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EDUCATIONAL STRATEGIES AND ROLES OF STAKEHOLDERS IN REDUCING ANTISOCIAL BEHAVIOR OF FOOTBALL SUPPORTERS

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Abstract: This study aims to determine the strategies and roles of stakeholders in an effort to reduce antisocial behaviors of football supporters. This mixed-method study employed survey, interview and observation as the data collection techniques. A total of 60 participants consisting of 10 stakeholders and 50 football supporters were involved in this study. The qualitative data were collected through structured-interviews and field observations, while the quantitative data were obtained by administering questionnaires. The qualitative data analysis involved data display, data reduction, and conclusions, while quantitative data analysis used descriptive statistics and the mean difference test with one-way Anova. The results showed that the strategies to reduce antisocial behaviors of football supporters consisted of aggressive, religious, innovative, and fanaticism (ARIF) strategies. Stakeholders had six roles in an effort to reduce antisocial behaviors of football fans, namely: supporting fans' activities, giving ideas, consolidating with supporters, controlling, mediator, and giving consideration. These strategies and stakeholder roles were implemented through empowerment and education of the football supporters on a regular and ongoing basis so that antisocial behaviors change into good social behavior.

Keywords: strategies, roles, stakeholders, football supporters.

STRATEGI PENDIDIKAN DAN PERAN PEMANGKU KEPENTINGAN DALAM MENGURANGI PERILAKU ANTISOSIAL PENDUKUNG SEPAKBOLA

Abstrak: Penelitian bertujuan untuk mengetahui strategi dan peran stakeholder dalam upaya mengurangi perilaku antisosial suporter sepakbola. Penelitian ini menggunakan metode survei dengan pendekatan campuran (mixed-methods) kualitatif dan kuantitatif. 60 orang partisipan yang terdiri atas 10 orang dari stakeholder dan 50 orang dari komunitas suporter sepakbola terlibat dalam penelitian ini. Pengumpulan data kualitatif dilakukan melalui wawancara terstruktur dan observasi lapangan, sedangkan data kuantitatif diperoleh dari penyebaran kuisioner berbasis skala likert dengan skor 1-5. Analisis data kualitatif menggunakan tahapan display data, reduksi data, dan kesimpulan, sedangkan analisis data kuantitatif dengan statitik deskriptif dan uji perbedaan rata-rata dengan one-way Anova. Hasil penelitian menunjukkan bahwa strategi untuk mengurangi perilaku antisosial suporter sepakbola terdiri atas strategi Agresif, Religius, Inovatif, dan Fanatisme (ARIF). Stakeholder memiliki enam peran dalam upaya mengurangi perilaku antisosial suporter sepakbola, yaitu: pendukung kegiatan suporter, pemberi ide dan gagasan, konsolidasi dengan suporter, pengontrol, mediator, dan pemberi pertimbangan. Strategi dan peran stakeholder tersebut diterapkan melalui pemberdayaan dan pendidikan komunitas suporter sepakbola secara berkala dan berkelanjutan agar terjadinya perubahan perilaku antisosial menjadi perilaku sosial yang baik.

Kata Kunci: strategi, peran, stakeholder, pendukung sepakbola.

INTRODUCTION

The existence of football manifests itself not only in the matches played on the field. The presence of supporters coming from many different backgrounds in the stadium to support their favorite team is also an element that makes football an inclusive sport (C. Brown, 2020), making football one of the most popular sports in the world. There is a strong emotional bond among the football supporters/fans, football clubs and where the clubs exist (Fuller, 2017). Football fanatics view the sport as more than just aesthetic expressions of solidarity or ways to escape from boring routine; it is not just an entertainment or hobby either (Giulianotti, 2002). Many supporters believe that football plays a vital role in the

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collective expressions of identity, making the sport a magnificent spectacle. With that in mind, this research focuses not only on the technical factors of the game in the field, but also supporters who have also been the icon of the clubs (A. Brown, 1998).

Football industry revolution has been in conjunction with the ways the media portrays football. This relation is the result of three marketing methods implemented by sports media, including: evolution of digital media, workforce globalization and economy as well as cultural practice and identity (Boyle, 2010). Not all parties can immediately embrace this revolution. Enjoying the game 'intimately', supporters are among those who are against this modernization.

Supporters' rejection of this transformation, stems from their views that overcommercialization of the sport has led to the loss of values, identities, and cultures originally shared among the football fans community, making it an elite sport, not a sport that represents solidarity and loyalty (Millward, 2012). They believe sports media companies have allegedly undermined romanticism they have nurtured while supporting their favorite clubs (Fuller & Junaedi, 2018). Some of them even hate the easy-to-consume kind of football that is produced in a safe, clean, sterile place with tight security. Results of an ethnography study in Manchester, England, show that the bond between supporters and teams has been mobilized, leading to global capitalism practices in daily life (Porter, 2008). Fans' rejection has been manifested in actions such as violence and vandalism (Rookwood & Spaaij, 2017). Such actions cause damage to properties, injury, and even fatalities.

Supporters who demonstrate the tendency to commit antisocial actions is often referred to as hooligans. This label originally refers to England supporters who, back in the 1960s, gained a reputation for causing riots in football matches (Giulianotti, 2002). The hooligan move-ment has created a room for violence among football supporters (Krahé, 2020). Football hooliganism is also perceived as an antisocial behavior towards other groups, particularly supporters of the opposing team, security personnel, and public facilities (Clarke, 2003). This phenomenon was portrayed by, after viewing how football supporters were seen as a group of people with the biggest capacity manifested in hate and vandalism. Supporters argue that togetherness and the spirit of helping other group members are manifested in their presence in the stadium to support their

favorite club and in the riots they are involved. This movement may have rooted in 'the England disease', but this practice has been reported as social issues in many countries (Rookwood & Spaaij, 2017). Supporters' actions have drawn both positive and negative attention from the public and have been discussed in many studies. (Dunning, 2000) who viewed this phenomenon through sociological perspective stated that football hooliganism is a worldwide phenomenon influenced by certain social cultures. More recent studies have attempted to identify universal tendencies in the hooliganism movement, includeing joy and pleasant emotional desire, tough masculinity, territorial identification, individual and collective reputation management, a sense of solidarity and belonging, as well as representation of sovereignty and autonomy (Spaaij, 2008). A sense of solidarity and belonging among football supporters has been a dominating variable. Research conducted in Bosnia-Herzegovina found that the unrest in Tuzla that ended in the resignation of the cantonal government was also a result of supporters' movement bringing up historical and gender issues (Gilbert, 2018). Football supporters are often seen as the identity of a city/region. A fieldwork by (Fuller & Junaedi, 2018) successfully captured how three groups of supporters (Ultras) from different regions live in different cultural and political realities. Often remembered for their violent behavior, football supporters share the same dream of a better 'soccer-scape' in Indonesia. Indonesian football supporter communities display numerous beha-viors while supporting their favorite team in either home game or away game. Research results (Bayudewanto & Junaedi, 2017; Effendy & Indrawati, 2020; Hapsari & Wibowo, 2015; Jariono & Subekti, 2020; Syahputra, 2017; Warsa & Bahfiarti, 2016) revealed that supporter communities use aggressiveness, creativity, and fanaticism to support their favorite clubs and promotes their communities' names. (Usman & Herman, 2019) found a number of factors behind such behaviors which include motivation, loyalty, pride, togetherness, and mutual needs among fans.

The attitudes displayed by individuals or groups of supporters while supporting their favorite teams in the stadium are identified as 'ARIF' (aggressiveness, religiosity, innovative behavior, and fanaticism) (Usmana & Agustangb, 2020). Such attitudes can be manifested in both positive and negative actions. Development of modern football must be accompanied by changes in the

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negative stigma attached to supporters. There-fore, education and involvement of multiple stakeholders are critical in the supporter develop-ment process. Previous research found a group of supporters that made a positive impact in deliver-ing a 'propaganda' to grow and nurture love for the team (Niatami et al., 2020). Other studies found that educating other fellow supporters in the same group while acculturating both local and foreign cultures to the group can stimulate crea-tivity in the way the group supports their favorite teams (Kusuma, 2017; Prasetiyo, 2020) .

There has been some research on educa-tion among the football supporter communities; however, the topics studied often focused solely on stakeholders' roles, including the clubs and the government, in educating football supporters. Therefore, this research attempts to investigate ways stakeholders introduce and implement 'ARIF' among supporters in Sinjai Football As-sociation (Perssin). Educating supporters in-volves knowledge sharing, skills and capacity building, and motivation to increase their under-standing of football rules so that they can act more wisely when supporting the team in either home game or away game. This research attempts to answer two main questions, include-ing: (1) what strategies are used to reduce the antisocial behavior of Perssin supporters? and (2) what roles stakeholders play in reducing the antisocial behavior of Perssin supporters?

METHODS

This survey research adopted a combina-tion of qualitative and quantitative approaches. In mixed method research, quantitative analysis which provides descriptive statistics is followed by qualitative analysis that attempts to describe the phenomenon being explored (Onwuegbuzie & Leech, 2005). With two data sources, one can be used to confirm the description generated us-ing the other data source (Rallis & Rossman, 2003).

This research involved stakeholders and Sinjai Football Association's supporter commu-nities, and took place between April and May 2021. There were 60 participants including 10 stakeholders and 50 supporters selected based on certain criteria (purposive). Factors in selecting participants include: (a) supporters who actively come to the stadium to support Perssin team in matches; and (b) stakeholders, in this case secu-rity officers, who often interact with supporters and sports federation executives.

Data were collected through: (a) observa-tion of Perssin supporters' activities, recorded on observation sheets (field notes); (b) semi-struc-tured interview with selected participants; and (c) questionnaire distribution. In the semi-structured interview, an Indonesian Military (TNI) person-nel and a police officer from security division were questioned, along with the head of the Na-tional Sports Committee (KONI), the head, sec-retary, and treasurer of the Youth and Sports Agency (*Dispora*) of Sinjai District to collect in-formation relating to the roles of stakeholders in providing supporters with education and training needed. A semi-structured interview aims at dig-ging up more information regarding strategies to reduce antisocial behavior of Perssin supporters while supporting the team from stakeholders' perspectives.

Questionnaires were sent out to stake-holders as well as Perssin's executive board and supporters to investigate strategies to wisely re-duce antisocial behavior of the supporter commu-nities from stakeholders' perspectives. The ques-tionnaire involved ARIF indicators (aggressive-ness, religiosity, innovative behavior, and fanati-cism) and stakeholders' roles (support activities of supporters, give ideas, consolidate with sup-porters regularly, serve as a controller, act as a mediator, and give advice). Five-point Likert scale was adopted with options including: strong-ly agree, agree, undecided, disagree, and strongly disagree. The positive and negative statements in the questionnaire determined the score of each item.

Quantitative data were analyzed using de-scriptive statistics and one-way ANOVA tech-niques to rank indicators of strategy and roles of stakeholders from the highest to the lowest scores. Statistical analysis was performed using IBM SPSS 26 software. Qualitative analysis fol-lowed a procedure including interview transcript making, data reduction, analysis, data interpreta-tion, and triangulation before drawing conclusion (Miles, Huberman & Saldana, 2014).

FINDINGS AND DISCUSSION
Findings

ARIF strategy to reduce supporters' antisocial behavior

Based on Aggressiveness, Religiosity, In-novative behavior, and Fanaticism (ARIF) indi-cators, there are 12 items constructing support-ers' antisocial behavior reduction strategy. De-scriptive statistics of data collected from respond-ents is presented in Table 1.

Table 1. Descriptive Statistics of ARIF Indicators

Indicator	N	Mean	Standard Deviation	Minimum	Maximum
Aggressiveness	60	12.35	1.16	9.00	15.00
Religiosity	60	12.35	1.16	9.00	15.00
Innovative	60	13.45	1.23	10.00	15.00
Fanaticism	60	12.97	1.48	9.00	15.00
Total	240	12.78	1.34	9.00	15.00
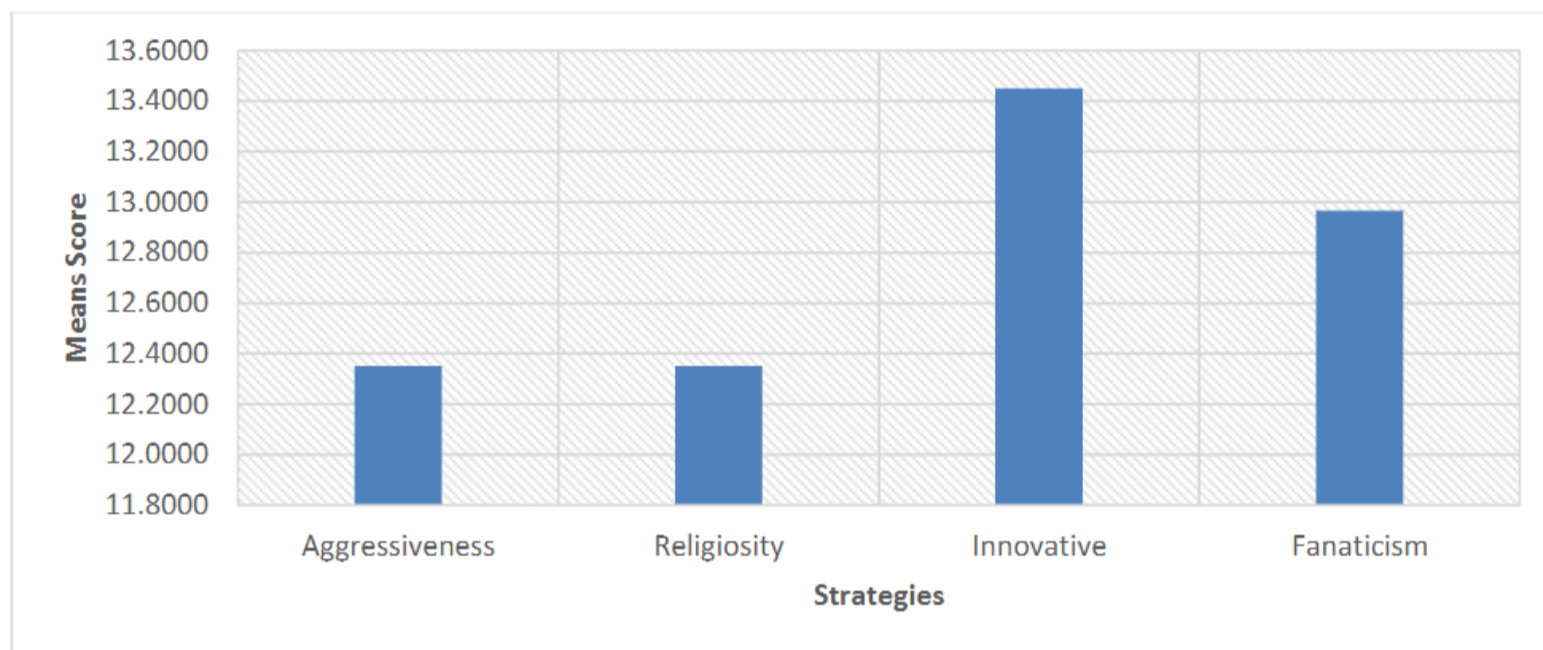
Figure 1. Strategy of supporter's community to reduce antisocial behavior

Table 2. Descriptive Statistics of Stakeholders' Roles

Indicator	N	Mean	Std. Deviation	Minimum	Maximum
Supporting	60	12.72	1.25	10.00	15.00
Giving Idea	60	12.40	1.38	8.00	15.00
Consolidation	60	13.40	1.53	10.00	15.00
Control	60	12.42	1.38	9.00	15.00
Mediator	60	12.65	1.09	10.00	15.00
Consideration	60	12.85	1.42	10.00	15.00
Total	360	12.74	1.38	8.00	15.00

Figure 2. Role of stakeholders in reducing antisocial behavior of supporters

The one-way ANOVA results reveal a significant difference in ARIF indicators (F=10.656, p=0.000) as seen in Figure 1. As presented in Table 1, ARIF strategies in reducing supporters' antisocial behavior, from the highest to the lowest means, are Innovative behavior (M=13.45, SD=1.23), Fanaticism (M=12.97, SD=1.48), Religiosity (M=12.35, SD=1.16) and Aggressiveness (M=12.35, SD=1.16).

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The roles of stakeholders in reducing supporters' antisocial behavior

In reducing supporters' antisocial behavior, stakeholders play roles as supporter, idea generator, consolidator, controller, mediator, and advisor. Descriptive statistics of data collected from respondents is presented in Table 2 below.

One-way ANOVA results demonstrate a significant difference (F=4.646, p=0.001) among means of the six roles of stakeholders in reducing supporters' antisocial behavior as can be seen in Figure 2. Referring to Table 2, the roles of stakeholders in reducing supporters' antisocial behavior, from the highest to the lowest means, are Consolidation (M=13.40, SD=1.53), Consideration (M=12.85, SD=1.42), Supporting (M=12.72, SD=1.25), Mediator (M=12.65, SD =1.09), Controlling (M=12.42, SD=1.38), and Giving Idea (M=12.4, SD=1.38).

Results of interviews with some supporters and stakeholders reveal that stakeholders play six roles in reducing supporters' antisocial behavior, which include: supporting supporters' activities, giving ideas, consolidating with supporters regularly, supervising, mediating, and giving advice.

Supporting supporters' activities

To reduce antisocial behavior of supporters, stakeholders play an important role in supporting football supporters' activities, increasing their knowledge of how to behave and act as supporters who prioritize local cultures while supporting their favorite team. In an interview, a supporter stated "with support from the government, particularly in how to understand social behavior wisely, supporters understand not only how to give support but also their tasks and functions as supporters better. They are also wiser and more tolerant towards supporters of the opposing team" (IKR, 21 April 2021). This is similar to what the "Capo", the Ultras' field general, stated "ultras are here to follow because we are "longing" (Interview, 21 March 2021).

As reducing antisocial behavior requires carefully made strategy, stakeholders can support supporters' activities to understand the rules of football, either inside or outside the field, in numerous ways. A public figure also stated "as Perssin's senior supporter, and as a public figure, I have always tried to give advice to new members so that they can maintain good behavior while supporting their favorite team, and understand how to give support in a football game better" (JSM, 21 March 2021). Similar to this, the head of the National Sports Committee (KONI)

of Sinjai District, who is also Perssin's supporter community executive as well as a police officer, stated that, as a stakeholder, he has always given other supporters understanding of football rules so that people can show greater understanding and tolerance while supporting players in either home game or away game (SHD, 21 March 2021).

Giving out ideas to supporter community

The strategy to wisely reduce supporters' antisocial behavior through provision of ideas for innovative ways of supporting players in a football game can increase supporters' skills and knowledge of how to behave with kindness. Supporters revealed that "after receiving education, particularly about behavior, supporters can provide joyful support as can be seen from the innovation they make while giving support (SLM, interview, 20 March 2021). One of Perssin's supporters added "in this regard, social behavior education aims at shaping positive behavior" (MYS, interview, 20 March 2021). A public figure also supported this statement by saying "stakeholders' participation manifested in education for supporter community is considered excellent because, before supporting, without education, supporters will sing and cheer their favorite team, but they will not be organized nor skillful (JSM, interview, 20 March 2021).

Regular consolidation, supervision, and attention to football supporter community

Supporters have different abilities to understand football rules. Therefore, without oversight and education, supporters cannot be well organized while giving support. In an interview, a supporter stated that "after gaining knowledge of innovation and creativity in supporting their favorite team, supporters understand how to make support more exciting by understanding chanting, rhythmic clapping, and wave better" (DHR, 21 March 2021). Supporters come up with innovations to support the team that plays in either home or away matches. Continuous communication efforts initiated by the Youth and Sports Agency (Dispora) and KONI of Sinjai District have made Perssin's supporters feel acknowledged, encourageing them to be wiser and more compliant with the rules, especially during match day.

Mediation with supporter community concerning football rules

As a mediator, stakeholders are one of the sources of motivation to develop and educate supporter communities using a social behavior

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approach to encourage them to maintain positive behavior while supporting the team. A supporter stated that "supporters feel more excited when giving support of their own free will; we cheer so that the players can give their best performance" (MAR, 20 March 2021). Intrinsic motivation has driven supporter communities to be fully supportive of their favorite team. This interview results support findings of previous field observation showing how difficult it was for executives of Perssin's supporter community to encourage other community members to change aggressive behavior that has grown for so long within themselves.

Perssin's senior supporters indoctrinated junior members beforehand, telling them to choose ways that demonstrate good manners over anarchy while supporting the team. Continuous approaches by founders of supporter communities successfully nurtured supporters' aggressiveness in supporting Perssin.

ARIF strategy and the roles of stake-holders in reducing antisocial behavior among football supporters in supporting the team are summarized in Table 3.

Discussion

Indonesian supporters have been carrying a stigma. This research attempts to investigate what roles stakeholders should play as well as what strategies are needed to reduce antisocial behavior. Involvement of stakeholders in reducing antisocial behavior is manifested in their actions which involve supporting supporters' activities, giving ideas, consolidating with supporters regularly, controlling, mediating, and giving advice. These findings provide real measures to reduce negative behavior of supporters. Defined oversight as how people obtain special abilities to help achieve organizational goals (Mathis, 2002). Furthermore, sports organizations need to encourage sports fans to participate in more positive activities to develop their communities (Yim et al., 2021). Therefore, this process is related to a range of goals of the company; meanwhile, oversight can be seen from both narrow and broad perspectives (Mathis, 2002). Oversight is a learning process through which a child obtains knowledge, skills, values, and norms to be part of the community (Nisrima et al., 2016). Oversight process can advance only if social interaction exists. Social interaction is a dynamic social relation which involves relationships among individuals, groups, and between individuals and groups. In the end, education for supporters is inevitable (Thomson & Williams, 2014).

Stakeholders' involvement which manifests in oversight through education about social behavior among Perssin supporter communities has brought changes in social behavior, particularly due to implementation of *siri'* norms and values including *sipakalebbi* (respect), *sipakainge* (improve) and *sipakatau* (respect for fellow human beings) to build relationship among supporters before the game. This finding is similar to the findings of the research conducted by (Beddu et al., 2014; Darwis & Dilo, 2013; Kaddi & Dewi, 2017; Khotimah, 2013; Makbul et al., 2017; Rustan & Cangara, 2011; Syarif et al., 2016) saying that *siri'* culture believes that shame is the way to maintain self-esteem through firmly held values of *sipakatau*, *sipakainge*, and *sipakalebbi*. *Siri'* is one of Bugis-Makassar cultures within which self-esteem, dignity, morality, and shame are firmly held, and those who hurt other people's self-esteem and dignity, bring shame, and break morality must be destroyed.

Table 3. The summary of ARIF strategy and roles of stakeholders

	Indicator	Role
ARIF strategy	Aggressiveness	Understand the instructions given by the leader of the supporter community
	Religiosity	Prioritize the values and norms they hold
	Innovative behavior	Support innovation in raising the players' spirits
	Fanaticism	Be wherever the team plays to provide support
Stakeholders' roles	Support the activities	Provide supporters with support
	Give ideas	Always give ideas to help supporters understand their existence better
	Consolidate with supporters regularly	Consolidate with supporters so they can manage their community better
	Control	Control the activities of supporter communities
	Mediate	Act as a mediator when the situation that involves supporters is no longer conducive
	Give advice	Give advice concerning provision of support

Educational strategies and roles of stakeholders …

Despite stigma, Perssin supporters show willingness to open up to stakeholders as well as cooperative behavior and adaptive responses to the new era. They are now aware that their violent actions and vandalism will undermine their communities. Social behavior is described as one's awareness which determines one's concrete and repetitive actions to social objects (many people in a group) (Ahmadi, 2002). Weber proposed a transition from social actions to public social lives whose activities are classified into four. Moreover, Weber proposed that a democratic action occurs in situations in which multiple methods and purposes are available with people being able to choose any method solely for efficiency purposes; a rational action (value-rational) occurs when people choose certain methods by taking into account their efficiency in order to achieve excellence; an affective action occurs when methods and purposes of the action are driven by emotions; and a traditional action occurs when methods and purposes of the action are solely customary (Weber, 2013).

On the other hand, they believe that stakeholders take part in reducing antisocial behavior to support the development of social behavior. These data indicate that stakeholders' participation in reducing supporters' antisocial behavior has increased supporter communities' understanding about local conversion implementation, particularly in supporting their favorite team. In a similar, Usman found that aggressiveness, religiosity, innovative behavior, and fanaticism are the characteristics of Makassar Football Association (PSM) (Usman, 2018a; Usmana & Agustangb, 2020). To develop PSM's supporters' social behavior, negative behavior must be controlled and turned into positive behavior including aggressiveness, religiosity, innovative behavior, and fanaticism (Usman, 2018b). Supporters' positive social behavior manifests in swift actions and fast reactions, along with trust, confidence in developing creativity, as well as innovation, pride and willingness to sacrifice when supporting the team in either home game or away game. In short, supporters' social behavior based on local wisdom can be developed by Perssin's supporters to support Perssin's players in the game.

CONCLUSION

Strategy for reducing Perssin's supporters' antisocial behavior is consisted of indicators namely aggressiveness, religiosity, innovative behavior, and fanaticism. In an attempt to reduce the football supporters' antisocial behavior,

Sinjai District stakeholders play roles as supporter of supporters' activities, idea generator, and regular consolidator between supporters, controller, mediator, and advisor. ARIF strategy and stakeholders' roles can be manifested through empowerment of football supporter community. Understanding football characteristics is a critical aspect to stress. Strategy and the roles of stakeholders, either through continuous approach or education, can change supporters' behavior, from antisocial to social. It is expected that future research can investigate the implementation of ARIF strategy more closely and expand the roles of stakeholders in reducing football supporters' antisocial behavior.

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