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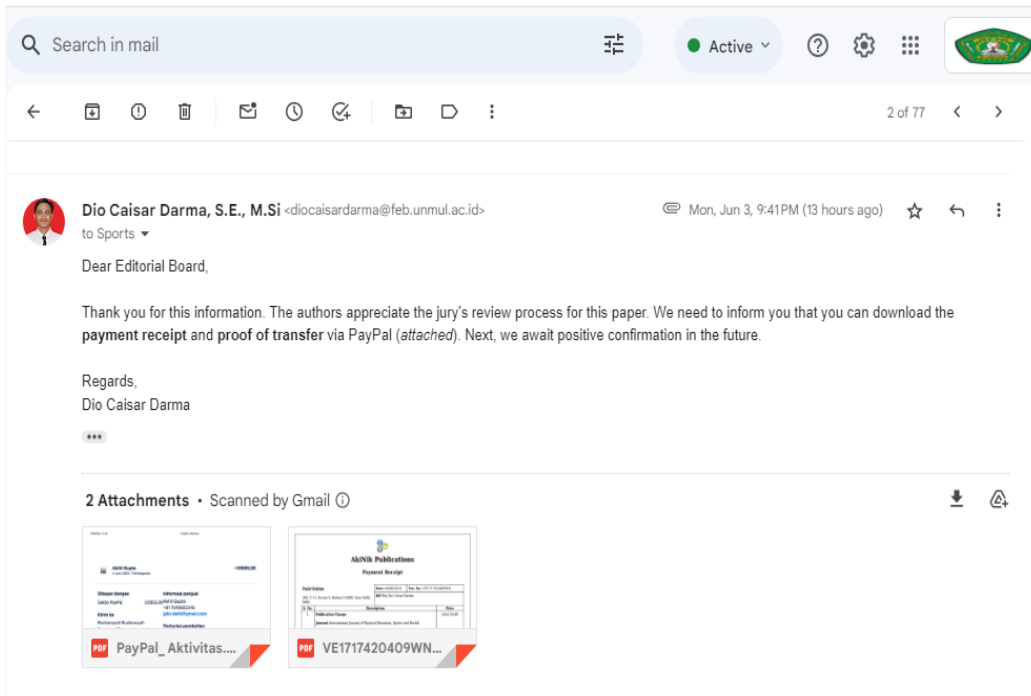
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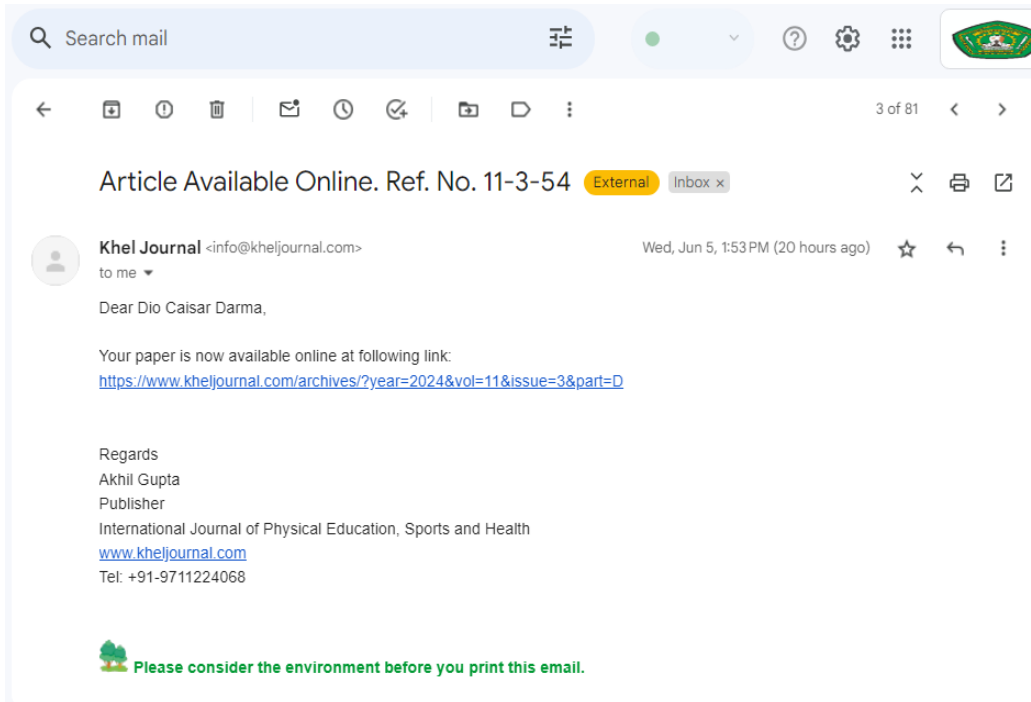
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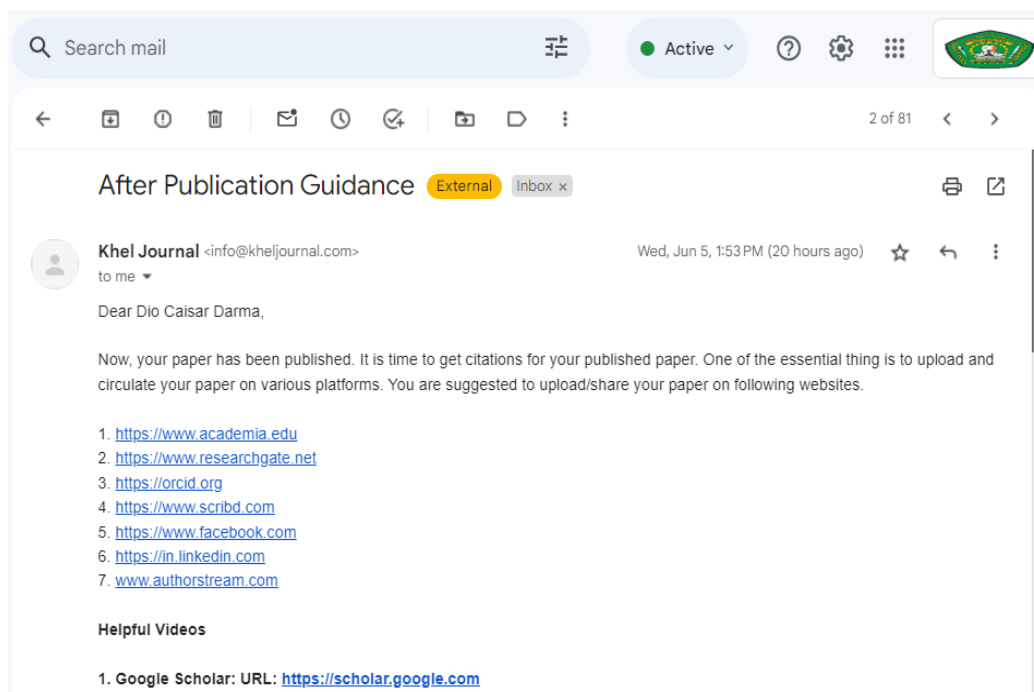
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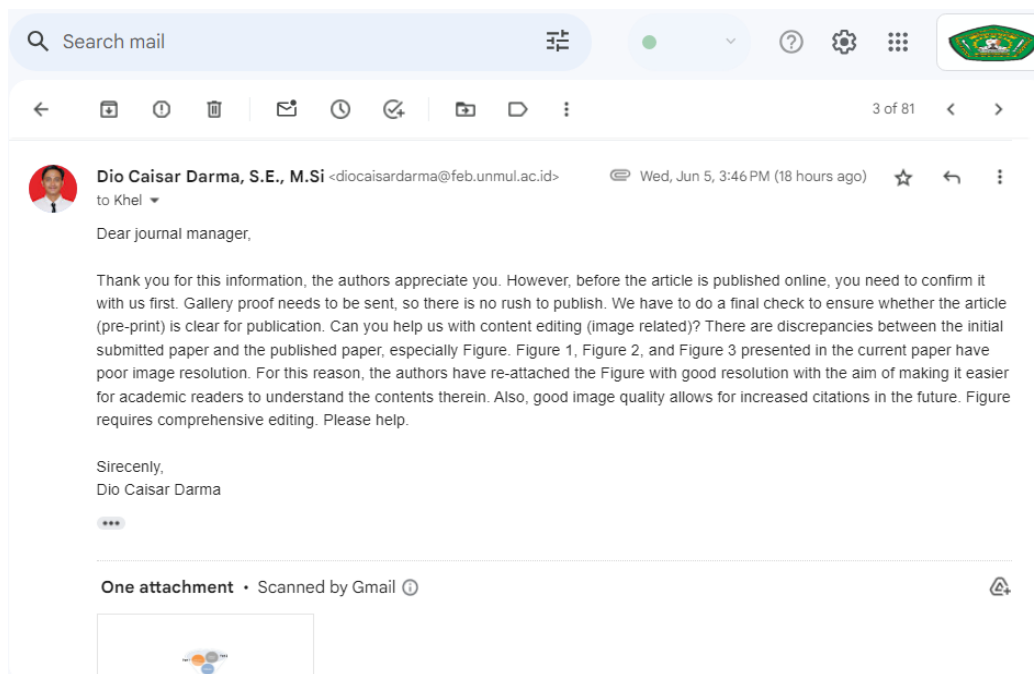
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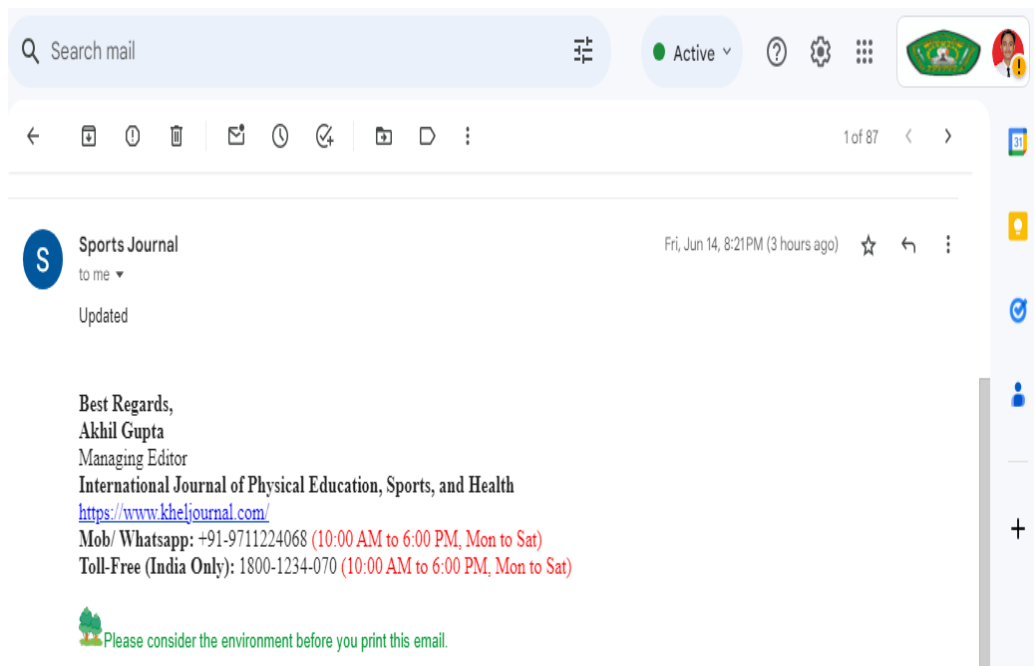
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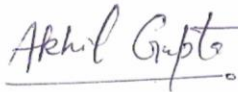
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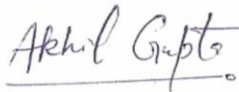
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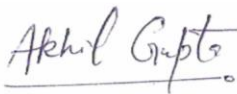
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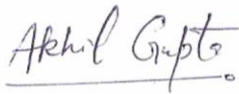
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34 “Kanjuruhan tragedy”; revolution ensuring security and safety systems
35 in Indonesian football

36 Dio Caesar Darma^{1*}, Nurjanana Nurjanana¹, Purwinahyu Purwinahyu² and
37 Arfiah Busari¹

38
39 ¹Department of Economics, Universitas Mulawarman, Samarinda, 75119, Indonesia

40
41 ²Department of Management, Universitas Mulawarman, Samarinda, 75117, Indonesia

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44 **Abstract:** A dark irony in the tragedy of the death of the supporters in Kanjuruhan some time ago. There is
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46 As a form of concern, we present a revolutionary perspective in the concept of “bottom-up” which is
47 expected to be a safety and security guide without violence. Specifically, qualitative data collected from
48 victims, witnesses, and the competition committee, were reconstructed into FGDs for drafting ideas. In the
49 perspective of security and safety urgency, conceptual inspiration drives a “bottom-up” transition that
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51 supervision, mitigation, and sportsmanship. Without ignoring the regulations, FIFA, PSSI, and PT. LIB, the
52 strategy is a modern effort that demands qualifications that are relevant to the dynamics of football,
53 creativity, and innovation. This is a very valuable moment to break the chain in the horizontal conflict
54 between the supporters and the security of the league, whose positions are not equal.

55
56 **Key-words:** Concept of “bottom-up, empowerment, educate, supervision, mitigation, sportsmanship

57
58 ***Corresponding author**

59 **E-Mail:** diocaisardarma@feb.unmul.ac.id (Dio Caesar Darma)

60 **1. Introduction**

61 Recently, the world of Indonesian football has been in the international spotlight. The
62 “Kanjuruhan incident” is a national mourning that claimed many lives. As of October 5, 2022, the
63 Kompas ^[1] reported that out of 309 fans, 129 had died and 180 suffered serious injuries who are
64 currently being treated in hospital. In fact, the deaths of hundreds of victims were triggered by
65 tear gas spraying towards the stands to disperse the supporters and at the same time panicking to
66 leave the stadium together, then being crushed and trampled by fellow supporters. Too, it is
67 suspected that there was “over capacity” deliberately inflating tickets by the match committee.
68 Unfortunately, at that time the number of spectator seats was limited, and any the fans were
69 jostling.

70
71 This sad reality is the 2nd largest after the “Estadio Nacional Disaster” in 1964 which claimed 328
72 people and around 500 others were injured on Peru versus Argentina match ^[2]. In the same week
73 after the “Kanjuruhan Incident”, on October 6, 2022, there was also a dark history in modern
74 football that hit the First Division in Argentina, where 1 supporter died after the match was
75 stopped for 9 minutes between Boca Juniors versus Gimnasia y Esgrima and now the match has
76 been postponed until there is a further time revision ^[3].

77
78 From screenshots on TV, news in the media, and videos uploaded by several netizens on
79 YouTube, it appears that there is a miscommunication between them and the security forces in

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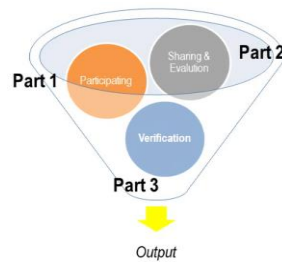
80 Kanjuruhan. The Guardian ^[4] and the CNN ^[5] clarified that the fans who took to the stadium pitch
81 did not take the initiative to attack the security forces, but only wanted to hug and support Arema
82 FC players. Like Manchester United versus Manchester City and Liverpool versus Everton in the
83 Premier League, Barcelona versus Real Madrid which was titled “derby” in La Liga, or Borussia
84 Dortmund versus Bayern München in Fußball–Bundesliga, this big match also brought together
85 Arema versus Persebaya FC which is located played at the Kanjuruhan (Malang Regency,
86 Indonesia) as the basis of Arema FC. In Liga 1 Indonesia, there is also a rivalry cluster between
87 Persib FC versus Persija FC which has actually been accommodated by the league organizers by
88 imposing no fans of the opposing team who are present directly at Kanjuruhan Stadium in an
89 effort to prevent riots since 2019. The deaths of 129 Arema fans who were called “Aremania” not
90 caused by the anarchic actions of opposing fans. Even though Persebaya “Bonek” supporters
91 were not present during the match that night, there was only 1 evacuation door that was open
92 while the rest were closed.
93

94 Surprisingly, there is no authority in charge of Liga 1 Indonesia, such as the Indonesian Football
95 Association (PSSI) and PT Liga Indonesia Baru (LIB) which claims to be responsible for this
96 heartbreaking tragedy. In fact, these two institutions which are considered to be authorized, do
97 not have the empathy, integrity, morals, and ethics that explain to the public transparently the root
98 of the problem. Likewise with other intellectual actors who are still being investigated. Only the
99 President of Indonesia (Jokowi) has the courage to openly apologize, investigate directly, set up a
100 special team to find a series of facts, and distribute comments to the families of the victims. The
101 Fédération Internationale de Football Association (FIFA) as the highest authority in football also
102 highlighted the lives lost in this tragedy. Even more sadly, Bonek did this to stop the convoy from
103 winning by a narrow score: a historic 2–3 after 23 years in Kanjuruhan, so they didn't celebrate at
104 the Persebaya FC headquarters (Gelora Bung Tomo, Surabaya City). Deep respect also came
105 from the president of Arema FC (Gilang Widya Pramana) and its CEO (Iwan Budianto) as well as
106 receiving a punishment not to play the match at the host country and at the risk of being banned
107 from participating in the league for an indefinite period. Then, the commander of the Indonesian
108 National Armed Forces (TNI) and the Chief of the Indonesian National Police (KAPOLRI)
109 instructed 2 responses: administrative and criminal sanctions. Administrative sanctions that are
110 carried out before the examination, such as demotion, temporary suspension, and removal, while
111 the punishment is applied through examination, after which only punishment is given to the
112 person who controls the match.
113

114 Campos ^[6], McNamee ^[7], and Stone ^[8] argue that “philosophy” in football represents a celebration
115 of human life. Referring to the value of sustainability in football, there are often fights between
116 football players that are stimulated by temperament, supporters who mock each other, racist and
117 discriminatory shocks, even spectators who are vulnerable to being oppressed by the official
118 security order in the field ^[9–17]. According to Strang et al. ^[18] and Toohey & Taylor ^[19], the
119 security alibi addressed by the authorities through “directives” such as beatings and spraying tear
120 gas is not a “football family” concept, which actually contradicts FIFA regulations. Following up
121 on the bias problem, the motivation of this paper is to propose an alternative to the transformation
122 of the stadium security system and the safety of supporters. The ultimate goal is to combat the
123 arrogance of official security, minimize of aggressiveness between rival supporters, channel
124 tolerance, and help psychological aspects and educate supporters who are integrated with the
125 security forces and match organizers. The details of the papers are inventoried into 4 steps: 1–
126 Introduction discusses the background and orientation of the paper, 2–Method offers qualitative
127 ideas in the context of a game security and safety system, 3–Results and Discussions display and
128 describe the bottom-up scheme, and 4–Conclusions include implications holistically to encourage
129 suggestions and contributions to future research directions.

130 **2. Materials and methods**

131 The focus of this paper is to detect and explore a problem through an elaboration of thoughts
132 between authors. The paper begins by identifying the disaster in Kanjuruhan as the core point.
133 After visiting the scene of the tragedy and obtaining relevant information from the families of the
134 victims, witnesses and the match committee, we reviewed the tragedy qualitatively to
135 understanding the flaws in the security and safety system during yesterday's match. Furthermore,
136 the observation data were tabulated based on the root of the problem and divided the job desk
137 among the authors using a Focus Group Discussion (FGD). Ab Aziz ^[20], Mishra ^[21], Muijeen et
138 al. ^[22], Nyumba et al. ^[23], and van Eeuwijk & Angehrn ^[24] present FGD as a technique used for
139 solving certain problems that connects the involvement of researchers who target a concept and
140 change it for the better. Publication by Gunawan et al. ^[25], Pessireron & Anggoro ^[26], and Sitepu
141 et al. ^[27] inspired FGDs in designs that balance business with the importance of sustainable safety.
142



143

144

Fig. 1: Procedure in FGD.

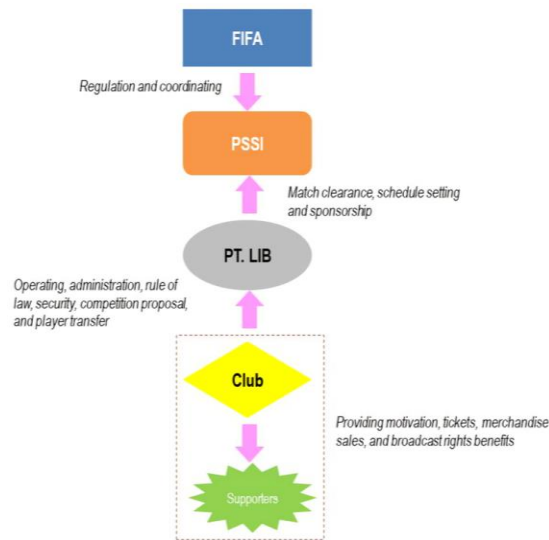
145 Figure 1 summarizes the FGD simulation that formulates the problem, examines, schedules and
146 contains a comprehensive consultation to describe the preventive component. Step 1:
147 Participating, in this session the authors carry out academic functions that are directly involved in
148 conducting research to the location of the tragedy to analyze the factors causing the death of the
149 supporters via personal interviews with colleagues or family members who witnessed the
150 incident. Step 2: Sharing and Evaluation, where we hold regular meetings to compile findings,
151 process concept development, and pool ideas. Step 3: Verification, which focuses on modifying
152 the stadium security framework and the safety of supporters to become a reference for the
153 government and regulations for organizing matches, so that they are presented to a forum or
154 consortium of stakeholders.

155 **3. Case studies & discussion**

156 So far, the pattern of regulation of football clubs in Indonesia is still categorized as
157 "conservative". Figure 2 describes the gaps in the organizational structure that do not pay
158 attention to the details of the security and match safety system. The supporters are still only the
159 object of business in the football industry, without any significant two-way combination. In
160 Indonesia, FIFA only plays a role in regulation and coordination with PSSI. The rest, all matters
161 relating to match permits, schedule arrangements, and sponsorship are only left to PT. LIB. There
162 is a disconnected bureaucratic line between PT. LIB with FIFA. Automatic, PT. The LIB is
163 charged more for managing the execution of complex matches. From the club's scope, they are
164 also required to operate, administer, rule of law, security, competition proposals, to transfer
165 players without FIFA's knowledge. With a high level of vulnerability, technically the clubs in
166 domestic are relatively focused on financial gain. Supporters on the field and football spectators

167 on TV or online media are only used to provide motivation, tickets, merchandise sales, and
 168 broadcast rights benefits. Unfortunately, there are no special personnel such as nurses and doctors
 169 who handle and anticipate unexpected situations in the stadium stands, but they are only assigned
 170 by the club for player operations. Football is not only a type of sport, but has become the “pride
 171 of a nation” [28–29], the identity and traditions of regional communities [30–33], business industry [34–
 172 36], “symbol of peace” [37], pillar reflecting popularity [38–39], and the image of the establishment,
 173 including the rivalry between clubs and their fans [40–43].

174
 175 Lesson from the experience of football abroad, besides being an object, supporters are usually
 176 also subjects and have the right to make decisions regarding security and safety systems [44–46],
 177 transfers of players who according to the style of play/formation of the club [47–49], and their voice
 178 is trusted for the future prospects of the club [50]. This proportion indicates that there is a stark
 179 difference with the condition of football in developing markets such as Indonesia.
 180

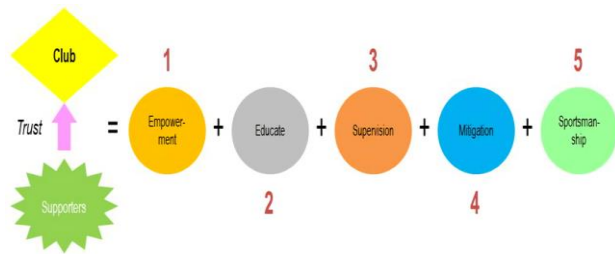


181

182 **Fig. 2:** The coordination chain of football in Indonesia.

183 Based on the above problems, we propose a stadium security system through local wisdom that is
 184 side by side with the safety of the supporters without ignoring international standards. The main
 185 foundation of security and safety lies not in a magnificent and spectacular infrastructure, but in
 186 trust. Besides complying with FIFA regulations about capacity and stadium revitalization. In the
 187 internal element, the essence is trust, while the stadium infrastructure becomes an external
 188 element. Building trust between the club and its supporters can foster love and loyalty. There is a
 189 harmonious sense of belonging between the two parties. In this first dimension is empowerment.
 190 Empowerment is actualized by recruiting professional supporter representatives. That is, because
 191 there is no head of supporters from each region, the manager of a club initiates the democratic
 192 election of the head of supporters. Those who are elected are hired by the club and are assigned to
 193 determine the chairperson's secretary and board of directors. Later, the head of supporters from
 194 across generations can synchronize the data that includes the background of the supporters. In the
 195 second dimension there is educate. In relation, the club also holds dialogues or seminars that
 196 bridge the opinions of supporters. Besides, there is character building, training for talented people

197 to try out in training sessions, providing material on mental and psychological health, as well as
 198 opportunities to collaborate with clubs to improve management performance.
 199
 200 In the third dimension, supervision. Supervisory competence implies a tightening of sanctions. As
 201 a consequence of the applicable penalties. It is possible for the club to give punishment to
 202 supporters who are tracked into rioting, if it leads to a criminal act, they are immediately handed
 203 over to the police, while those who perform well, behave well, and maintain unity, are rewarded
 204 by the club in the form of scholarships, free tickets, and prizes other. Fourth, mitigation. In this
 205 dimension, after all supporters have official members registered at the club, they automatically
 206 get service facilities available at the stadium and safety insurance. Here, the supporters who have
 207 been empowered will form a security network inside the stadium and outside the stadium. Not
 208 only did the security forces search the contents of the bags brought before the match and enter the
 209 stadium, but also helped the league security to communicate intensively to the supporters who
 210 wanted to enter the stadium, especially in sections of the stadium, highways, toll intersections,
 211 and areas near the stadium. Then, other implementations also help with medical equipment and
 212 prioritize supporters with disabilities to invite them to sit in the front seat. From the fifth
 213 dimension, sportsmanship is the most essential part in upholding ethical values among home fans,
 214 opposing fans, clubs, match organizers, and especially clubs. Vital attention also focuses on the
 215 solidarity side by side with the police outside the stadium, working together to maintain order
 216 (see Figure 3).
 217



218

219 **Fig. 3:** “Bottom-up” mechanism.

220 The beautiful relationship of trust between supporters and the club is highlighted. Fatoni et al. ^[51]
 221 and Martin ^[52] predict that the cosmopolitan metaphor confined by socio-economic disparities in
 222 football has changed, allowing them to have a greater voice in the club they run, rekindle
 223 hopelessness, and make choices the constituents. To increase the hierarchy of trust, the level of
 224 loyalty, commitment, and satisfaction is the most logical option. Alim et al. ^[53], Thomson &
 225 Williams ^[54], and Winands & Grau ^[55] study that club-run education programs for supporters are
 226 seen as strategies and long-term projects in the preparation and implementation of football
 227 progress. The Working Group Report ^[56] integrates the legality of supervision as reasonable in a
 228 friendly atmosphere between a football club and its supporters, while Junaedi & Sukmono ^[57],
 229 Khan et al. ^[58], Mabon ^[59], and Pearson & James ^[60] found that the key to the success of a football
 230 match is disaster mitigation, where the level of security in managing an emergency is an
 231 important attribute, especially medical services in an emergency. Mitigation training can be
 232 handling disaster risks, for example: riots, disease outbreaks such as for example Covid-19,
 233 stadium architecture, and health protocols that threaten the safety of supporters. To that end, it is
 234 necessary to call for an understanding that is articulated into proactive action to assess adaptation
 235 requirements. In addition, bad behavior, violence, and suspicion from the police against crowds
 236 of supporters, need strategic goals that are overseen by the protection of public rights.

237 In an explicit horizon, Ghasemi & Keshkar ^[61], Gordon & Arney ^[62], Millward ^[63], Paché ^[64],
238 Penfold & Cleland ^[65], and Wagner-Egger et al. ^[66] assert that attitudes' unprofessionalism caused
239 by fans' hatred (in this case racism, shouting, and damaging stadium facilities) against rival
240 supporters, opposing players, own club players, and match security units, triggering the effects of
241 material and non-material losses including: fines, match bans, point deductions, matches without
242 the presence of supporters, and so on.

243 **4. Conclusions**

244 The premise of this paper examines the chaos that caused the "Kanjuruhan Tragedy" which killed
245 hundreds of Arema FC supporters and provides solutions to cut down the obstacles that have been
246 intertwined with the supporter's security and safety system. Through the FGD method and a
247 qualitative approach, we offer a "bottom-up" proposal based on five principles: empowerment,
248 educate, supervision, mitigation, and sportsmanship. In practice, the mutually binding
249 relationship between supporters and a club must revolutionize. For football clubs in Indonesia,
250 this is a valuable lesson that must restore the confidence of the supporters. Through credible
251 leadership and a more humane approach, club management does not close their access to
252 information and communication. Thus, the form of appreciation given by the club to the
253 supporters can test their maturity. Once character is built, mitigation and sportsmanship are
254 sought to prevent brutality, both inside and outside the game.
255

256 This paper also considers managerial practices that stimulate the insights of all stakeholders to be
257 consulted and applied in the future. We recommend a conceptual based on the limited literature
258 on the safety and security of supporters. Finally, the challenges of the framework of the
259 relationship between clubs and supporters and vice versa are discussed extensively.

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Comment [i-[2]: What practical policies can be created to encourage the implementation of the ideas that the authors design to offer to Indonesian football management? Also, please point out weaknesses in the research to justify further concepts? I hope the two points above can be written down.

Reply: We followed your suggestions and followed up by detailing what practical policies should be pursued given the limitations of the current study.

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