COLLABORATIVE GOVERNANCE CONCEPT ON YOUTH FOOTBALL
GOVERNANCE IN INDONESIA

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ABSTRACT

Purpose: The study aimed to demonstrate general governance study development leading to collaborative governance related to youth football development to map the position of collaborative governance studies for youth football development.

Theoretical framework: This study used the general governance concept leading to the collaborative governance concept related to football development. The correlation is that experts consider collaborative governance to be the exit of chronic social issues (Muslim et al., 2021). Although Indonesian football is not a chronic social issue, minimum national achievements with the resources are ought to have serious measures. Moreover, the public's expectation for national football achievements is astronomical.

Method: This Study Literature Review (SLR) will use the Systematic Mapping Study (SMS) method. It aimed to summarize scientific evidence available concerning the research topic, identify gaps in related studies, and recommend future studies regarding the objective and results of various articles. For substance analysis use Nvivo 12, which was described in the form of a word cloud and cluster analysis. Research mapping was conducted using the Vos Viewer analysis to display the research map of football governance and its interrelationships.

Results and Conclusions: The study results showed that football governance studies are abundant in developed football countries, particularly Europe, and mostly focused on club governance, competition governance, and involvement of parties leading to football as an industrial commodity. In Indonesia, football publications merely emerged in 2000, discussing football technical issues and recommending the importance of governance studies. Further governance study development mainly discusses the relationship between the government and the federation. Thus, it is often observed from the conflict perspective.

Research implications: There are plenty of opportunities to conduct research with various study focus or concern. Several studies are recommending implementing more extensive involvement and suggesting the importance of various parties in football governance, i.e., conceptually, such studies continuously shift to be closer to the collaborative perspective.

Originality/value: There is no study on youth football development collaborative governance. From the institutional aspect, relationships between related parties are often observed from the conflict perspective. Thus, prioritizing the collaborative governance perspective is urgent.

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CONCEITO DE GOVERNANÇA COLABORATIVA
SOBRE A GOVERNANÇA DO FUTEBOL JOVEM NA INDONÉSIA

RESUMO

Objetivo: O estudo teve como objetivo demonstrar o desenvolvimento de estudos de governança geral que conduzem à governança colaborativa relacionada com o desenvolvimento do futebol juvenil para mapear a posição dos estudos de governança colaborativa para o desenvolvimento do futebol juvenil

Quadro teórico: Este estudo utilizou o conceito de governança geral que conduziu ao conceito de governança colaborativa relacionado com o desenvolvimento do futebol. A correlação é que os especialistas consideram a governança colaborativa como a saída de questões sociais crônicas (Muslim et al., 2021). Embora o futebol indonésio não seja uma questão social crônica, conquistas nacionais mínimas com os recursos devem ter medidas sérias. Além disso, a expectativa do público em relação às conquistas do futebol nacional é astronômica.

Método: Este Estudo de Literatura de Revisão (SLR) usará o Método de Estudo de Mapeamento Sistemático (SMS). O objetivo era resumir as evidências científicas disponíveis sobre o tema da pesquisa, identificar lacunas em estudos relacionados e recomendar futuros estudos sobre o objetivo e os resultados de vários artigos. Para análise de substâncias use Nvivo 12, que foi descrito na forma de nuvem de palavras e análise de aglomerados. O mapeamento de pesquisa foi realizado usando a análise do Vos Viewer para exibir o mapa de pesquisa da governança do futebol e suas inter-relações.

Resultados e Conclusões: Os resultados do estudo mostraram que os estudos sobre a governança do futebol são abundantes nos países desenvolvidos do futebol, particularmente na Europa, e principalmente focados na governança dos clubes, na governança da competição e no envolvimento das partes que levam ao futebol como uma mercadoria industrial. Na Indonésia, as publicações sobre futebol apenas surgiram em 2000, discutindo questões técnicas do futebol e recomendando a importância de estudos de governança. O desenvolvimento do estudo de governança discute principalmente a relação entre o governo e a federação. Assim, é frequentemente observado a partir da perspectiva de conflito.

Implicações de pesquisa: Há muitas oportunidades para realizar pesquisas com foco ou preocupação em vários estudos. Vários estudos recomendam a implementação de um envolvimento mais amplo e sugerem a importância de vários partidos na governança do futebol, isto é, conceitualmente, tais estudos mudam continuamente para estar mais perto da perspectiva colaborativa.

Originalidade/valor: não há estudo sobre o desenvolvimento do futebol jovem governação colaborativa. Do ponto de vista institucional, as relações entre partes relacionadas são frequentemente observadas do ponto de vista do conflito. Por conseguinte, é urgente dar prioridade à perspectiva de governação colaborativa.

Palavras-chave: governança, colaboração, futebol, juventude.
1 INTRODUCTION

Football is one of the most popular sport worldwide. In Indonesia, football is inseparable from social daily activities (Fuller, 2015). However, unfortunately, national football has not presented reputable achievements at the international level. It is evident from the Indonesian position that ranks 155 on FIFA in September 2022. In Southeast Asia, Indonesia is placed under Vietnam, Thailand, and Malaysia, and has not won AFF Cup at the senior level. In Asia, Indonesia often fails in qualifying for the Asian Cup, especially at the global level. For individual achievements, despite being able to break into the European leagues, Indonesian players have not been able to break into the top European leagues.

Many issues are indicated as the cause for few achievements of national football. The Road Map Document for the Acceleration of National Football Development identifies several prioritized issues, i.e., minimum standardized exercise infrastructure, minimum licensed coach and referee resources, unoptimized talent development, and a non-tiered and sustainable competition system.

In Indonesia, football development involves many parties, i.e., the government, federation, (Indonesian Football Association/PSSI), private, public, and other parties. On other side, youth football development is important, given the age phase is often called the golden learning age, where players will quickly absorb important football things taught at this age (Hadinata et al., 2023). Therefore, youth football development still requires the government’s role. PSSI does not have sufficient resources to graze many things in youth football development. On the other side, the private party has not put much interest in youth football development. The public only has limited capacity. Meanwhile, the provision of good football field infrastructure is part of public service and is the responsibility of the government, as well as efforts to increase the capacity of sports teachers and trainers as part of education services. Hence, youth football development efforts are closely related to government dynamics or governance. It can be concluded that all youth football development issues boil down to governance issues.

Football has an appeal to be examined from its governance aspect. Globally, there are many studies on football governance with various focuses, including clubs, competitions, communities, involvement of parties outside of football, and detail of profit share concerning sponsors. However, there are only a few studies discussing football management governance at the national level. On the other hand, although many have
discussed the involvement of government and non-government parties in football, only some used the collaborative governance perspective, particularly on youth football development. Focusing on governance concept development, non-optimal results of a common goal involving many parties, implementation failure of a policy due to limited resources, and the efforts to solve such issues are the realm of collaborative governance discussion (Ansell & Gash, 2008). Therefore, it is relevant to conduct a football study focusing on governance leading to collaborative governance. In this regard, this article is intended to answer the following questions:

- What are the development trends in football governance research?
- What are the opportunities for collaborative governance research on youth football development?

This study used the general governance concept leading to the collaborative governance concept related to football development. The correlation is that experts consider collaborative governance to be the exit of chronic social issues (Muslim et al., 2021), political issues like election governance also (Agus, 2023). Although Indonesian football is not a chronic social issue, minimum national achievements with the resources are ought to have serious measures. Moreover, the public’s expectation for national football achievements is astronomical.

2 THEORITICAL FRAMEWORK

From the administrative science perspective, in which one of the topics is governance, governance is defined as a series of actions and processes of interaction in various fields of life in society (Kooiman, 1993); indeed, including services in the field of sports development, especially football. The governance term also refers to all governance processes conducted by the government, market, and formal and informal networks through laws, norms, and power (Bevir, 2013).

In its development, the governance concept becomes varied, following specific empirical contexts and theoretical areas. In the public and private aspects, good governance and good corporate governance emerge. From the aspect of the relationship between the level of authority vertically, meta-governance emerges. From the aspect of government capacity in terms of the ability to provide resources for public services, the entrepreneurial governance concept develops. Then, according to the aspect of how to build the involvement of various related parties outside the government to actively
participate, *networking governance, participation governance*, and *collaborative governance* emerge.

Governance concept development also follows public administrative science development, starting from *Old Public Administration* (OPA), *New Public Development* (NPM), to the most advanced, i.e., *New Public Service* (NPS). OPA is based on hierarchy, NPM is based on markets by considering the public as customers, and NPS is based on partnership with the public as citizens. The relation to governance stated by Bevir (2014) is that in understanding governance, it is necessary to understand hierarchy theories, markets, and networks as organization types, to then understand the shifts that occur from hierarchy to markets, then from markets to networks, within corporations, the public sector, and global politics (Bevir, 2012). Hanberger, stated a slightly different governance type, i.e., hierarchy dominated by the central government, moving to a delegation of governance to local governments, and the latter ends in almost the same way, i.e., the multi-actor governance model (Hanberger, 2004).

Conception development based on empirical facts as mentioned above is also reflected in youth football development governance. It is observed from the involvement of many parties in each hierarchy pyramid. PSSI has FIFA at the top of the hierarchy regarding football globally, the government with its bureaucracy hierarchy, private parties with a corporate hierarchy, and the public, which regardless of not having its hierarchy but has its role and involvement in youth football development governance. These empirical facts show that youth football development governance is an organization stated as Bevir taking the form of a network.

*Collaborative governance* is a type of governance concept whose empirical context is the involvement of many parties in making and implementing public policies. In this study, it is defined as collaborative governance. This collaborative governance concept emerges and develops as a response to the implementation failure of a government’s program, activity, or service due to limited government resources and political factors. On the other side, collaborative governance also appears as the efforts of each related party to solve their limitations (Ansell & Gash, 2008).

This formulation clarifies the difference between *governance* and *collaborative governance* concepts. It has been explained that there are four minimum governance elements: rules, collectivity, decision-making, and the absence of a formal system (Chhotray & Stoker, 2009). In the collaborative governance concept, as conveyed by...
Ansell & Gash, there are other elements, i.e., working collaboratively and using a particular process. Therefore, it is concluded that the key determinant of collaborative governance is involving many parties from within and outside the government with a collaborative cooperation aspect using a specific process.

However, the involvement of many parties also triggers a more complex issue. Thus, the problem of football governance is a separate game, just like football on the field (Gammelsæter & Senaux, 2013). The correlation between governance and facts on the field regarding Indonesian football reinforces the perspective to observe football issues in Indonesia from the governance aspect.

3 METHOD

This Study Literature Review (SLR) was based on the identification results of football governance articles available on various national and international journal websites. The steps from article identification to analysis employed the Systematic Mapping Study (SMS) method as used by Petersen et al. (2008). It was initiated by selecting articles based on their correlation to the topic or theme. The next step was to select the possibilities of the same articles from many aspects, then selected the relevance of titles, abstracts, and keywords. Subsequently, the overall article was studied. Finally, the articles were examined deeper on their relevance to the study (Petersen et al., 2008). It aimed to summarize scientific evidence available concerning the research topic, identify gaps in related studies, and recommend future studies regarding the objective and results of various articles. Thus, opportunities for studies to reinforce the study plan for youth football development governance would be discovered.

For substance analysis through the level of frequency with which certain words appear, Nvivo 12 was used, which was described in the form of a word cloud and cluster analysis. The steps were collecting electronic files of the articles into a folder to be imported into the Nvivo 12 application for querying, which the outputs were word cloud and cluster analysis. Also, research mapping was conducted using the Vos Viewer analysis to display the research map of football governance and its interrelationships.
4 RESULTS AND DISCUSSION
4.1 CLUSTER ANALYSIS AND DEVELOPMENT

Articles and studies collected from websites providing scientific research were searched using the following keywords: governance, football, soccer, ‘tata kelola’, and ‘sepak bola’. The first identification collected 143 articles considered closest to the discussion of governance, collaborative governance, and football governance. Then, the identification results narrowed down regarding the relevance of articles to research, obtaining 88 scientific articles considered to be truly a discussion of governance. In detail concerning the source of the website, there were 24 articles on Taylor Francis Online, 10 on Research Gate, four on Sciencedirect, four on Cies.ch, four on Springer, three on Semanticscholar, two on inderscinceonline, and respectively one article each in Elsevier, Sage Publication, Emerald, Arcjournals, Open Sport Science Journal, iopscience, Journal.co.za, Ecolojidergisi, Semanticscholar, Journal of Physical Education and Sport, Cyberleninka, Persee.fr, Journal.unnes.ac, Journal2.um.ac.id, Informaworld, Virtusinterpress, Sciencegate, Pure.unic.ac, FIH ULPAD research documents, FIH UPH research documents, UGM Communication Studies research documents, and UI Faculty of Administrative Science research documents.

According to the discussion focus substance, from the final 100 selected articles, the following is a grouping of articles based on their topic and relevance to the concepts of governance, collaborative governance, football governance, and football collaborative governance, as follows:

<table>
<thead>
<tr>
<th>Table 1: Article topic classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>9</td>
</tr>
</tbody>
</table>

Source: Processed from 100 articles identified relevant to this study

Articles in the governance column acted as references on the primary concepts, i.e., governance and collaborative governance. The interrelationship relevance was how to deliver the governance concept to collaborative governance from the aspects of theory development and its relation to changes in governance reality due to the democratization dynamics.

Then, the development dynamics of governance to collaborative governance concepts in a football governance study was illustrated. Based on the table above, there were 88 relevant governance articles. However, only one article used the collaborative
governance perspective to study football. The 88 articles comprise 15 articles with a national study locus and 73 articles with an international study locus. Following are the trends in the direction of the development of football governance research in a world similarity view using Nvivo12 Plus in the form of a world cloud based on football governance articles:

![World cloud of football collaborative governance with word similarity of Nvivo 12.](image)

Source: Nvivo 12 Output

The word similarity analysis in the word cloud was calculated by producing 200 words consisting of at least five characters. The top 10 dominant words are football, sports, clubs, league, governance, players, journal, European, national, and development. It means that football governance studies mainly focus on club governance, league administration, and its relationship to players. The frequency beyond these words was minuscule, i.e., under 0.2%; i.e., there is only limited discussion beyond the top 10 words.

Meanwhile, word similarity analysis in the form cluster analysis, comprised of 15 cluster levels starting from the biggest to the smallest. Two primary clusters from the
football governance discussion consist of clusters with few sub-clusters which only discuss the player, the game, and legal aspects. Other clusters with more sub-clusters discuss policies, power, values, social, management, politic, development, leadership, government, national association, corporation, business, stakeholder, competition, club, community, supporter, governance, education, and youth development.

Based on the *cluster analysis*, the researchers classified the focus of the strategic discussion on the main issues of governance. The classification was arranged by simplifying cluster analysis findings, where several matters with a similar substance were categorized in the same cluster. Meanwhile, clusters considered irrelevant were excluded from cluster simplification. The following is the cluster simplification result based on substance similarity:

**Table 2: Cluster classification simplification**

<table>
<thead>
<tr>
<th>Cluster Classification</th>
<th>Simplification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politics, leadership, social, business</td>
<td>Socio-culture &amp; Economy politics</td>
</tr>
<tr>
<td>Government, national association, corporates, stakeholders, local</td>
<td>Institutional</td>
</tr>
<tr>
<td>Communities, supporters</td>
<td>Community</td>
</tr>
<tr>
<td>Education, youth development, university</td>
<td>Football Development</td>
</tr>
<tr>
<td>Competitions</td>
<td>Competition</td>
</tr>
<tr>
<td>Clubs</td>
<td>Club</td>
</tr>
<tr>
<td>Policies, legal aspects</td>
<td>Legal</td>
</tr>
<tr>
<td>Players, play</td>
<td>Unclassified</td>
</tr>
</tbody>
</table>

Source: Processed from 88 articles identified relevant to this study

The following are the classification results of the articles based on simplification:

**Figure 2: The total of articles per topic cluster of football governance**

Source: Processed from 88 articles identified relevant to this study
The table above shows that football governance studies mostly focus on communities, i.e., 18 studies. It is followed by 16 studies focusing on competition, 14 studies focusing on each club and institution, and 12 studies focusing on football development. The remaining 12 were football governance studies focusing on the social, cultural, political, and economic aspects. The last two studies focused on the football governance legal aspect.

After classifying the articles into major groups of football governance study focus, the subsequent step was to observe the interrelationships in it as a network. Therefore, the football governance study network mapping was illustrated, which was then presented using the Vos Viewer application. It began by inputting all articles as references to the Vos Viewer’s Network Visualization feature. The mapping was carried out by illustrating the network between keywords of each article or study to allow such a network map illustrates the relationship between articles based on keywords. The following is the output appearance:

![Figure 3: Vos Viewer’s Network Visualization](source)

From this figure, it was discovered that the reference articles reviewed in this study and processed in the Vos Viewer application show that governance and football have extensive interrelationships or networks with various study focuses, i.e., corporate
governance, network, community, democracy, development, club, league, commercialization, accountability, turbocapitalism, football industry, and financial fair play. Based on this network, studies on football governance have a wide spectrum related to national institutions, politics in a democracy, football as an industrial commodity, football club governance as a company, management, and community. However, there is no study on football governance highlighting the collaborative perspective, given the wide spectrum that results in the extensive involvement of stakeholders.

Meanwhile, from the timeline aspect, the following is the annual trend development of football governance studies conducted in various countries in a table:

![Figure 4: Football Governance Studies from Year to Year](image)

Source: Processed from 88 articles identified relevant to this study

In the table above, many football governance studies have been conducted in various countries with a growing number in the last decade. However, there is only one study discovered by researchers that used the collaborative governance perspective carried out in 2020. Therefore, although football governance studies proliferated over the last decade, only a few employed the collaborative governance perspective.

4.2 TREND STUDY OF FOOTBALL GOVERNANCE

After performing cluster analysis and its development, the next analysis was discussing the substance and how predecessor researchers provided directions on football governance studies.
**First,** studies classified as focusing on communities regarding football governance were varied. Some studies focused on observing the football position in Indonesian people (Fuller, 2015), city identity contestation and its relation to football fans (Fuller, 2017), and conflicts among football fans (Fuller & Junaedi, 2018; Fuller, 2018). There was also a study linking football communities and policies, where a community in a football policy is merely a symbol without significant roles (Blackshaw, 2008). Furthermore, a study discussed how football becomes an essential social capital (Tucker, 2020). Football communities were related to political interests (Glaurdić, 2020), football fans’ commercialization (García & Welford, 2015) (P. Kennedy, 2012), and the importance of appointing supporters as part of the club owners (Acero et al., 2017) (Torchia, 2019). These facts show that communities in football have a crucial position and football governance discussions focusing on communities are widely carried out from various perspectives.

**Second,** many studies on football governance focusing on competitions have been conducted. From the business aspect, football competition is a massive industrial commodity. Regardless, there are differences in governance of significant competition and club management relationships of the 18 major leagues in Europe. Thus, there is no single governance model used in several countries and there is a significant effect from other regulations beyond football (Dr Michaël Mrkonjic, Dr Raffaele Poli, 2003). Particularly, Italy is considered late than other matches from various industrial aspects, one of which is governance administration. More extensively, competitions with good governance will impact club finance. It occurs in competitions between European clubs in the champions league and Europe league (Hamil et al., 2010). Moreover, setting governance standards through Financial Fair Play (FFP) for clubs is also an instrument for UEFA to encourage the implementation of good corporate governance for clubs (Dima, 2015). Concerning competition-organizing institutions, there is a study stating that the cooperative model comprising the member clubs is better than the contract model (Dietl et al., 2009). A study in China focused on the rise of competitive governance associated with a smaller government role with the strengthening of industrial reforms (Zhang, 2020). Facts of these study results revealed no same governance model used by a country to administer a competition.

**Third,** football governance studies from the competition perspective are fundamentally close to studies focusing on club governance. The difference is that clubs
observe governance on a micro-scale at the club area, although what happens in the competition is an effect of club governance. The football club governance issue is unique. A study demonstrated that implementing general corporate governance in football is impossible, given that football clubs have a significant relationship with national and international associations. There is a need to create a common product with rivals, and some problems do not occur in the general corporate governance (Farquhar et al., 2005). It can be confirmed by other study findings. One of which showed a close relationship between club management and fans (Lock et al., 2003), unlike companies, where the customers can turn anytime. Another fact is the complexity of football club finance includes the impact of weak football financial governance performance on football performance on the field (Ruta et al., 2019), the relationship between management and players, and players’ participation in making decisions in the club (Marston et al., 2017).

Another confirmation is as occurred in China, there is ambiguous club ownership and unclear club decision-making. Hence, the football industry is struggling to grow (Huang et al., 2018). Meanwhile, another fact confirming that football club governance is completely different from general corporate governance in Indonesia is a study result showing the need for change in organizational status, club income source, and club staff professionalism (Sulistiyono, 2012). The football club that starts to build a professional club is Arema Kronus (Suwandi et al., 2017), which in the process, encounters conflicts of interest beyond football and business.

Fourth, football development is a cluster that is extensively studied. In this cluster, studies were mostly carried out on youth development from the grass-root level to potential young professional players. There is a study showing that it was necessary to have a specific model depending on the region's condition and people's characters (Coopoo & Fortuin, 2016). Furthermore, by comparing youth football in six different countries across continents (Guam, Denmark, Mali, Kenya, Cambodia, and Venezuela), it was recommended to the National Federation to open communication for partnership opportunities and involvement for potentially related parties (Dr Michaël Mrkonjic, Dr Raffaele Poli, 2003). It also showed the strong influence of the local government’s role (Sugiyama et al., 2017). Therefore, all studies revealed the importance of related party involvement beyond the federation in youth football development. However, unfortunately, the reality shows no collaborative governance on youth football development, and it has only reached the recommendation stage.
**Fifth**, the social, cultural, economic, and political aspects of football governance show that football is an industrial commodity with a robust social function in the public, particularly supporters. This study category illustrates that football governance is also affected by social, cultural, economic, and political aspects (Grant, 2007; P. Kennedy & Kennedy, 2012; García & Welford, 2015). Moreover, there are some studies on football governance focusing on the legal aspect, illustrating the legal aspect concerning conflicts between the federation and government (Hinca Panjaitan, 2011), and the limitations of government authority over football (Suparman, 2019). In the study series of this category, the study's substantial focus is discussing matters beyond the football field and observing the parties involved.

**Sixth**, besides the debate on the urgency of football governance stakeholders, much of the research is also macro in nature on institutional aspects and the relationships between the parties involved. One of which revealed a close relationship between the European Union and UEFA in organizing football matches in Europe. It is also explained that football governance is related to network governance, good governance, and global governance. It is discussed further by limiting four football governance dimensions: (1) Transparency and public communication, (2) Democratic process, (3) Checks and Balance, and (4) Solidarity (Geeraert et al., 2013). Using an analysis of the stakeholder approach, it is known that various problems that arise in football in Europe are issues regarding the complexity of managing football due to the many conflicts of interest (Senaux, 2008). Much earlier, issues of governance related to the club’s ability to adapt to pressure from interest groups have been raised (Marston, 2003). Furthermore, substantially, there is a continuous conflict between the commodification and decommodification dynamics of football between economic interests and social interests (D. Kennedy & Kennedy, 2015).

**Seventh**, still related to the issue of stakeholder engagement, there is an issue of representation in decision-making at UEFA regarding competition formats and income distribution (Ducrey et al., 2004). The complexity of organizing competitions related to law, politics, and the economy demands transparency and participation of stakeholders through the governance of the European Union network to overcome these complexities (Geeraert et al., 2013). In fact, the dissatisfaction of football clubs, players, and supporters with UEFA’s decision was later brought to a higher level, i.e., European Union (Strezhneva, 2016). The more global research results as above show the fact that
stakeholder involvement is critical. Multi-stakeholder involvement in decision-making covering the international sphere as above encourages the transformation of football governance in Europe using global governance as an analytical approach (Strezhneva, 2016).

The series of research findings show that football governance has a very broad domain. Not only business, but also related to social, cultural, economic, business, and political issues. This fact is also equivalent to institutional involvement, where many parties are involved at various levels.

Meanwhile, regarding the analysis of how researchers provide direction to research on football governance in Indonesia, it can be viewed from a timeline perspective.

First, when studies on football in Europe were associated with international geopolitics, and became the focus of studies on anthropology, sociology, history, and others, until 2000, Indonesian football had not been touched by much scientific research. Therefore, it is necessary to pay more attention to studies on Indonesian football and explain its relationship with modernization, globalization, culture, national integration, central and regional relations, social control policies, collusion between officials and entrepreneurs, community participation, local leadership, and gender (Colombijn, 2000). Up to 15 years later, studies on Indonesian football remain limited, particularly those published in English (Fuller, 2015). In line with Colombijn, Fuller also recommended the opportunity to study Indonesian football on the relationship between globalization and regional identity reinforcement, supporter culture, football politics, and the contradiction between football and city development. From both researchers’ recommendations, the roles of government, the public, and business are essential. Therefore, national football governance can be considered a future research idea.

Second, from the few studies on Indonesian football, some study results can be discovered related to football governance. In 2012, there was a study on efforts to build the Indonesian football industry (Sulistiyono, 2012). In 2013, Dorsey and Sebastian compared Indonesian and Turkish football from cultural, political, and economic aspects (Dorsey & Sebastian, 2013). In 2017, there was a more specific study focusing on the financial performance of football clubs, (Suwandi et al., 2017). Still in 2017, Andy Fuller conducted a study with a focus on supporters, where it was seen that football culture plays
an essential role in the formation and maintenance of contestation over city identity (Fuller, 2017), and conflicts among supporters (Fuller, 2018).

Third, in 2011, Hinca Panjaitan in his dissertation, which is not far from the discussion of governance, with the title State Intervention in the Management, Implementation, and Resolution of Professional Football Disputes in the Era of Globalization in the Context of Promoting Public Welfare in Indonesia (A Study of Constitutional Law Concerning State Sovereignty versus FIFA Sovereignty), identifying conflicts or allusions to state authority (Government of Indonesia) (Hinca Pandjaitan, 2013). Hinca tried to identify the differences between government intervention in context (interference) and government intervention in context (interference). Intervention in the form of interference could then become a problem with FIFA's sanctions on national football. Direct intervention is expected to encourage football coaching. Then in 2019, Suparman in his legal dissertation also highlighted the legal limitations that the Government can make on the development of national football concerning international legal football rules set by FIFA (Suparman, 2019).

Fourth, in 2020, there was a collaborative governance study focusing on handling match-fixing in Indonesia. The findings explained 11 (eleven) sub-dimensions of collaborative governance in handling match-fixing to create cleaner competition, more comfortable referees, and increase public trust (Sastranegara et al., 2020). This study is an important point in the collaborative governance research map in football and research has been carried out with a focus on certain aspects.

4.3 OPPORTUNITY OF FOOTBALL STUDIES FROM THE COLLABORATIVE GOVERNANCE PERSPECTIVE

Based on the presentation of the article review results related to football governance and understanding the study focus, the following is a brief overview in tabular form:
Table 3: Mapping of Related Study Results

<table>
<thead>
<tr>
<th>Club</th>
<th>Competition</th>
<th>Aspects of Institution &amp; Stakeholder</th>
<th>Aspects of Social, Culture, Economic, &amp; Politic</th>
<th>Legal Aspect</th>
</tr>
</thead>
</table>
| • Sulistiyono, 2012  
• Suwandi, Sripujiningisih, & Sulastri, 2017. | • Sulistiyono, 2011  
• Sastranegara et al., 2020 | • Michaël Mrkonji, 2013  
• Arnout Geeraert, Jeroen Scheerder and Hans Bruyninckx, 2012  
• Marina V. Strezhneva, 2016  
• Kevin Tallec Marston, 2003  
• Ian O’Boyle, David Shilbury, 2016 | • Colombijn, F, 2000  
• Fuller, 2015, 2017, 2018 | • Hinca Panjaitan, 2011  
• Yusup Suparman, 2019 |
| • Sean Hamil; S. Morrow; Catharine I; G. Rossia; Stefano F, 2010  
• Matteo Rossi, Alkis Thrassou, Demetris Vrontis, 2013  
• Benoît Senaux, 2008  
• Camille Boillat & Kevin Tallec Marston, 2000  
• Jie Zhang, Shenzhen, 2020 | | | |

Source: Processed from 88 articles identified relevant to this study
Based on the mapping in the table above, where the blue box that appears is still empty, there are broad opportunities to conduct a study related to football from a collaborative governance perspective.

5 CONCLUSION

Based on the study mapping conducted by classifying studies into strategic clusters of football governance and the relationship with collaborative governance concept use in football governance study, it is concluded that football governance study in Indonesia, primarily football development collaborative governance, remains limited. Therefore, there are plenty of opportunities to conduct research with various study focus or concern. Moreover, there is no study on youth football development collaborative governance.

Studies worldwide have concerned football and competition governance. They also consider football as an industrial commodity. The balance issue of stakeholder involvement in football governance becomes essential from the business, sports, and social aspects. Thus, prioritizing the collaborative governance perspective is urgent. From the institutional aspect, relationships between related parties are often observed from the conflict perspective. Therefore, a study on youth football development collaborative governance will provide a new color.

On the other side, several studies are recommending implementing more extensive involvement and suggesting the importance of various parties in football governance, i.e., conceptually, such studies continuously shift to be closer to the collaborative perspective.
REFERENCES


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