



Sport Governance And Indonesia's Sports Performance: Analysis Of Implementation And Implications Of Financial Scandal Cases

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ABSTRACT

Sport governance is a fundamental aspect of managing sport organizations that plays a role in ensuring transparency, accountability and effectiveness in resource management. However, in Indonesia, the implementation of sport governance still faces significant challenges, mainly related to financial scandals, weak oversight, and lack of transparency in the management of sports grants. This research aims to analyze the implementation of sport governance in Indonesia and its impact on national sport performance using qualitative methods based on documentation studies and case analysis. Data was collected from various secondary sources, including policy documents, audit reports, previous academic studies, as well as investigative media reports on financial scandals in sports organizations. The results show that weak oversight and transparency mechanisms have led to repeated cases of misuse of funds that negatively impact athlete development, sports infrastructure, and public trust in national sports institutions. Compared to countries such as the UK and Australia that have implemented independent audit systems and strict regulations in sport governance, Indonesia still faces challenges in building professional and sustainable sport governance. Therefore, reforms in sports governance are urgently needed, including strengthening regulations, implementing an independent audit system, and reducing conflicts of interest in the leadership of sports organizations, in order to improve the competitiveness and achievements of national sports at the international level.

INTRODUCTION

Sport governance is a crucial element in managing sports organizations, playing a role in ensuring the application of transparency, accountability, and effectiveness principles in the national sports system (Parent & Hoye, 2018). Good governance has been proven to enhance sports performance and athlete achievements at the international level. For example, countries like the United Kingdom and Australia have implemented more professional regulations in managing the finances of sports organizations, involving multiple stakeholders and independent audit systems to avoid conflicts of interest (Healey, 2012; Ma & Kurscheidt, 2019).

However, in Indonesia, the implementation of sport governance still faces various challenges. Several studies indicate that weak accountability, lack of transparency in fund management, and political involvement in sports organizations are the main obstacles to improving the quality of national sports governance (Kusumawardhana et al., 2018). One of the most prominent issues is the various financial scandals occurring within national sports organizations, such as those involving the Indonesian National Sports Committee (KONI) and the Indonesian Football Association (PSSI).

For instance, the 2018 bribery case involving KONI's central grant fund serves as concrete evidence of weak governance in Indonesian sports organizations. Former Minister of Youth and Sports, Imam Nahrawi, was sentenced to seven years in prison for accepting IDR 26.5 billion in bribes related to the management of KONI's grant funds in the Ministry of Youth and Sports (KPK, 2018). This scandal demonstrates that the budgeting and disbursement of sports grant funds in Indonesia remain vulnerable to corruption and political intervention. A similar case occurred in KONI Padang in 2019 and KONI West Papua between 2019 and 2021, where grant funds intended for athlete development were instead misused by organizational officials (BPK Sumbar, 2019; CNN Indonesia, 2021).

Additionally, KONI East Kotawaringin was involved in a corruption scandal worth IDR 30.24 billion in 2024, where the funds were distributed to unauthorized parties without a clear audit mechanism (Kejaksaan RI, 2024). At the regional level, KONI Gianyar (2023) and KONI Muarojambi (2025) also faced grant fund misappropriation cases, further eroding public trust in sports governance in Indonesia (Detik, 2023; Antara News, 2025).

The lack of transparency in sports fund management is also a major factor hindering the effectiveness of sport governance. In several cases, financial reports of sports organizations are not available to the public or are presented in an inaccessible format. This contrasts with practices in developed countries such as the United Kingdom and the United States, where sports organizations are required to publish financial reports openly and have them audited by independent institutions (Philippou, 2019). (Philippou, 2024) also emphasized that weak internal oversight systems can be a primary trigger for corruption in sports bodies, as the absence of strict policies fosters a culture of impunity. (Muñoz et al., 2023) found that a lack of transparency and accountability in regional sports federations negatively impacts governance effectiveness, highlighting the need for stricter regulations to ensure compliance with good governance principles.

Conflicts of interest in the leadership of sports organizations are another major issue hampering sport governance in Indonesia. Many sports organization executives also hold public office or have business interests related to sports, which can influence grant fund allocation decisions (Forster, 2006). This creates a risk of abuse of power, where strategic decisions that should focus on athlete development are instead driven by personal or group interests.

The impact of weak sport governance is evident in Indonesia's sports achievements at the international level. Studies show that countries with strong sports governance systems, such as the United Kingdom and Australia, can improve their athletes' performance through transparent and merit-based policies (Dolmatova, 2019). Conversely, in Indonesia, the lack of oversight and frequent misuse of grant funds hinder the development of athletes and national sports

infrastructure (Rustiadi et al., 2018). Moreover, (Lefebvre et al., 2024) demonstrated that governance based on accountability and transparency contributes to overall sports organization performance improvement. Their study of national sports organizations in Canada revealed that the key factors in governance success are multi-stakeholder involvement, effective communication strategies, and strict regulations on budget use (Lefebvre et al., 2024). Therefore, improving the quality of sport governance in Indonesia should involve stricter oversight mechanisms and enhanced management capacity within sports organizations.

This study aims to explore the implementation of sport governance in Indonesia, its impact on national sports performance, and how financial scandals affect governance effectiveness. It adopts a qualitative approach that allows for an in-depth analysis of various governance aspects by examining stakeholder perspectives, case studies of financial scandals, and comparisons with sports governance systems in other countries. Thus, the findings of this study are expected to provide strategic recommendations for the government, sports organizations, and other stakeholders to enhance transparency and accountability in Indonesia's sports system.

LITERATURE REVIEW

Concept of Sport Governance

Sport governance is a concept that encompasses principles of transparency, accountability, democracy, efficiency, and stakeholder participation in managing sports organizations (Forster, 2006). According to (Parent & Hoye, 2018), good governance in sports organizations can enhance public trust, improve management effectiveness, and minimize the risk of fund misuse.

Governance models in sports can vary based on ownership structures and regulations in each country. For example, in the United Kingdom, sports governance is professionally regulated through national lottery funding and independent oversight (Dolmatova, 2019). Meanwhile, in Australia, sports organizations tend to have a hierarchical structure but implement strict monitoring mechanisms to prevent financial scandals (Healey, 2012).

Sport Governance and Sports Performance

Research shows that the relationship between sport governance and national sports performance is highly significant. For example, countries with good sports governance, such as the United Kingdom and Australia, tend to achieve greater success in international events like the Olympics (Lu & Lin, 2021).

In Indonesia, studies indicate that weak sports governance can be a major obstacle to athlete development and international achievements (Juliandi et al., 2020). Financial scandals involving PSSI and KONI have demonstrated that a lack of transparency and accountability in sports fund management can lead to limited facilities, poor athlete welfare, and reduced effectiveness of national training programs (Rustiadi et al., 2018).

Financial Scandals and Their Impact on Sport Governance

Corruption and fund mismanagement in sports organizations are not only issues in Indonesia but also global concerns. FIFA, for example, faced a major corruption scandal that led to a crisis of trust within the organization (Philippou, 2019). Other studies also indicate that without strict oversight mechanisms, sports organizations are vulnerable to fund mismanagement and nepotism in athlete management (Hartarto et al., 2021).

In Indonesia, cases of fund misappropriation involving national sports organizations have hindered the growth of the sports industry and lowered the morale of athletes and coaches (Kusumawardhana et al., 2018). Therefore, reforms in sports organization governance are necessary to enhance transparency and accountability.

Regulations and Policies of Sport Governance in Indonesia

Indonesia has implemented various regulations governing sport governance, such as:

- Law No. 11 of 2022 on Sports, which regulates the governance of sports organizations, funding, and the government's responsibilities in supporting national sports development.
- Regulations from the Ministry of Youth and Sports (Permenpora), which govern the management of sports funding, including the allocation of grant funds for sports organizations.
- Statutes of KONI, PSSI, and other sports federations, which establish internal regulations regarding leadership, financial management, and reporting mechanisms.

Although regulations on sport governance exist, their implementation still faces several challenges, such as weak oversight of fund utilization, lack of transparency in financial audit systems, and limited sanctions for sports organizations that violate governance principles.

Sport Governance Reform and Policy Recommendations

To enhance the effectiveness of sport governance in Indonesia, several reform measures can be implemented, including:

1. Enhancing Financial Transparency and Accountability
 - All sports organizations must conduct regular independent financial audits.
 - Financial reports of sports organizations should be publicly accessible to ensure transparency.
2. Separating Sports Organization Leadership from Politics
 - Public officials and political figures should not be allowed to serve as leaders of sports organizations to prevent conflicts of interest.
3. Reforming Funding Systems and Grant Management
 - Sports grants should be distributed based on athletes' achievements and needs.
 - Strict supervision of grant fund usage is necessary to prevent financial scandals and fund mismanagement.
4. Improving Managerial Capacity in Sports Organizations
 - Special training should be provided to sports organization officials on financial management, transparency, and good governance practices.
 - A more professional recruitment system should be implemented to ensure that sports organizations are managed by competent individuals.
5. Strengthening the Role of Media and Public Oversight
 - The public and media play a crucial role in monitoring the implementation of sport governance and exposing irregularities in sports organizations.
 - Investigative journalism can serve as a tool to increase public pressure on sports organizations engaged in poor governance practices.

METHODS

Research Approach

This study employs a qualitative research method with a case study approach to analyze the implementation of sport governance in Indonesia and its impact on national sports performance. This approach allows for an in-depth exploration of transparency, accountability, and fund management in sports organizations, as well as identifying systemic patterns that influence governance effectiveness at both national and regional levels.

Data Sources

This research utilizes secondary data obtained from various documents, reports, and previously published studies. The types of secondary data used include:

1. Sports Policy and Regulatory Documents
2. Official Reports and Financial Audits of Sports Organizations
3. Previous Studies and Academic Journals
4. News Reports and Investigative Media Coverage

Data Collection Techniques

1. Document Analysis

Document analysis is conducted by collecting and reviewing official documents related to the governance of sports organizations in Indonesia.

2. Case Analysis

Case analysis is performed by examining various financial scandals that have occurred in national and regional sports organizations in recent years. These cases are analyzed to identify recurring patterns in grant fund mismanagement, weaknesses in oversight mechanisms, and their impact on athlete performance and development.

RESULTS AND DISCUSSION

Implementation of Sport Governance in Indonesia

The implementation of sport governance in Indonesia still faces significant challenges in terms of regulations, transparency, accountability, and leadership within sports organizations. Several studies indicate that although regulations on sports governance exist, their application remains far from optimal (Kusumawardhana & Badaruddin, 2018).

Regulations and Policies on Sports Governance

Indonesia has established various policies and regulations governing sports governance, such as Law No. 11 of 2022 on Sports and several related regulations issued by the Ministry of Youth and Sports (Kemenpora). These regulations are intended to serve as guidelines for implementing good governance principles in national sports organizations. However, research indicates that weaknesses still exist in their implementation, particularly in terms of oversight and sanctions for organizations that violate governance principles (Wijaya & Silvana, 2024).

In practice, many sports organizations in Indonesia still operate under a centralized governance system, where decisions are often concentrated in the hands of a few elite figures within the organization, lacking proper checks and balances mechanisms (Rustiadi et al., 2018). This governance model differs from those in developed countries such as the United Kingdom and Australia, where governance is more transparent, professional, and involves multiple stakeholders (Dolmatova, 2019).

Transparency and Accountability in Sports Organizations

Transparency and accountability remain two major challenges in the implementation of sport governance in Indonesia. Studies indicate that many sports organizations in the country lack open financial audit mechanisms and independent oversight systems (Parent & Hoyer, 2018).

Several cases illustrate how the lack of transparency in sports organization budget management can lead to financial scandals. One example is the alleged corruption case involving grant funds in KONI, where funds intended for athlete development were instead misused by organization officials (Philippou, 2019). This issue is further exacerbated by the absence of effective monitoring systems, allowing fund mismanagement to go undetected until major scandals are exposed to the public.

In other countries, such as the United Kingdom and Australia, transparency in sports governance is ensured through strict regulations, requiring sports organizations to publish regular financial reports and undergo audits by independent institutions (Healey, 2012). However, in Indonesia, the publication of financial reports by sports organizations remains limited and is often inaccessible to the general public.

Conflict of Interest in Sports Organization Leadership

One of the major issues in sport governance in Indonesia is the presence of conflict of interest within the leadership of sports organizations. Many sports organization officials also hold political or business positions, which can influence decision-making within these organizations (Kusumawardhana et al., 2018).

For instance, several national sports federation leaders also serve as legislative members or have business ties related to the sports industry. This situation creates a potential conflict of interest that could negatively impact national sports management. Such a governance model contradicts the principles applied in developed countries, where separating politics from sports management is a key governance principle (Breitbarth et al., 2015).

In some countries, such as the United States and European nations, regulations prohibit public officials from holding dual positions in sports organizations to ensure independence and accountability in sports management (Hu & Shu, 2024). Indonesia should consider implementing similar policies to promote more professional sports governance, free from political interests.

Sports Governance Reform in Indonesia

Several reform initiatives have been undertaken to improve sports governance in Indonesia. One of these is the establishment of a sports arbitration body, as regulated in Law Number 11 of 2022, which aims to resolve disputes professionally and transparently (Wijaya & Silvana, 2024). However, the effectiveness of this institution still needs to be tested in practice, especially in handling major cases involving financial scandals and abuse of authority in sports organizations.

Studies also suggest that Indonesia needs to adopt an independent audit-based sports governance system, similar to those implemented in the European Union and Australia, to enhance transparency and accountability in sports fund management (Lu & Lin, 2021). Furthermore, stricter policy reforms regarding budget management transparency and oversight mechanisms are necessary to minimize corruption cases in sports organizations. In Indonesia, there have been several cases of fund misappropriation in KONI from 2018 to 2025 :

Table 1 Sports Fund Misuse Case At KONI For The Period 2018 To 2025

Year	Case	Amount Of Funds	Mode Of Operation	Legal Status
2018	KONI Central Grant Fund Bribery Case	Rp26,5 Billion	Bribery in the management of KONI grant funds at the Ministry of Youth and Sports	Sentenced to 7 years in prison (Imam Nahrawi)
2019	Corruption of KONI Padang Grant Funds	Rp3,1 Billion	Misuse of grant funds not in accordance with allocation	First trial July 2022
2020	Corruption of West Papua KONI Grant Funds	Rp227,49 Billion (Total 2019-2021)	Misuse of grant funds over three budget years	Investigation process since December 2022

2021	Corruption of West Papua KONI Grant Funds	Rp227,49 Billion (Total 2019-2021)	Misuse of grant funds over three budget years	Investigation process since December 2022
2022	Misappropriation of KONI Boalemo Grant Funds	Rp.700.111.724	Deviations in grant spending management	Continued trial February 2022
2023	Corruption of KONI Gianyar Grant Funds	Rp3,6 Billion	Misuse of grant funds for personal gain	Arrested and put on trial
2024	Corruption of KONI Grant Funds from East Kotawaringin	Rp30,24 Billion	Funds are channeled to unauthorized parties	Undergoing legal proceedings
2025	Corruption of KONI Makassar Grant Funds	Not Yet Revealed	Funds allegedly misappropriated during "2022 Champion Night" event	Detained and under investigation
2025	Corruption of KONI Muarojambi Grant Funds	Rp521 Million	Dana digunakan untuk pengeluaran fiktif	Under Trial

A number of cases that occurred between 2018 and 2025 involving sports organizations, particularly KONI, indicate that poor governance, lack of transparency, and weak oversight were the main factors enabling the misuse of sports grant funds.

Bribery Case of KONI Central Grant Funds (2018)

In 2018, former Minister of Youth and Sports, Imam Nahrawi, along with his assistant, Miftahul Ulum, was involved in a bribery case related to the management of grant funds for KONI Central. Imam Nahrawi was sentenced to 7 years in prison for this corruption offense. (kpk.go.id)

Corruption of KONI Padang Grant Funds (2019)

Former Chairman of KONI Padang, Agus Suardi, along with two other officials, was indicted for misusing grant funds, causing state losses of Rp3.1 billion. These funds were supposed to be used for sports development in Padang City. (sumbar.bpk.go.id)

Corruption of KONI West Papua Grant Funds (2019-2021)

Investigators from the Corruption Crime Unit (Tipikor) of the West Papua Regional Police have handed over three suspects in a suspected corruption and money laundering case related to KONI West Papua grant funds to the West Papua High Prosecutor's Office. The three suspects are Alex Warmaer (General Treasurer), Daud Indou (Daily Chairman of KONI), and Leonora Elsa Siahay (a third party in food and beverage procurement). KONI West Papua received a grant of Rp227.4 billion, with identified state losses reaching Rp32.7 billion. Seized evidence included cash, land assets, houses, and vehicles, with a total value of around Rp20.5 billion. (jubi.id)

Misuse of KONI Boalemo Grant Funds (2022)

Sri Tantri Putriyani Manto, former Treasurer of KONI Boalemo Regency, was sentenced to 4 years in prison and fined Rp250 million by the Corruption Crime Court. This case is related to the misuse of KONI Boalemo grant funds during the 2018 to 2020 fiscal years, resulting in state losses of Rp700,111,724. In addition to imprisonment and fines, the defendant was also required to pay restitution equal to the amount of losses incurred. (trilogis.id)

Corruption of KONI Gianyar Grant Funds (2023)

The misuse of Rp3.6 billion in grant funds for personal gain. These funds were supposed to be used for athlete development and sports advancement in Gianyar Regency. (detik.com)

Corruption of KONI East Kotawaringin Grant Funds (2024)

Between 2021 and 2023, the Indonesian National Sports Committee (KONI) of East Kotawaringin Regency received a grant of Rp30.24 billion from the Regional Revenue and Expenditure Budget (APBD) of East Kotawaringin Regency. The funds were intended to finance KONI activities, including athlete development and training, as well as the organization of the 12th Central Kalimantan Provincial Sports Week in 2023 in Sampit. However, there are allegations of irregularities and misuse in the disbursement of the grant funds, with money being allocated to unauthorized parties, potentially harming state finances. (kejati-kalimantantengah.kejaksaan.go.id)

Corruption of KONI Makassar Grant Funds (2025)

The Makassar District Attorney's Office has named three suspects in a suspected corruption case involving KONI Makassar grant funds. This case highlights the need for stricter oversight in the management of grant funds at the regional level. (makassar.kompas.com)

Corruption of KONI Muarojambi Grant Funds (2025)

Two former KONI Muarojambi officials are on trial for alleged corruption of Rp521 million in grant funds from the 2019 fiscal year. The funds were allegedly used for expenses that could not be accounted for. (jambi.antaranews.com)

The Impact of Financial Scandals on Sport Governance

A series of financial scandals in Indonesia indicate that the implementation of sport governance in the country remains weak, particularly in terms of transparency, accountability, and oversight. The misuse of grant funds, which should be allocated for sports development, negatively impacts National Sports Performance. The lack of funding for athlete development and sports facilities hampers performance improvement at both national and international levels.

Indonesia's sports achievements in international events such as the SEA Games, Asian Games, and the Olympics have fluctuated over the years. One of the factors contributing to this instability is the suboptimal implementation of sport governance. Good sport governance includes transparency, accountability, efficient budget allocation, and strategic policies for athlete development and sports facility management. In Indonesia, weaknesses in these aspects directly affect the performance of national athletes.

SEA Games: Performance Fluctuations Due to Inconsistent Governance

Indonesia began participating in the SEA Games in 1977 and has claimed the overall championship title 10 times. However, since 2011, Indonesia's ranking has tended to decline. For instance, in the 2015 SEA Games in Singapore, Indonesia only placed fifth in the medal standings. This decline in performance is linked to inefficient fund allocation, suboptimal athlete development management, and short-term policies. Delays in the disbursement of training camp

budgets often hinder athletes' preparation, highlighting weak coordination between KONI, the Ministry of Youth and Sports (Kemenpora), and relevant sports federations.

Asian Games: Peak Achievements vs. Governance Challenges

Indonesia's peak performance at the Asian Games occurred in 2018 as the host in Jakarta and Palembang, securing 31 gold medals and a total of 98 medals, placing the country fourth overall. However, this success was largely driven by non-systemic factors, such as home advantage and substantial budget support for the event. In previous Asian Games, Indonesia often struggled to maintain its achievements due to inconsistent training programs and weak governance in sports fund management. Cases of grant fund misuse in various regions, such as West Papua (2019-2021), Gianyar (2023), and East Kotawaringin (2024), demonstrate that funds intended for athlete development are frequently misappropriated.

Olympics: Lack of Transparency and Focus on Priority Sports

At the Tokyo 2020 Olympics, Indonesia won a total of five medals—one gold, one silver, and three bronze. The gold medal was secured by the women's doubles badminton pair Greysia Polii and Apriyani Rahayu, while the silver medal was won by weightlifter Eko Yuli Irawan. The three bronze medals were claimed by Windy Cantika Aisah and Rahmat Erwin Abdullah in weightlifting, as well as Anthony Sinisuka Ginting in men's singles badminton. With this achievement, Indonesia ranked 55th in the final medal standings of the Tokyo 2020 Olympics. (cnnindonesia.com)

Despite badminton remaining Indonesia's stronghold for gold medals, the lack of investment and attention toward developing other sports remains a serious challenge. Many athletes have voiced concerns over delays in training fund disbursements and inadequate training facilities, negatively affecting their preparation and performance in international competitions.

Additionally, various cases of grant fund misuse within the Indonesian National Sports Committee (KONI) have further worsened the situation. In 2018, former Minister of Youth and Sports, Imam Nahrawi, was involved in a bribery case related to KONI grant fund management. (KPK.go.id) A similar case occurred in KONI Makassar, where the Makassar District Attorney's Office named five suspects in a KONI grant fund corruption case, including two individuals from an event organizer. (detik.com) These cases highlight the numerous loopholes in Indonesia's sports fund management system regarding transparency and accountability, ultimately affecting athlete development and national sports performance.

Implications of Weak Sport Governance on Athletic Performance

Several key issues in sport governance negatively impacting national sports performance include:

- **Non-Transparent Fund Management:** Bribery and corruption cases, such as those involving KONI Central (2018) and KONI West Papua (2019-2021), demonstrate that funds meant for athlete development are often misused.
- **Short-Term Policy Orientation:** Indonesia tends to implement short-term sports policies, particularly in preparation for major events like the Asian Games or SEA Games. The absence of long-term strategies results in inconsistent performance.
- **Lack of Facilities and Investment in Sports Infrastructure:** Many Indonesian athletes still train in inadequate facilities, especially in non-badminton sports. The lack of investment in training facilities limits their preparation for international competitions.

RECOMMENDATION

1. Enhancing Transparency and Accountability
 - Implementation of an independent audit system for national sports organizations.
 - Regular publication of financial reports to improve accountability.
2. Sport Governance Policy Reform
 - Strengthening regulations related to the governance of sports organizations.
 - Increasing oversight of budget utilization in the sports sector.
3. Improving Athlete Welfare and Development
 - Providing more transparent financial support for athletes and coaches.
 - Performance-based budget management to enhance national sports achievements.

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