

Management of Sports Facilities and Infrastructure DISPORA Salatiga City in Facing the Digital Era in 2024

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ABSTRACT

Background: The rapid development of digital technology has affected many aspects of life, including sports. Dispora Salatiga City, as the institution responsible for managing sports facilities and infrastructure, is certainly faced with challenges and obstacles in adapting to the digital era. This study aims to analyze the optimization of sports facilities and infrastructure management in Salatiga City in facing the digital era, focusing on digital implementation. **Methods:** This research method uses a qualitative approach. Data was collected through direct observation, in-depth interviews with the Dispora, and documentation. The data obtained was analyzed qualitatively through the following stages: data collection, data reduction, data presentation, and conclusion drawing. Data validity was tested using triangulation of sources and data. **Results:** The results showed that Salatiga City Youth and Sports Office has started to implement digital technology into four management functions: planning, organizing, implementing, and supervising. However, implementing digitalization still faces several obstacles, including limited technology-savvy human resources, lack of digital infrastructure, and suboptimal budget allocation. To improve the quality of management in the digital era, the Salatiga City Youth and Sports Office is advised to strengthen technology training for staff, optimize collaboration with the private sector, and take advantage of central government programs related to the digitization of public services. With these steps, it is expected that sports facilities and infrastructure can be managed more transparently, easily accessible, and support the advancement of sports in Salatiga City.

Keywords: Management, facilities and infrastructure, sports, digital transformation

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INTRODUCTION

Sports have become a necessity and part of people's daily lifestyle. Sports are all activities that involve the mind, soul, and body. In addition, sports also aim to maintain and improve health, fitness, achievement, intelligence, and human quality, instil moral values and noble character, sportsmanship, competition, and discipline, and strengthen and foster national unity and

integrity. In addition, the government has a role in developing national sports in organizing sports in terms of management and sports facilities and infrastructure, which was later passed in Law number 11 of 2022 concerning sports, replacing Law number 3 of 2005 concerning the national sports system. This regulation is a legal basis for strengthening the sports ecosystem in Indonesia through a more modern approach and is oriented towards long-term development. Through this regulation, the government focuses on improving peak performance and comprehensive sports development. The government seeks to strike a balance between achieving high-level sporting achievements and fulfilling the sporting needs of the wider community. In addition, developing sustainable sports involves collaboration between the government, educational institutions, communities, and the private sector to create a sporting environment that supports innovation, talent development and adequate facilities.

Sports components are divided into two, namely sports facilities and infrastructure. These components are important in carrying out optimal management. Facilities and infrastructure are important components of sports management. Sports facilities include equipment that can be used in activities such as basketball and volleyball. In contrast, sports infrastructure supports buildings that meet sport needs, such as fields, stadiums, and swimming pools (Asad et al., 2020; Mulyo et al., 2019). The existence of adequate sports facilities and infrastructure is the main key to encouraging the growth and organization of sports (Gunawan et al., 2021). Sufficient facilities and infrastructure are indicators that sports development is going well.

Management is the process of combining existing resources to achieve organizational or organizational goals. An organization's success depends on the manager's ability to understand circumstances, make strategic decisions, and adapt to change. Management is a process of regulating and utilizing the organization's resources through members' cooperation to achieve organizational goals effectively and efficiently (Candra Wijaya & Rifa'i, 2016). According to George R. Terry, management is achieving organizational objectives through planning, organizing, directing, and controlling activities.

The management function is the most important aspect of management. Management, as a dynamic process, always requires the application of its functions on an ongoing basis to ensure the sustainability of the organization. Good management certainly includes four functions: planning, organizing, implementing, and supervising.

Management functions include the planning process, which includes setting goals to be achieved, the organizing process, which includes the division of tasks and responsibilities, the implementation process, which includes giving directions and work orders; and the supervision process, which involves making observations, reviewing reports, and conducting work evaluations (Indartono, 2016)

Planning is the most important function in management. Planning is the first step in an organization setting goals and the steps to be taken. It can affect other management functions because planning helps to anticipate various possibilities that can occur and take preventive steps to overcome future risks. Thus, planning is important before running an organization (Angelliza Chantica et al., 2022).

Organizing covers the relationship of individuals with each other in an organization. Has an important role in creating arrangements and managing organizational resources that can be used optimally in achieving predetermined goals. Organizing involves the division of organizational structure, division of tasks, and determination of responsibilities. A well-organized organizational structure through formal rules and clear procedures will increase stability and predictability in management (Mango, 2018).

Actuating means the organization can carry out what has been planned and said to be ready for use. In this function, it is necessary to cooperate with each other to turn the plan into reality.

Controlling plays an important role in the final stage of the management function, ensuring and observing that tasks are carried out correctly and according to plan (Jamrizal, 2022). The controlling function not only measures and integrates the implementation of tasks but also helps to find deviations during the implementation process. In addition, controlling can be called evaluation in the context of evaluation management, namely the process of ensuring that the activities carried out are in accordance with what has been planned (Samsirin, 2015).

Sports management is the application of management principles in the context of sports to achieve the goals of sports organizations (Susanto, 2022). In other words, the basis of sports management is management and sport. Sports management covers various aspects, such as sports programs, recreational sports, educational sports, and achievement sports. Sports management aims to ensure that sports programs and facilities managed by related organizations or institutions can run well (Robbins. Et al., 2016).

The digital era has become an integral part of the daily lives of Indonesians, covering various sectors ranging from education and health to the digital economy, which continues to expand in scope rapidly (Firmansyah, 2023). Digital technology opens unprecedented growth opportunities in sports, offering the potential to get closer to consumers through innovative and customized experiences (Giorgio et al., 2018). This is identified by the demand for new technologies and the shift to digital communication and online platforms as key responses to adopting digital technologies that emphasize flexibility and adaptability (Glebova et al., 2022; Nanda et al., 2021). Artificial intelligence technology has the potential to significantly improve total factor productivity, such as improving member performance, reducing operational costs, and increasing competitive edge (Tsai, 2024; Zhang & Li, 2025).

In today's digital era, digital transformation is an urgent need for every organization, including public agencies, to remain relevant in continuous environmental dynamics. Digital transformation is a comprehensive effort to adopt digital technology to transform all aspects of business (Đašić, 2023). This transformation process includes not only the implementation of technological infrastructure or software but also changes in organizational culture, thinking about human resources, and strategic approaches to decision-making.

However, the process of embarking on digital transformation is often met with various complex challenges, especially for public institutions such as Dispora. In addition, the success of digital transformation depends heavily on the readiness of organizational resources, which includes technical capabilities, people skills, and visionary leadership support. Resistance to change, lack of understanding of the benefits of digital technology, budget constraints, and lack of adequate digital infrastructure are some of the main challenges often faced.

The implementation of digital-based management helps the government to optimize the management of sports facilities better and increase community accessibility. Better accessibility, financial support, and effective management are needed to increase facility utilization (Nahid & Abrar, 2023). Budget constraints are often an obstacle in the process of digitizing sports facilities. The focus of most local governments is still on meeting basic needs, so budget allocations for technology development are often neglected. In addition, the management of sports facilities and infrastructure usually faces difficulties in adopting technology due to unprepared human resources. Organizations must take active steps to overcome obstacles to adopting new technologies through appropriate policies, adequate training, and effective change management (Qi et al., 2024).

Salatiga City, known as the "City of Sports", has adequate sports facilities and infrastructure to support the development of the sports sector. The local government, through

the Salatiga Department of Youth and Sports (Dispota), has an important role in managing sports facilities and infrastructure in Salatiga City. Dispota Salatiga City functions as the main implementer of sports facilities and infrastructure management. It is not only responsible for maintaining existing sports facilities but also for planning and implementing innovations that will improve the quality of sports services.

In facing the challenges of the new technology era, Salatiga City's Dispota needs to develop a comprehensive and adaptive strategy to ensure that the process of digitizing sports facilities and infrastructure can run optimally. This is in line with the condition of Salatiga City's Dispota, which is facing the same challenges, such as the lack of competent human resources and the budget for technology utilization that is still not maximized. Therefore, the strategy should include several key steps, such as budget allocation for digital infrastructure development, increasing human resource competency development through technology training, and establishing good cooperation with external parties with the necessary competencies and resources. Competency development programs can increase the capacity of human resources (Saputro, 2022).

A previous study conducted by Yixi Wang (2024) examined in depth the impact of digital transformation on the sports industry. This research highlights the major transformations in the sports industry, especially in the transition from conventional business models to more sophisticated digital-based strategies. Wang also identified that many sports organizations face various challenges. These include cultural resistance to entrenched traditional values and the great need for strategic investment in technological advancement and application. The author asserts that the sports industry is caught between maintaining traditional values and using digital technology optimistically. As such, a strategic balance is needed for organizations to remain relevant in the ever-evolving digital age.

Another study by Ahmed & Hasan (2022) identified a significant gap in the implementation of digital transformation of sports facilities in Saudi Arabia. The findings indicate that one of the main obstacles in efforts to improve sports facility management's efficiency and effectiveness is the lack of digital strategies. The researchers emphasized that digital implementation can enhance the performance of sports facilities, especially through increased productivity and competitiveness.

However, limited research still discusses how the digitization process can contribute to the management of sports facilities and infrastructure to support overall service quality improvement. Therefore, this research becomes relevant to further exploring the readiness and challenges faced by public agencies in implementing digital transformation, especially in the context of managing sports facilities and infrastructure.

Focusing on implementing digital transformation in the management of sports facilities and infrastructure by using a qualitative approach, the researcher has the opportunity to analyze the management of sports facilities and infrastructure in Salatiga City in the digital era. Therefore, this study aims to analyze the optimization of sports facilities and infrastructure management practices in the digital era. In addition, the researcher outlines the findings on the challenges and obstacles faced by Salatiga City's Dispota in the digital era.

METHODS

This research method uses a qualitative approach and focuses on understanding the phenomena that are happening related to the role of organizational management in the management of sports facilities and infrastructure of the Salatiga City Dispota in facing the digital era. According to Sugiyono, qualitative research methods are suitable for deeply understanding phenomena through direct interaction with research subjects. The qualitative approach emphasizes

subjective understanding and involves interviews, observation, and documentation (Ernawati et al., 2022).

The time and location

The research took place at the Office Department of Youth and Sports Salatiga City, located at Jl. LMU Adisucipto No. 2 (Gor Hatti Beriman) Salatiga, Central Java. The target of this research includes the management of sports facilities and infrastructure for recreation, tourism, and sports implemented by the Salatiga City Youth and Sports Office.

The goals

The research targets or sources in this study amounted to 4 people. The sample in this study included people in the organizational structure of the Salatiga City Dispora. The selection of sources is based on the parties involved in managing sports facilities and infrastructure. The four people referred to as samples are the Head of the Salatiga City Department of Youth and Sports, the Secretary of the Salatiga City Department of Youth and Sports, the receiving treasurer, and the asset registrar.

Research procedures

This method of taking respondents does not provide equal opportunities or opportunities for each population component or individual to be selected as a data source (Sugiyono, 2013). The criteria for sources that can represent research indicators and qualify as respondents are determined in determining informants. The following are the criteria for respondents in this study, namely: 1) being included in the organizational structure of the Salatiga City Department Youth and Sports Agency, 2) being the manager of sports facilities and infrastructure of the Salatiga City Department Youth and Sports Agency, and 3) willing to be an informant.

Instruments

The instruments of this research are interviews, observation, and documentation. Observation can be done in a participant and non-participant manner to provide an in-depth understanding of the organizational management practices of sports facilities and infrastructure in the digital era. Structured and unstructured interviews were conducted with facilities managers to gain an in-depth knowledge of organizational management. The instruments in this study will be explained in Table 1 below:

Table 1. Research instruments

No.	Indicator	Sub Indicator
1	<i>Planning</i>	a. Preparation of operational budget planning b. Technology utilization budget c. Adoption of technology used d. Data collection method e. Target setting f. Obstacles and challenges of the <i>planning</i> function in the digital era
2	<i>Organizing</i>	a. Organizational structure b. Job c. Coordination d. Barriers and challenges of <i>organizing</i> function in the digital era
3	<i>Actuating</i>	a. Implementation of the draft operational budget b. Decision-making mechanism c. Implementation of activities

		d. Implementation of administration
		e. Obstacles and challenges of the <i>actuating</i> function in the digital era
4	<i>Controlling</i>	a. Operational budget supervision
		b. Evaluation
		c. Barriers and challenges of <i>controlling</i> function in the digital era

Data collection techniques

This research data collection technique is through source and data triangulation techniques. Source triangulation evaluates the credibility of data by examining data from various sources. Data validity is tested through the data triangulation method, which is the examination of data from multiple sources to ensure the accuracy of the data (Alfasyur & Mariyani, 2020). Triangulation can involve various parties in data collection, comparing results from multiple data collection techniques or using different data sources. Data collection includes written documents, archives, or other relevant sources.

Data analysis techniques

Data analysis used the Milles and Huberman analysis model, which consists of data collection, reduction, presentation, and conclusion drawing. Data reduction means simplifying data to make it easier to manage. Data presentation includes grouping data so that it is easier to understand. Concluding requires interpreting the data and verifying the findings through various techniques to ensure accuracy (Intissar & Rabeb, 2015). The methodology in this study is structured to provide an in-depth explanation of the influence of organizational management on improving the optimization of sports facilities and infrastructure management in Salatiga City in the digital era.

RESULTS AND DISCUSSION

RESULTS

The results of the study indicate that sports facilities and infrastructure management plays an important role in efforts to improve the optimization of sports facilities and infrastructure management, especially in the digital era. This management process includes the application of management functions such as strategic planning, effective and structured organization, targeted implementation, and systematic supervision. In addition, this study identified findings such as a number of challenges faced by the Youth and Sports Service (Dispora) of Salatiga City in implementing sports facilities and infrastructure management amidst the development of the digital era.

Planning

The results of this study found that the planning of sports facilities and infrastructure at the Salatiga City Youth and Sports Office is carried out in a structured manner that focuses on the priority scale of activity needs. Preparing a budget work plan is based on an evaluation of the needs and priorities of the previous year and adjusted to the available budget. A budget work plan is created. This process involves planning to construct, procure and maintain sports facilities to ensure that they operate sustainably and optimally. Planning affects budget absorption due to the assumption that most of the proposed budget will not be approved, which results in the proposed budget being larger than necessary without considering the real needs in the field and the ease of implementation (Ratag et al., 2019).

In facing the digital era, Salatiga City Youth and Sports Office has started the first step of transformation by gradually adopting digitalization. This can be seen from the slow digital data collection process. However, the utilization of this technology is still not fully maximized. Some important processes, such as the creation of field user schedules, renter data, and retribution deposit letters to the city government, are still done conventionally, which can potentially hamper work efficiency.

However, the discovery that the Salatiga City Dispora's website, SIGORA (Sports Center Information System), has not been functioning for a long time is an obstacle that must be overcome so that the public can more easily access information about sports facilities in Salatiga city. The importance of orientation towards digital technology adoption is that companies also need to be able to manage and make the best use of digital technology (Khin & Ho, 2019).

Dispora Salatiga City also uses social media to increase interaction with the community. Social media is used as a platform to convey information related to sports facilities, activities, and programs available. For the digitalization transformation to have a greater impact in the future, it is necessary to set clearer goals for the development needs and priorities of digitalization. With a well-thought-out strategy, Salatiga City sports facility management is expected to be more responsive to the needs of the community in the age of computers and the internet.

A comprehensive analysis is an important foundation Salatiga City's Dispora uses in developing an optimal plan for sports facilities and infrastructure management. The analysis involved evaluating the needs of sports facilities and infrastructure, as well as mapping out priorities for development and maintenance in line with the strategic goals of the local government. In addition, clear goal setting becomes a benchmark in improving the quality of available sports facilities and infrastructure. This step aims to ensure that sports facilities not only meet functional standards but can also provide long-term benefits to the people of Salatiga City.

However, challenges and obstacles have been identified in the management of sports facilities and infrastructure, including administrative records that are often not carried out optimally. These limited human resources are competent in managing each available facility. These limitations will directly impact the effectiveness and efficiency of member performance so that the management process does not run optimally. In addition, the lack of utilization of digital technology for data collection and management of facilities and infrastructure hampers the organization's ability to provide quality services to the community. Therefore, a more comprehensive approach is needed to increase the capacity of human resources, improve information and recording systems, and integrate digital technology. This makes the management of sports facilities more efficient and optimized.

Organizing

The results show that the organization of sports facilities and infrastructure management in Salatiga City's Dispora covers the organizational structure, division of tasks, and authority. Regarding organizational practices, Salatiga City Dispora does not have a special structure that specifically handles the management of sports facilities and infrastructure. The organizational structure refers to the general structure of Salatiga City's Diaspora, which is regulated by the Salatiga Mayor's regulation. The regulation discusses the main tasks and responsibilities of each field in the organization. The more complex an organization is, the more jobs there are.

The division of tasks involves several main positions, namely the head of the agency, the secretary of the agency, the receiving treasurer, the sports field, asset recording, and the field manager. Each position has duties and authorities that have been adjusted to the functions and each position. The head of the department is responsible for strategic decision-making regarding

sports facility policy, while the department secretary is responsible for organizing operational activities. The asset registrar ensures that all sports facilities are properly recorded and inventoried, while the Receiving Treasurer is responsible for recording and managing incoming funds. The sports field is responsible for all sports activities, including construction, maintenance, and sports activities. Field officers have specific duties in the maintenance and supervision of sports facilities. The division of responsibilities of field officers is based on the type of infrastructure available. This aims to ensure that each sports facility receives optimal attention and functions optimally in supporting sports activities. This structure demonstrates the efforts of the Salatiga City Dispora to maximize facility management.

The coordination carried out by Dispora and field officers is to divide human resources based on each field and have their person in charge. In addition, the lack of human resources to manage the field resulted in the absence of guards in all existing facilities, confusing the community when using the field. In addition, because they are less skilled in using technology, many tasks and responsibilities overlap. As a result, it requires the help of coworkers to complete the work, which consumes more time and causes the work to take longer.

In the all-digital era, everyone must adapt to change, as is how the Salatiga City Dispora manages sports facilities and infrastructure. This is also true for Salatiga City's Dispora Office, which faces the challenge of utilizing technology to improve the quality and effectiveness of sports facility management.

The results showed that there are some significant obstacles, especially related to limited human resources. This, coupled with the absence of a special organizational structure, impacts the unclear main duties and functions as administrators of sports facilities and infrastructure. These limitations trigger concurrent positions, causing many tasks and responsibilities to be delegated to other members.

Actuating

In terms of implementation, the management of sports facilities and infrastructure in Salatiga City has been carried out in a structured and systematic manner. Dispora Salatiga City manages sports facilities and infrastructure by referring to the Budget Implementation Document (DPA) as the main reference in planning and budget allocation. The DPA is a strategic document that ensures the use of the budget following the pre-planned work program, which includes the construction, maintenance, and management of sports facilities.

Decision-making is systematic and structured. The head of sports is the main person in charge, making decisions regarding the management of sports facilities and infrastructure. This process involves working with relevant parties such as facility management staff, local government, and external partners to ensure policies that meet sports facilities' operational and maintenance requirements. Cooperative relationships between organizations are very important in the success of an activity (Gonçalves & Franco, 2024).

Dispora Salatiga City has started using conventional and digital administration systems to support the management of sports facilities and infrastructure and the implementation of sports activities. However, some parts of the administration are still done manually. This is mainly related to the speed of data access and the possibility of recording errors. This can lead to reduced efficiency in management and result in a lack of information needed for decision-making. As a result, one of the necessary measures to improve the efficiency of Salatiga City sports facility management is to optimize the digital administration system.

A comprehensive analysis was conducted to identify barriers and challenges to implementing sports facilities and infrastructure management. It was found that the condition of human resources lies in generational differences because not all are proficient in operating technology, so it takes time to learn to use it. Dispora can ensure the implementation of

management that is more in line with the demands of the digital era through a more modern and collaborative approach, and digital-based data collection can provide convenience in improving work accuracy and efficiency.

Controlling

The supervision aspect is an important component in the effort to optimize the management of sports facilities and infrastructure in Salatiga City. Good supervision ensures that sports management aligns with procedures, budgets, and objectives. In practice, internal and external parties conduct supervision in Salatiga City's Dispora. Internal supervision is carried out in a tiered manner by the organizational structure that includes the head of the sports sector, the secretary of the office, and the heads of related fields as an independent institution tasked with verifying and evaluating the performance of members of the Dispora in the management of sports facilities and infrastructure. This supervision focuses on budget management, facility maintenance, and implementing planned programs. While the inspectorate of Salatiga City carries out the external party.

One of the main objectives of this supervision is to ensure that all sports facilities and infrastructure management activities are carried out following the procedures and budget allocations stipulated in the Budget Implementation Document (DPA). Budget quality has two characteristics: budget evaluation and budget clarity (Wattimury, 2023). The Dispora carries out this budget supervision regularly every quarter by assessing the achievement of activities based on predetermined indicators. However, budget supervision cannot be carried out consistently.

In general, performance evaluations are only conducted in emergencies, such as problem reports or discovering problems in management. The evaluation is usually accompanied by a coordination meeting to solve the issues. Disorganization can be a major obstacle to managing sports facilities. This disorganization can affect the level of discipline of managing employees and prevent issues that may occur from being immediately identified, such as facility damage, budget deviations, or lack of routine maintenance. As a result, problems that are not immediately detected can develop into bigger problems and cause sports facilities not to function properly.

In addition, the Salatiga City Dispora needs to conduct periodic evaluations of the implementation of digitalization so that an in-depth analysis of the challenges experienced can be performed. Successful digital transformation will improve efficiency and effectiveness in the management of sports facilities and increase the potential to attract people to participate in sports activities. The purpose of an evaluation is to understand a policy's objectives, the methods used to implement it, and the impact obtained. Therefore, digital orientation and capabilities may indirectly impact organizational performance. This is because innovation may serve as an intermediary. Irregular evaluation can affect work discipline and hinder the discovery of problems in managing sports facilities and infrastructure in Salatiga City.

Therefore, performance evaluations should be conducted more frequently and better as part of an organized and comprehensive oversight effort. Digital technology, such as application-based reporting systems, can improve monitoring efficiency and facilitate evaluation. Dispora Salatiga City ensures that the management of sports facilities and infrastructure is optimized, clear, and accountable with a supervisory approach supported and enhanced by modern technology.

Challenges in the Management of Sports Facilities and Infrastructure

One of the main problems faced in the management of sports facilities and infrastructure in Salatiga City is the limited human resources, both in terms of quality and quantity. This is a major obstacle to sustainable and optimal management. Another influential factor is the

difficulty of human resources' difficulty adapting to digital technology, which is largely due to the generational differences between members. This difference creates differences in mastery of technology, and some managers take longer to learn and operate digital devices used in management. In addition, the limited number of experts in maintaining sports facilities is also an obstacle that affects work efficiency. Workloads that are not well distributed and appropriate often lead to suboptimal management of sports facilities and infrastructure. This has an impact on the quality of facilities and user satisfaction. Therefore, there is a need for strategic efforts to increase human resources' ability through continuous training, adding competent experts, and developing a technology-based management system. This method is estimated to improve the efficiency of sports facility management and help achieve overall sports development goals.

As a public service provider in sports, the Department of Youth and Sports (Diaspora) is responsible for maintaining and improving the quality of services and sports facilities available to the community. However, government budget constraints are often insufficient to keep all existing sports facilities optimally, which is a major problem. This can lead to some facilities not being properly maintained, impacting the quality of services provided to the community. Creative approaches, such as more efficient budget allocation based on necessary priorities and collaboration with the private sector through sponsorships or partnerships, are needed. These methods will allow Salatiga City's Diaspora to maintain the decommissioning of sports facilities and still provide high-quality services to the community.

DISCUSSION

This study's results reveal gaps in the implementation of sports facilities and infrastructure management at the Department of Youth and Sports (Dsipora) of Salatiga City. Although the main components have been analyzed in-depth, planning, organizing, implementing, and supervising have not run optimally. Based on the research findings, the elements of organization and supervision are the aspects that need special attention to be improved to achieve work efficiency optimization. It will achieve goals effectively through measurable planning, clear division of tasks, data-based decision-making, and objective performance evaluation. Furthermore, this research is also expected to help Salatiga City Youth and Sports Office provide better services to the community and support sports development by implementing more structured management strategies and appropriate technology integration.

Although Salatiga City Dispora has made significant efforts to integrate technology into sports facilities and infrastructure management, there is still considerable room for improvement in optimizing the process. A thorough evaluation of the implementation of each stage of the management process is needed to identify weaknesses and obstacles in the implementation and formulate more effective measures to optimize the management of sports facilities and infrastructure.

An empirical contextual approach was used to explain the conclusions of this study, which was supported by an in-depth literature review. Some main factors influencing the findings include an organizational structure that does not fully support management efficiency, a lack of human resources capable of carrying out management tasks, and budget limitations that hinder program implementation. These variables are crucial in determining the difference between implementation and planning. In addition, the review of relevant literature provides a theoretical basis for the analysis and explains how these variables affect the effectiveness of facilities and infrastructure management. In addition, the literature helps determine methods that can be used to overcome these challenges. Therefore, the findings make a theoretical contribution to developing more efficient and sustainable methods in the future, in addition to simply reflecting practical conditions.

The study's results showed that although significant progress has been made, gaps and disparities still require further attention. This comparison provides a basis for conducting a thorough analysis of areas for improvement and enhancing practices in the implementation of sports facilities and infrastructure management.

This research emphasizes the importance of developing an action plan based on the identified findings. Strategic actions need to be taken, including intensive training for available human resources, the addition of competent experts, and the integration of digital technology in the management data collection system in order to achieve optimal facilities and infrastructure management practices.

CONCLUSION

This study revealed weaknesses in implementing sports facilities and infrastructure management under the Department of Youth and Sports (Dispora) of Salatiga City. The main components of management, such as planning, organizing, implementing, and monitoring, have been identified as part of the work system. However, the results show that implementing these components is still not optimal. This indicates that gaps must be improved to effectively and efficiently manage sports facilities and infrastructure. The research findings show that the aspects of organizing and supervision require special attention to enhance management effectiveness. In organizing, a clear and targeted division of tasks is very important to improve work efficiency. However, this process has not been fully completed, which can lead to an overall workload and delays in achieving company goals. In addition, decision-making in task execution is not based on an organized and systematic framework. As a result, the implementation or mobilization process does not go well. Furthermore, evaluation of members' performance has not been conducted regularly and thoroughly in supervision. This leads to a lack of relevant feedback to find problems and opportunities for improvement. Therefore, there is an urgent need for a structured evaluation system and regular reporting of performance results to ensure improvements in the quality of management. A systematic approach to planning should be implemented as a solution. Needs analysis, proper resource allocation, and prioritization of work in line with organizational goals are all part of this process. Structured decision-making is crucial for implementation, so every action has a clear basis. These actions will help optimize the management of sports facilities and infrastructure, especially in the digital era.

To provide systematic direction for all members, clear work guidelines must be established and human resources must be trained regularly to meet the needs of the digital era. Digital technology is also crucial to help with faster and more accurate decision-making processes as it enables extensive data integration, speeding up work processes and improving operational efficiency. On the controlling aspect, evaluation reports should be regularly incorporated into the work cycle. Structured reports can help assess performance and make strategic decisions for future improvements. In addition, reports also provide in-depth insights into how effectively the program has been implemented. As a way forward, implementing the recommendations of this research can help improve the quality of management. Proper technology integration in each component of the management function, starting from planning, organizing, actuating, and controlling, will encourage better management, strengthen sports development, and provide significant benefits to the wider community.

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CONFLICT OF INTEREST

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