Administrative processes no longer operate only as internal organizational functions; they directly influence service accessibility, program continuity, participation opportunities, and the ability of sports clubs to engage diverse social groups through flexible and inclusive activity programs.[2]

Administrative innovation refers to the adoption of contemporary managerial practices that improve organizational flexibility, simplify procedures, strengthen service responsiveness, and facilitate institutional adaptation to changing environmental demands. In sports clubs, such innovation may include digital registration systems, adaptive scheduling of programs, participatory communication channels, and modern planning mechanisms that improve both operational efficiency and community accessibility.[3]

The growing importance of community health has further increased attention toward institutions capable of supporting preventive health through indirect mechanisms. Sports clubs represent one of the most practical institutional environments through which organized physical activity can be encouraged in daily life. However, the extent to which sports clubs succeed in this role depends significantly on the effectiveness of their administrative systems and their ability to innovate in service delivery and organizational planning.[4]

Recent literature in sport management increasingly highlights that contemporary administrative models must integrate flexibility, digital responsiveness, and community-oriented planning in order to sustain institutional relevance. At the same time, family and community medicine perspectives emphasize that sustainable health promotion often depends on accessible social environments that support

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regular participation in physical activity rather than isolated health interventions alone.[5]

Despite increasing recognition of sports clubs as socially influential institutions, applied conceptual models explaining how administrative innovation contributes to community physical activity and public health remain limited. Existing studies frequently discuss sports participation, organizational management, or health promotion separately, without sufficiently integrating these dimensions into a unified contemporary management framework.[6]

Recent studies further highlight the expanding role of sport organizations in promoting social impact, digital transformation, governance effectiveness, and public health outcomes, emphasizing the need for contemporary administrative approaches within sports institutions.[7–11]

Accordingly, this study aims to develop a contemporary conceptual framework explaining how administrative innovation in sports clubs can enhance community physical activity and indirectly support public health through improved management practices, greater service accessibility, and stronger institutional responsiveness.

Methodological approach

This study adopts a descriptive–analytical conceptual approach based on recent literature in sport management, community physical activity, and public health. The paper develops an applied management framework supported by conceptual analysis, practical tables, and an integrative model explaining the relationship between administrative innovation and community health support in sports clubs.

Research objective

This study aims to develop a contemporary management framework explaining how administrative innovation in sports clubs can enhance community physical activity and indirectly support public health through improved service accessibility, organizational flexibility, and community-oriented administrative practices.

Research question

How can administrative innovation in sports clubs improve community physical activity participation and contribute indirectly to public health within contemporary management contexts?

Theoretical framework

Administrative innovation in sports clubs

Administrative innovation refers to the introduction of contemporary managerial practices that improve institutional flexibility, simplify operational procedures, and strengthen organizational responsiveness to changing environmental demands. In sports clubs, administrative innovation has become increasingly necessary as traditional administrative models often fail to accommodate the growing diversity of community expectations and service requirements.[3]

Administrative innovation may also align with contemporary leadership approaches, including coaching-oriented leadership styles that emphasize flexibility and participant-centered management.

Within sports clubs, administrative innovation may include digital registration systems, flexible scheduling of sport programs, participatory communication channels, and integrated planning mechanisms that support more efficient administrative coordination. These innovations contribute not only to improving internal administrative processes but also to enhancing the club's ability to reach broader community groups and respond more effectively to patterns of participation and demand.[5]

Recent sport management literature emphasizes that administrative innovation is increasingly associated with institutional sustainability because innovative administrative systems allow sports organizations to adapt to environmental changes while maintaining service relevance and organizational continuity. Such innovation therefore represents a strategic managerial requirement rather than an optional administrative improvement.[2]

Sports clubs and community physical activity

Sports clubs represent organized social environments that facilitate structured participation in physical activity through regular programs, accessible facilities, and coordinated activity opportunities. Their role has expanded significantly in recent years as community health perspectives increasingly recognize local institutions as essential contributors to active lifestyles and preventive health promotion.[1]

Unlike isolated exercise initiatives, sports clubs provide continuity, social interaction, and organized participation patterns that help individuals sustain regular physical activity over time. The availability of accessible sport programs within community settings contributes to reducing barriers to participation and encourages engagement among different age groups and social categories.[4]

Administrative effectiveness strongly influences this role because the design, accessibility, and continuity of physical activity opportunities depend largely on how sports clubs organize services, allocate resources, and communicate with participants. Consequently, community participation in sports activities cannot be separated from the quality of the administrative systems that support these services.

Administrative systems and public health support

Public health promotion increasingly depends on institutional environments that facilitate healthy daily behaviors rather than relying solely on clinical interventions. In this context, sports clubs indirectly support public health by creating accessible opportunities for regular movement, organized participation, and preventive engagement in physically active routines.[12]

The contribution of sports clubs to public health is primarily indirect because their core function remains sport organization rather than medical intervention. However, effective administrative systems strengthen this indirect contribution by ensuring that programs are accessible, inclusive, and responsive to community needs. Administrative innovation therefore functions as an institutional mechanism through which sports clubs enhance their social and health-related impact.

Contemporary management approaches increasingly emphasize that organizations with stronger administrative flexibility and digital responsiveness are better positioned to support preventive community health through broader service accessibility and sustained participation patterns.[6]

Proposed contemporary management framework

Figure 1 illustrates the conceptual relationship through which administrative innovation functions as a managerial driver that improves accessibility to sport services, expands opportunities for community participation in physical activity, and indirectly supports broader public health outcomes. The framework highlights that administrative flexibility and digital responsiveness operate as enabling dimensions that strengthen the social role of sports clubs.

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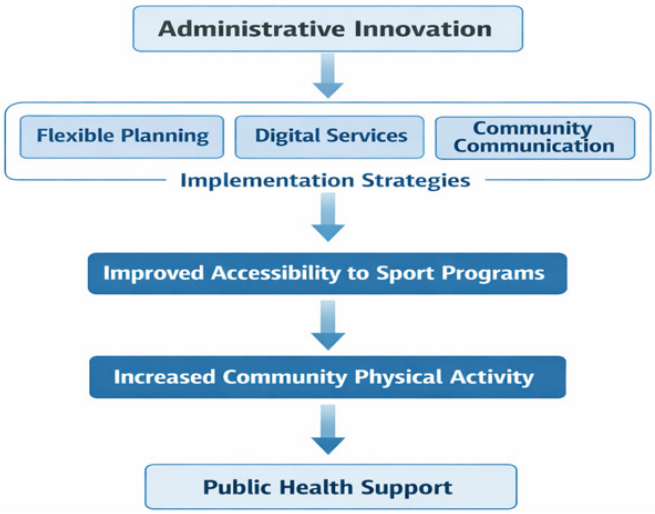

The contemporary role of sports clubs requires administrative systems that extend beyond routine operational management toward more adaptive models capable of responding to changing community expectations and health-related priorities. In this context, administrative innovation can be organized through a structured management framework that links internal administrative practices with external community outcomes.

The proposed framework in this study is based on the assumption that administrative innovation becomes effective when managerial procedures directly improve service accessibility, program flexibility, and community responsiveness. Rather than treating innovation as isolated administrative change, the framework positions it as a coordinated process that supports both institutional efficiency and broader community participation in physical activity.

The framework consists of five interconnected administrative dimensions.

First, **flexible planning** allows sports clubs to adapt activity schedules, program timing, and service availability according to the needs of different community groups, including families, youth, and working adults. Flexible planning increases participation opportunities by reducing organizational barriers that often limit regular attendance.[3]

Second, **digital administrative services** improve accessibility by simplifying registration procedures, communication processes, and information delivery. Digital tools reduce procedural delays and facilitate direct interaction between sports clubs and community participants, thereby improving continuity in participation and administrative responsiveness.[5]

Third, **community-oriented communication** strengthens institutional visibility and increases awareness of available sport programs. Administrative systems that actively communicate with local communities are more capable of attracting wider participation and sustaining engagement over time (Muñoz & Solanellas, 2024).

Fourth, **participatory service design** allows sports clubs to align activity programs with actual community interests. Administrative decision-making becomes more effective when service planning reflects participant expectations and social diversity.

Fifth, **continuous administrative review** ensures that innovative practices remain responsive to changing participation patterns and institutional demands. Regular review supports sustainable administrative adaptation and prevents stagnation in service delivery.

Accordingly, the proposed framework views administrative innovation as a dynamic management process in which organizational flexibility, digital responsiveness, and community orientation interact to strengthen both physical activity opportunities and indirect health support.

Framework components

1. Flexible administrative planning based on community participation patterns.
2. Digital administrative services that improve procedural accessibility.
3. Community communication strategies that expand participation awareness.
4. Participatory service design aligned with local activity preferences.
5. Continuous review mechanisms that sustain administrative adaptation.

Practical tables

The administrative practices presented in Table 1 illustrate how contemporary innovation within sports clubs can improve service accessibility and increase participation opportunities. Flexible planning and simplified administrative procedures are particularly important for reducing organizational barriers that often affect regular engagement in physical activity.[5]

Table 1 Administrative innovation practices in sports clubs and their community implications

Administrative dimension	Innovation practice	Expected community outcome
Planning	Flexible scheduling of activity programs	Increased accessibility for different community groups
Communication	Digital communication platforms	Improved awareness of available services
Registration	Simplified electronic registration	Reduced participation barriers
Program Design	Community-responsive activity planning	Higher participation continuity
Evaluation	Periodic administrative review	Better service adaptation

Table 2 demonstrates that administrative innovation influences physical activity not directly through athletic intervention, but through managerial systems that facilitate participation and improve continuity of engagement. Administrative flexibility therefore functions as an enabling condition for community physical activity support.[1]

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Table 2 Administrative innovation and physical activity support

Administrative practice	Physical activity effect	Participation impact
Adaptive scheduling	Increased attendance opportunities	Improved regular participation
Digital service access	Easier program entry	Broader social inclusion
Community outreach	Greater local awareness	Expanded participation base
Service flexibility	Better alignment with user needs	Sustained activity continuity

The health-related implications shown in Table 3 highlight that sports clubs contribute indirectly to public health when administrative systems successfully increase accessibility and continuity of participation. Although sports clubs are not health institutions in the clinical sense, their administrative effectiveness strengthens preventive health opportunities through organized physical activity environments.[12]

Table 3 Administrative innovation and public health support

Administrative innovation	Health-related contribution	Public health relevance
Accessible sport programs	Encouragement of active routines	Preventive health support
Family-inclusive activities	Increased social participation	Health-promoting community environment
Continuous communication	Sustained engagement	Reduced inactivity risks
Digital access systems	Improved participation continuity	Support for healthy lifestyle behavior

Discussion

The present study highlights that administrative innovation in sports clubs should no longer be viewed as a purely internal managerial adjustment, but rather as an institutional mechanism that influences how effectively sports organizations contribute to community physical activity and broader health-supportive environments. Contemporary sports clubs increasingly operate within social contexts where accessibility, responsiveness, and service flexibility directly determine their capacity to attract and sustain community participation.

The proposed framework demonstrates that flexible administrative systems improve institutional responsiveness by reducing procedural barriers and facilitating access to organized physical activity opportunities. Administrative flexibility, particularly in scheduling, communication, and service design, allows sports clubs to accommodate broader participation patterns across different community groups. This aligns with recent sport management literature emphasizing that adaptive administrative structures improve organizational relevance and service continuity under changing social demands.[2]

Digital administrative practices also emerge as a significant dimension of innovation because they simplify procedures that often limit community engagement. Electronic registration systems, digital communication channels, and accessible information delivery mechanisms contribute to increasing participation opportunities by reducing time-related and procedural constraints. Contemporary administrative systems therefore extend beyond efficiency toward improving institutional accessibility and practical service reach.[5]

From a community health perspective, the findings suggest that sports clubs contribute indirectly to preventive health by maintaining organized environments that support repeated physical activity participation. This contribution remains indirect because the primary role of sports clubs is not clinical intervention, yet their organizational capacity influences healthy behavior through accessible participation structures. The continuity of physical activity within community settings is widely recognized as a protective factor against sedentary lifestyles and associated health risks.[1]

The discussion further indicates that participatory service planning strengthens the social effectiveness of sports clubs. Administrative systems that incorporate community preferences into program design are more likely to achieve sustainable engagement because participants perceive services as relevant to their needs and social conditions. In this sense, administrative innovation becomes closely linked to institutional legitimacy within local communities.

Overall, the study supports the view that contemporary management in sports clubs should integrate flexibility, digital responsiveness, and community-oriented planning as interconnected dimensions rather than separate administrative initiatives. Such integration strengthens both institutional effectiveness and the indirect public health role of sports organizations within community environments.

Conclusion

This study concludes that administrative innovation represents a contemporary managerial pathway through which sports clubs can strengthen their community role and improve access to organized physical activity. As sports clubs increasingly function within broader social environments, their administrative systems become central to determining how effectively they respond to community expectations and support sustainable participation patterns.

The conceptual framework presented in this paper demonstrates that flexible planning, digital administrative services, participatory communication, and continuous service review collectively improve institutional responsiveness and strengthen the accessibility of sport-based activities. These administrative dimensions enhance not only internal organizational efficiency but also the practical ability of sports clubs to engage wider community groups.

The study further emphasizes that sports clubs indirectly support public health when administrative systems succeed in reducing barriers to participation and sustaining organized physical activity opportunities. Although sports organizations do not operate as medical institutions, their administrative effectiveness contributes to preventive health by encouraging active lifestyles and reducing inactivity-related risks.[12]

To strengthen this contribution, sports clubs are encouraged to adopt contemporary administrative frameworks that prioritize community accessibility, digital responsiveness, and adaptive service planning. Administrative innovation should therefore be understood

as a strategic requirement for sustaining institutional relevance and enhancing the broader social value of sports organizations.

Future conceptual and applied studies may further examine how administrative innovation interacts with local participation patterns, family engagement, and emerging digital service models within different community sport contexts.

The interpretations presented in this study reflect an academic perspective based on conceptual analysis and are intended to contribute to scholarly discussion in the field of sports management and community health.

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None.

Conflicts of interest

The authors declare that there are no conflicts of interest.

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