

# Prophetic Leadership and Implementation of Strategic Management of Green Nord 27 Brings Positive Changes Bonek Supporters

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## ABSTRACT

This study aims to reveal the facts that have occurred as well as provide another view of the world of football fans, one of the many groups of Bonek supporters named Green Nord 27 (GN'27) in its journey so far there is prophetic leadership and the application of strategic management in changing the old tradition of Bonek supporters who are considered bad to transform for the better. The study approach uses descriptive qualitative methods. Data collection by observation, interviews and documentation. Furthermore, it is analyzed by starting with data collection, validation, reduction and presentation of data until the final conclusion. The location of the study is on Green Nord 27 which is in the city of Surabaya. Informants in this study included: the founders until the coordinators of Green Nord 27, conductors of supporters, members of Bonek supporters and security forces. The results of this study suggest that Green Nord 27 also pioneered the modernization of supporters and became the frontline of changing the dynamics of Bonek supporters towards a positive direction. interprets *amar ma'ruf nahi munkar* on two main aspects, namely: wanting to change the bad culture of Bonek supporters so far so that in the future it will change to be more positive and at the moment of fighting for Persebaya by fighting against the arbitrariness of the PSSI federation at that time. the leader or coordinator figures have so far indirectly applied the prophetic leadership breath that is based on the four qualities of the Prophet Muhammad SAW. regarding: *siddiq* (truthfulness), *amanah* (trustworthiness), *tabligh* (advocacy) and *fathonah* (intelligent) which have a correlation with establishing a truth by fighting evil. The Our Tribune Our Rules campaign from Green Nord 27 also has a contributive impact on other Bonek supporters from year to year. Implementing strategic management processes in realizing goals so far includes: mission statements, environmental analysis, organizational self-assessment, setting goals and objectives until establishing strategies.

**Keywords:** Prophetic Leadership; Strategic Management; Change Management; Green Nord 27

## 1. INTRODUCTION

Football is a sport that is loved by people in most countries in the world. This is because the sport of football has a relationship with the dynamics of social life in society even in a broader context such as politics, economics, culture and so on. Discussing about this sport, of course, cannot be separated from the role or presence of spectators or football supporters, their job is to support their proud football club in various ways and efforts. On the other hand, football is also considered as entertainment for the community where the purpose is simply to relieve fatigue from the various activities they carry out. Football can generate a passion called togetherness that is so strong, which is not found in other sports contexts (Aji, 2012). Indonesia is also one of the countries where the number of supporters is large and it can be said that the fanaticism is above average, this is supported by the many names of football clubs in Indonesia which are spread all over the city or region. Fanaticism has the meaning of representing loving or carrying out a behavior earnestly with full confidence that is held closely as the main foundation, in this case

regarding football (Mubina, 2020).

One of the most well-known groups of football supporters in Indonesia is Bonek, a group of fanatical supporters of a club from Surabaya named Persebaya. Bonek is an acronym for Javanese abbreviations, namely *Bondho* and *Nekat*, which means having capital and strong determination. The appearance of Bonek's words was born in the 80s era where at that time fans from Surabaya visited in such a large number of times to Senayan Stadium, Jakarta, which has now changed its name to Gelora Bung Karno Stadium with enthusiasm and determination to escort his proud team Persebaya, where at that time there was no group of supporters in Indonesia who supported his eleventh team to come directly to the opponent's stadium. In this case, Bonek is one of the forerunners of the modernity of supporters in Indonesia where they started the *tradition of tret.. tret.. tret..* or what is currently better known as awaydays, where at that time they were accommodated so orderly departing from Surabaya to Jakarta equipped with various green-green attributes such as: t-shirts, scarves, hats and banners of support for the Persebaya club (Junaedi, 2016). On the other hand, at that time there were no fans or supporters of football clubs having attributes of the same color in large numbers, but supporters from Surabaya, who are now better known as Bonek, have done it first and become the dynamics of the beginning of modernity in the world of supporters in Indonesia.

At first, the early generation of Bonek supporters were better known as fanatical, militant and creative supporters. However, gradually they experience behavioral degradation which previously positive turned into negative in later generations (Junaedi, 2019). This transition from the first generation to the next generation is the beginning of the aggressive behavior of the Bonek supporters themselves, where there is no connection to comprehensive education. Regarding this matter, Bonek supporters often clashed with other supporter groups, clashed with officials and the community and several other negative actions. Where most people in Indonesia judge or know Bonek supporters as the cause of a riot (Lucky & Setyowati, 2013).

In this slump, some Bonek supporters slowly began to feel uncomfortable with the situation. A closed group on the social media platform Facebook at that time, in which it discussed anxiety between individuals with others who also wanted changes in the Bonek supporters themselves (Cahyani & Sari, 2021). Starting from the closed group, they often held meetings with long discussions and wanted to make something new which could be a real change until they finally took the name Ultras Persebaya, Curva Nord Surabaya to transform into Green Nord 27. There are several points that are at that time the priorities were: eliminating racist chants, having to buy match tickets, not rioting or chaos with both the security forces and the community, creativity in supporting Persebaya to a more modern paradigm of supporter culture. Green Nord 27 is just the name of the tribune in one corner of the stadium when Persebaya competed, but in its journey it is sometimes considered as an organization that in context is not a formal organization. Historically, in particular, the emergence of this group of supporters began in the mid-2011s where at that time the Indonesian League experienced a dualism of competitions called ISL (Indonesia Super League) and IPL (Indonesia Premier League) due to an element of interest among the PSSI management which is the national football federation, coupled with Persebaya's game which tended to decline in that season to the phenomenon of Bonek fans who still use old traditions or cultures perceived by the general public as unethical and less good which leads in the direction of negative things.

Starting from thinking, judging from various points of view, self-evaluation and also thinking in a far-sighted context which slowly becomes an initial milestone in changing the dynamics of supporters, especially Bonek begins, of course, hoping better than before. In this context, Green Nord 27 is an integral part of how Bonek's supporters have transitionably transformed in a positive direction from year to year continuously. Of course, this is not an easy matter, considering that Bonek supporters are not formal organizations in general which have a clear structure, plus changing the behavior of Bonek supporters who number tens or even hundreds of thousands certainly cannot be done immediately. There are values of prophetic

leadership and the application of strategic management to change behavior between individuals and others to change the organizational culture that was once famously anarchist to be more humanist, where it is impossible for a change if there are no other factors such as the leadership of figures who are aged or considered leaders or coordinators. The role of the leader or coordinator has a significant impact on the changing dynamics of Bonek supporters from year to year which is increasingly positive.

## 2. RESEARCH METHOD

The research methodology used in this study is qualitative with a phenomenological approach. Qualitative research is a research method that is based on postpositivism which is used to examine the natural condition of objects, where the researcher is the main instrument in the research. (Siyoto & Ali, 2015). Beginning with data collection by observation, interviews and also documentation. Furthermore, it is analyzed by starting with data collection, validation, reduction and presentation of data to the final conclusion. In this case, the data collection technique is by conducting interviews with selected informants and triangulation to the validation stage. Qualitative data analysis, where the results of qualitative studies emphasize deeper meaning than generalizations.

This study was lifted from the phenomenon that occurred with a Persebaya Surabaya supporter named Bonek, where along the way Bonek supporters experienced changes for the better, at least initiated by Green Nord 27. The location in this study targeted a group of Bonek supporters named Green Nord 27 who were in Surabaya City. The sources of informants in this study include: founder of Green Nord 27, coordinator of Green Nord 27, conductor of supporters and members of Bonek supporters and security forces.

## 3. RESULT AND DISCUSSION

One of the many communities or groups within the Bonek supporters, there is a group of supporters who occupy the north stand of the stadium who call themselves Green Nord 27, where the meaning of Green Nord 27 is Green, which means green in English, this name is used because it is in accordance with Persebaya's jersey is green and Nord is taken from Italian which means north according to their place at the stadium which is always in the stands on the north side, until the writing of the abbreviation number 27 at the end of the name is the identity of the history of the Persebaya club which was founded in 1927 ago. The birth of Green Nord 27 cannot be separated from the condition of national football which is considered unfair and also the condition of the Bonek supporters who experience degraded behavior in a negative direction.

**First**, national football at that time experienced the dualism of competitions entitled IPL (*Indonesia Premier League*) and ISL (*Indonesia Super League*), until at its peak PSSI as the national football federation which at that time abolished Persebaya's membership which was established in 1927 as the original Persebaya and tried to replace it with one of the clubs from East Kalimantan called Persikubar Kutai Barat which was eventually changed to Persebaya Surabaya also which was the goal to rivaling the original Persebaya (1927). So that automatically, Persebaya (1927) who was actually the original could not compete for approximately five years because his position was replaced by Persebaya Surabaya counterculture whose name was legalized by PSSI at that time with the same name and what distinguishes between the two is the last writing behind the name Persebaya which refers to the numbers 1927 and Surabaya. This has received criticism and rejection from various parties as well as provoked massive movements or actions by Bonek supporters to maintain the original Persebaya legally and historically.

**Second**, Bonek supporters in the 90s to 2000s before Persebaya was deactivated by PSSI and held massive positive demonstrations, better known by the wider community as bad supporters and often rioting to various behaviors that were negatively oriented. This degradation of behavior or morals has become a concern in itself by some groups of Bonek supporters, where they want a structured and massive change whose purpose is to change the stigma of society and

bring about positive changes in the context of Bonek supporters as a whole. At first, they often interacted through closed groups on social media on Facebook at that time to pour out unrest between individuals and others, some of these groups that had similar goals ended up holding regular meetings to discuss how the change in the good direction was realized.

Leadership is a process of influencing others to agree and be in line with a series of processes or desires initiated by the leader, where the orientation is to create a collective relationship between members in order to achieve common goals efficiently (Yukl, 2013). Meanwhile, according to leadership Mulyono (2018) in his writings he states that leadership can be said to have a power in the form of enthusiasm, aspirational to creative moral forms. Where leadership can indirectly influence other people to change together for the better, so that both leaders and subordinates have the same aspirations and goals.

Leadership theory is very broad in nature, so the application of leadership does not only apply or is needed in a formal organization, company and agency. So that in the context of society, especially regarding football supporters, the role of a leader or coordinator is also needed, whose function is to organize or manage the resources in it. Where the orientation is for the common good and minimizes various kinds of possibilities whose connotations point in a negative direction. There is one of the many theories of leadership, namely prophetic leadership. It is a leadership concept that is made based on the point of view of Islamic scientific disciplines and knowledge and is based on leadership exemplified by the Prophet Muhammad SAW. According to Rivai and Arifin (2018) in Purwanto et al. (2022) prophetic leadership reflects the nature of the Prophet Muhammad SAW. First, *siddiq* (truthfulness), *amanah* (trustworthiness), *tabligh* (advocacy) and *fathonah* (intelligent) in terms of enforcing *amar ma'ruf nahi munkar* (affirming truth and combating ugliness or evilness). Second, formulate a strategy or goal carefully and give priority to wisdom that is oriented towards the struggle. Third, there are developments in the organization with the existence of a forum where there is development to development for future generations.

The breath of prophetic leadership has a relationship or correlation with the struggle of Bonek supporters so far, especially Green Nord 27 in their agency to make and bring about changes for the better. First, in the context of *amar ma'ruf nahi munkar* which includes: *siddiq* (truthfulness), *amanah* (trustworthiness), *tabligh* (advocacy) and *fathonah* (intelligent) they tried to change the bad culture of Bonek supporters which at that time led to negative and fighting for the original Persebaya which was founded in 1927 against the arbitrariness of PSSI which was considered tyrannical against Persebaya and Bonek supporters.

This was confirmed by the first informant regarding the desire to change the culture of Bonek supporters in a better direction, as follows:

*"Indeed, its mission is to bring the paradigm of modern supporters, meaning that here the paradigm of modern supporters is to try to be more creative, without being racist and full of dedication. It was not easy and it was built with great difficulty. There were a lot of obstacles that we experienced at that time, but this did not discourage the intention of the GN'27 friends at that time to continue to campaign that Bonek must be creative, Bonek must be without being racist, Bonek must really have a basic education in the world of supporters, who can respect each other internally Bonek and guest supporters."*

The second informant also responded to the struggle to restore Persebaya at that time with concrete actions against the arrogance of PSSI as a national football federation, as below:

*"So, back when Persebaya hadn't returned, Cak Ipul gave spirit jargon such as "Persebaya will return", "Persebaya is still alive". What I often read and hear is "Not competing doesn't mean nothing". Well, that was Persebaya's condition at that time already representative to me. That forms motivation for others. If outside more actions take to the streets, we escort Persebaya in court, continue to demo in Surabaya, gruduk Jakarta first and second to last gruduk Bandung to*



*restore Persebaya's rights. And.. it's ideas that I think achieve a change, like that..."*

Furthermore, regarding the four basic properties of Prophet Muhammad SAW. also gave a special breath about how the dynamics of Green Nord 27 have been. First, *siddiq* (truthfulness) at that time the leaders or coordinators provided education or advice regarding attitudes, behavior and mindsets to jointly change for the better. On the other hand, the members below understand that what the leader conveys is true, so they obey and contribute to the agency of change for the better, then the members below also believe that what the leader said is indeed the one where Persebaya is being tyrannized by PSSI and they must fight this and also defend the truth. In addition, Bonek supporters also slowly understood and realized that they must change when it comes time for Persebaya to compete again. Where the changes are comprehensive in various aspects such as: eliminating racist chants, the culture of buying match tickets, being polite inside and outside the stadium, conducive and not rioting with both fellow supporters and security forces.

*"So, starting with some figures, even a lot of figures, they provide education about what football is like, how it's like to be a good supporter, they are figures who guide the regeneration that supporters are not synonymous with the word riot, anarchist, etc. For example: no racist, culture buying tickets with the jargon no ticket no game, which used to break into stadiums frequently, for now there is that jargon also matures bonek turns into a positive. This happened because of the education of the GN'27 leader figures. Because if there are no leaders or figures, then the culture will remain, if there are no people who want change, so yes, it will remain the same."*

Second, *amanah* (trustworthy) at which time the coordinators or leaders maintain a trust devolved to him, where the members below him so believe they are leaders that must be followed because so far they are important figures who are role models as well as running the wheels of the organization so well. Likewise, for a leader figure who has a position as a supporter dirigen where not everyone is entrusted with that position, where a dirigen is such a crucial figure both inside and outside the stadium, they are leaders of supporters with tens of thousands and have their own place in the hearts of their members. Dirigen or commonly called *capo tifoso* plays an important role when in the stadium such as leading supporters in the stands by eliminating racist chants, minimizing supporters not to overreact when conditions on the field during a match with a hot tempo, to educating how to support Persebaya positively and attractively for 45x2 minutes. The mutual trust between each other, both superiors and subordinates in the context of supporters, makes them always go hand in hand, where the orientation is to realize a goal that has been agreed upon at the beginning regarding the common good.

*"Speaking of the mandate dirigen or capo tifo, I actually just flowed at first. I'm appointed and trusted, I just flow. But, I have my own point of view, in the sense that the capo is not a position or a high position, it is a mandate. Of course, the mandate is good things, there is no bad mandate, the mandate must be good. Well, from that I started to learn, how to convey the words, the behavior, the deeds I started to really change. Because a capo is at least in the spotlight, so I consider a capo to be a mandate. So, the way I deliver to the public, my delivery to the audience. On the field it had to really make their hearts and minds one for Persebaya, and finally that was back in 90 minutes we focused on standing and singing."*

Third, *tabligh* (advocacy) which can be interpreted as someone who is communicative. The leader must be able to communicate well with all the elements in it, even possible in a broader context, because good communication is also part of the meaning of the tabligh itself. So far, a leader or coordinator always uses their communication in terms of providing information,

contributing a thought idea, to positive education both directly and indirectly. This is reflected in several contexts such as during open meetings to internal meetings, not infrequently they always remind the members below them if there are mistakes or shortcomings that they feel are not good in the future. On the other hand, all community members or commonly referred to as *firm* that are members of Green Nord 27 can also express opinions, refute something that is considered inappropriate and provide input until the final decision that has been mutually agreed upon with the kinship. Regarding this, discussion or sitting together is the most important part and can be said to be the highest forum that all members must obey as well as being the dynamic of Green Nord 27's journey so far from year to year.

*"What is certain is that an activity or idea is discussed together. So, no one person's influence can take away a right of decision and continue to be agreed upon by everyone, not like that. We are all open to each other and what is there is all put together. What if it can be applied in the field and accepted by the bonek community, if it is indeed founders or other friends, okay, let's go straight to it, that's what we do. An idea that is beneficial to many people, not to any particular individual or community, that's what I had in my mind even today as it is, because it concerns a lot of people and the future. So, not being able to have thoughts or being too arrogant with personal decisions can't, so the ultimate goal should really be to think about the crowd."*

Fourth, *fathonah* (intelligent) where the meaning of the word intelligent includes emotional, intellectual to spiritual aspects. A leader must be intelligent which is always supported by adequate scientific insight, able to see things broadly and of course creatively in certain conditions. In this context, it is correlated with the role of a leader so far, such as how they analyze that fighting for Persebaya to be recognized by the PSSI again is not easy and there are many obstacles because it is against the federation. Of course, this requires strategy and careful thinking to succeed this goal, a long struggle for five years starting from the demo action in Surabaya, the first and second sessions of the *gruduk Jakarta*, the *gruduk Bandung* to various other ways and efforts to fight for Persebaya's rights which ultimately paid off, where Persebaya was recognized again during the PSSI annual Congress at the Aryaduta Hotel, Bandung on January 8, 2017 and was able to compete officially in the same year even though it had to start from Liga 2. In these conditions, a leader or coordinator has always considered that this is the right time to unite the same views, feelings and desires in the context of the wider Bonek supporters, so that it is not only Green Nord 27 who at that time fought for Persebaya. When they have the same goal, it is certainly not difficult to provide education or input on the change. Where change is carried out for the common good that not only stops at that moment, but its orientation for the long term and periodically.

*"If the idea is more of a real action, the action of the GN'27 friends is a lot of ideas to take the culture in a more positive direction, for example, such as providing creativity or actions that are called how people perceive bonek as having changed well and not negatively, it's one of the ideas of making changes in a positive direction. If the context is outside, it is more about the demo action taking to the streets, we used to escort Persebaya in court, continued the action in Surabaya, the first and second gruduk Jakarta until the last gruduk Bandung returned Persebaya. And... it's a real idea and action that I personally think is an effort to achieve a change in a positive direction, like that."*

Change is not necessarily made by a group or organization whether formal or non-formal, there is always a touch of the role of a leader in implementing the change. The leader figure has the ability to be compared to others and can lead change well which can include conceptors, movers and pushing from behind to achieve a goal. According to Odenyo et al. (2015) in his findings explained that change management is a crucial mechanism or process for organizations

where the change is an effort to achieve new horizons, the hope is that they will find more harmony in the environment where they are today. On the other hand, the role of the leader is the most important thing for the changes that occur, the leader as a person who controls or regulates the variables that exist in his organization. There are two main factors that affect change management, namely: emotions and individuals (Akhirudin, 2020). The main factor regarding emotions and individuals is a form of resistance aimed directly at PSSI as the national football federation. In this context, the leaders or coordinators provide views as well as education to members of the Green Nord 27 supporter group which slowly also has an impact on other Bonek supporters. When all these elements merged into one, they created a container that would later be named Arek Bonek 1927 (AB27) in which there were Bonek supporters who were not only Green Nord 27, but various communities and small groups of Bonek supporters in a broad context who had the same goal of saving Persebaya by fighting as the frontline. At first the leader or coordinator understands that there must be an identity in which not only members of Green Nord 27, this is done so that there are no pros and cons to things that cause negative impacts and try to always walk together in the context of struggle. Arek Bonek 1927 (AB27) is one of the most important parts of changing Bonek's supporters to be more mature in attitude and behavior due to the existence of emotions to awareness between individuals and others, how those who initially became a unit in the context of the struggle to restore Persebaya until Persebaya was recognized again by the PSSI federasi, when Persebaya was able to compete again in 2017 Bonek supporters still tried to change the dark record in the past with various kinds of continuous positive efforts.

*"So the outline, the trust factor. It wasn't easy at first, but all of it was for the struggle, broadcasting amar ma'ruf nahi munkar. Actually, to move the crowd of supporters can be said to be easy is not and difficult is not. Going back to the beginning, if we have the intention automatically, especially for the benefit of the crowd, regardless of the pros and cons, I don't think it's easy and not easy. Yes, as long as I have intentions for the good and safety of my fellow supporters, it is also a reward, why not just walk? Regarding the pros and cons are already commonplace. On the other hand, what we are looking for in the world is charity of jariyah as well, I think it is like that."*

The new paradigm campaigned by Green Nord 27 from the beginning is how to change the image of Bonek's supporters as a whole in the eyes of the public to think about future generations with better expectations than before, how to be attractive and humanist and not negative behaviors that tend to be anarchist. Within Green Nord 27 in particular, they have a fundamental form of attitude that *Together We Can!* and *Green Nord Is Our Home!* which remains the main foothold, where it has a correlation with the so-called egalitarian or equation. All members of Green Nord 27 have a common social degree, there is no such thing as difference and always prioritize deliberation whenever determining an attitude or decision even if a problem occurs. (Fuller & Junaedi, 2018). There are several written rules or fundamental footings that have been made and agreed upon and adhered to together, can be said to be manifestos that must not be violated by anyone, especially members of the community or *firm* that is officially under the auspices of Green Nord 27. Along the way, the agreements that are educational and initiate fundamental changes are better known to the general public as *Our Tribune Our Rules* in which there are important points such as: the culture of buying match tickets (no ticket no game), mandatory wearing jerseys and shoes, prohibited from singing (chants) racist, standing 2x45 minutes during the game, prohibited from damaging stadium facilities and many more rules that are campaigned by Green Nord 27 which from time to time undergoes modifications due to causation while anticipating unwanted things, where the orientation is for the common good and fosters a positive culture among Bonek supporters as well as expected to be a role model. As explained by the informant below:

*"If outside the stands of GBT Stadium (Gelora Bung Tomo), yes, we are family, it means that our friends embrace it. If in the GBT Stadium we are bound by rules, what should be obeyed and avoided. If in GBT Stadium we have to wear a jersey, the rules are like that, as much as possible wear shoes, stand and sing 45x2 minutes, no sitting, no selfies, that's the rules, bro..."*

Regarding the manifesto of *Our Tribune Our Rules*, this was also confirmed by other informants, as follows:

*"We are trying to form a uniformity that is definitely for the common good, which is the mandatory wearing of jersey. One of them is Our Tribune Our Rules, 90 minutes of standing and singing, mandatory wearing of jersey and shoes. Even if it's not that easy to implement Our Tribune Our Rules, there are still many cons, too, but we go back to the original intention. So, bumped, bumped, formed! like that. Thank God, until now friends have remained consistent. Out of tens, hundreds, thousands or even tens of thousands now..."*

Various efforts and positive ways that are actually also part of the education, are slowly paying off year after year. First, if in the past Bonek fans often broke into stadiums when Persebaya competed, now they are aware to buy tickets, where the tickets are also part of the breath for their proud club, especially regarding the club's finances obtained from the sale of the ticketing. Second, there have been no hateful or racist chants, considering that in stadiums not only adults see football, but also children. Thus, there is an awareness that they will not instill bad behavior in future generations. Third, jointly maintain stadium facilities such as seats, gates, guardrails and so on, considering that the Gelora Tomo stadium is also projected for the grand event of the U-20 World Cup, so that from the beginning it has been educated and campaigned that this stadium must be maintained and treated for the common good. Fourth, when Persebaya competed in the official competition, Bonek's fans no longer lit flares or fireworks and the like. In addition to causing fines for clubs and being banned by the PSSI as the national football federation, there are bad effects of flare-flames or fireworks such as red glow with puffs of dense smoke that can interfere with breathing and cause irritation to the eyes. Fifth, the culture of wearing shoes is also part of education to prioritize safety both inside and outside the stadium, considering that the main function of shoes is to protect the feet from foreign objects that can endanger themselves. Sixth, focus on supporting Persebaya 45x2 minutes full of various actions and creativity and obey all directions from the figure of dirigen or capo tifoso. Various actions and creativity were shown by Bonek supporters such as choreos in the stands, support banners, giant flags, mini flags, scarves and all other accessories

*"Yes, if you look at the past few years, it has changed a lot for the better. Now it has gradually decreased, bro, it's not like before. If Bonek Surabaya is pure, wes, there is no such chaotic term ngawe. All orderlies have tickets, maybe also a security system too and what is clear is the maturity of the doll too. What is clear is the maturity of the doll, I think, because all those who entered the stadium had tickets."*

Organizational development reflects all efforts to form something whose orientation is to make the organization and the members in it more effective than before (Tampubolon, 2020). In other words, organizational development is a systematic and planned effort from the beginning, where it is carried out continuously from time to time by seeking updates to improve procedures to aspects of human resources in it, of course, this is done to ensure the growth and sustainability of the organization by improving its quality from time to time. It can also be connoted that there is a manifesto called *Our Tribune Our Rules* as an effort to develop an organization or group to be better over time, where the rules can also be referred to as a basic reference that is also obeyed by all members without exception while campaigning for a positive culture to others widely in



the context of Bonek supporters.

Strategic management is a process by which an organization or company tries to determine what steps need to be taken to achieve organizational goals and those that are considered more important, to how these goals can be met (Mello, 2015). On the other hand, Strategic Human Resource Management (HRM), basically emphasizes that all initiatives involving how people are managed need to be aligned with a goal to be achieved while supporting the overall strategy of the organization. One of the many objectives of strategic management is to focus on definite goals in various efforts or ways that are carried out, where in fact they want a change in the direction of the better. Change has benefits for the sustainability of the organization, if there is no such thing as change, then the organization concerned can be said to be undeveloped and and impressed without movement.

In that context, Green Nord 27 participated in starting the changing dynamics of Bonek supporters, who once tended to be anarchists, now transforming towards the humanist direction over time. Of course, it is not an easy thing how to educate and invite Bonek supporters in very large numbers of times slowly changing for the better, considering that Bonek supporters are not a formal organization and there is no official management structure. In this case, Green Nord 27, which initially departed from the tribune and several communities or commonly referred to as *firm*, is certainly not necessarily able to change how the dynamics of Bonek supporters are currently heading in a better direction, but they also run with a long process continuously which of course with various efforts and there is strategic management in its application on the ground.

According to Mello (2015) in his book stated that there are several important points regarding the strategic management process, namely: mission statements, analysis of environment, organizational self-assessment, establishing goals and object until setting strategy.

**First**, a mission statement is usually very broad, although the statement seems simple, it is often very difficult to construct because the statement serves as the foundation for everything that the organization does. Green Nord 27 from the beginning blatantly had a clear vision, namely how to change the dynamics of Bonek's supporters, which used to be often connoted negative, to change to positive. This attitude has also become the main foundation in the process so far, of course, with a strong foundation initiated by the leader or coordinator who formulated it to have a clear understanding and vision of the organization with its members. In addition, this is articulated and always in consensus regarding what the goals of the organization are and why these must remain in the first place as a representation of the form of attitudes, hopes, foundations to visions that are held tightly as guidelines in the process, especially regarding the transformation agency of Bonek supporters in a better direction in the wider context.

**Second**, analysis of the organizational environment can be an undertaking that can be said to be complex in nature. Some organizations are in a very complex environment, where a large number of factors that often occur are interrelated and affect the organization. In addition, some organizations are also in an unstable environment, there are elements that influence the organization to always be dynamic and often face an almost ever-changing situation. In these conditions, Green Nord 27 understands that their big steps and goals are indeed not as easy as saying the vision at the beginning. They also consider various possibilities or anything that leads to a threat to the process. Given that at the time, Green Nord 27 was the only group that adopted and started a modern supporter culture. Meanwhile, the dynamics of Bonek supporters in Surabaya at that time were still traditional and there was an old culture of supporters that was not good. The updates of Green Nord 27 include styles of supporting football clubs such as: how to dress, how to think, how to take or determine attitudes and so on. Where in that context, the orientation is to make Bonek's supporters better than before, slowly changing a habit continuously with new things positively.

**Third**, the next stage after identifying the external environment is to assess the internal parts of the organization. At this stage, the main goal is to analyze the strengths and weaknesses

of the organization concerned. On the other hand, it is hoped that organizations will find ways to harness these strengths while minimizing existing weaknesses. Therefore, it requires organizations to understand and identify, one of which is the availability of human resources within the organization. Green Nord 27 from the beginning was filled with people who were committed and had something in common or a desire to make real change, especially the culture of Bonek's supporters who were once negative was transformed into a positive thing. One of their strengths is because of the presence of people in it who are consistent and have an attitude. Their downside at the time was the lack of members, the early generations of Green Nord 27 understood that it took time or many members to work with to bring about new changes. Slowly but surely, if in the past Green Nord 27 only had dozens of members, now they have a total of approximately five thousand members who are officially registered as sub-communities or commonly referred to as *firm*. Previously, in the context of the struggle to restore Persebaya and against PSSI, they also participated in establishing a forum called Arek Bonek 1927 (AB27) whose content was all elements or communities of Bonek supporters at large to unite regarding goals and expectations. However, a change can be successful if individuals can give a positive signal to others, where the goal is to jointly realize a change that is in a better direction.

Furthermore, in assessing organizational culture, organizations need to understand the core values and philosophies that guide daily activities that exist so far. Many aspects of culture are veiled and not clearly articulated but rather are assumptions made by individuals within the organization. As part of the strategic planning process, it is imperative that cultural elements are identified and such understanding is achieved about how cultural elements influence behavior and impact the organization as a whole. Actually, there is no standard type of an organizational structure or how to put together an organizational chart. However, certain types of structural configurations may be better suited for certain types of conditions than others. Organizational structure has a significant impact on how activities are carried out and how individuals and groups interact with each other. In the last description of certain structural configurations, this has a correlation with Green Nord 27 from the past to the present, where in its application so far there is no such thing as chairman, secretary, treasurer and so on like formal organizations in general, they carry out organizational activities so far there is only such a thing as a coordinator, where the existence of the coordinator is only limited to supervising, operating, directing and maintaining the dynamics that existed so far, particularly in Green Nord 27. On the other hand, an egalitarian culture and equality of degrees with a philosophy of Together We Can! and GN Is Our Home! have remained their basic reference and foundation all along. All members of Green Nord 27 have similar degrees, no differences and prioritize deliberation whenever determining an attitude or decision even if a problem occurs. All members of it can express opinions, refute something that is considered inappropriate and provide input until the final decision that has been mutually agreed upon with the kinship. In this case, deliberation or sitting together is the most important part and can be said to be the highest forum that all members must obey as well as being the most important part about the dynamics of Green Nord 27's journey so far from year to year.

**Fourth,** The next step after some of the above stages, then it is ready to set its goals and objectives for the next period of time for which the goals must be measurable and clear. In addition, a goal must also be flexible, because the entire goal-setting process involves many things, including facing the future and on the other hand also anticipating various good and bad possibilities that will occur. Meanwhile, the target can be adjusted upwards and downwards in response to how events in the environment have occurred. In this regard, some organizations, especially those in a very unstable environment, more often rely on the strategic vision of the organization in the long term. Since the beginning, Green Nord 27 introduced a modern supporter culture whose goal is very good, which is to bring the transformation of Bonek supporter culture towards a better direction in a broad context, so that what changes in a positive direction is not only Green Nord 27, but more than that. The goal is very clear, where they want a real change

and together educate other Bonek supporters to improve together to realize a modern supporter paradigm that has a positive orientation to minimize negative things.

. **Fifth**, the last step is the application of various sequences regarding the strategic management process, namely setting a strategy and executing it. Ideally, the established strategy will serve as a framework through which the organization can develop a series of forms such as: practices, policies and programs in a consistent and aligned manner that will allow achieving the initial goals of the organization. In this case, the strategy will serve to ensure the conformity between the organization's strategy and the practice in the field. On the other hand, each organization is unique, they have their own distinctive features and character. Therefore, one organization with another cannot be equated strategy, even if they both operate in the same context. Green Nord 27 understood from the beginning the situation and conditions that occurred, so they took the initiative to make a real change with a variety of education in it. One of the efforts made on its way to becoming an agent of change, Green Nord 27 provides a stimulus in the form of a modern supporter paradigm by campaigning for *Our Tribune Our Rules* from year to year. There are several rules in it which over the past few years have had a positive impact, such as: the culture of buying match tickets, mandatory wearing of jersey and shoes, prohibited from singing or chanting racist, orderly when inside and outside the stadium, not damaging stadium facilities, focusing on supporting Persebaya 2x45 minutes with the creativity presented and many other things about the effect of *Our Tribune Our Rules* carried by the Green Nord 27 supporters group which is slowly also eroded the bad culture of Bonek supporters so far, where now Bonek supporters in the broad context have begun to improve and try to leave the culture that is not good, although there are still some small groups that still have negative behavior. In addition, Green Nord 27 also has its own income from the sales profit of their merchandise which is better known to the general public under the name GN Merch and has its own outlet. In this case, Green Nord 27 managed to manage merchandise sales so well, on the other hand, the presence of GN Merch changed the fashion style of Bonek supporters which was slightly better when compared to the past. The existence of GN Merch supports all the scope of Green Nord 27's overall needs which include funding, operations, creativity and everything that is humanitarian. In this regard, GN Merch has had a lot of influence both directly and indirectly, especially how Green Nord 27 manages its internals and makes changes to innovation in its journey to create a new division focused on medical and humanitarian called BDRT (*Bonek Disaster Response Team*) where all equipment for medical equipment to its needs is taken from part of the profits of merchandise sales so far.

#### 4. CONCLUSIONS

Based on the findings of data in the field and discussed above by researchers with in-depth analysis, several conclusions can be drawn as follows: First, the Green Nord 27 supporter group interprets *amar ma'ruf nahi munkar* on two main aspects, namely: wanting to change the bad culture of Bonek supporters so far so that in the future it will change to be more positive and at the moment of fighting for Persebaya by fighting against the arbitrariness of the PSSI federation at that time. Second, researcher found that the leader or coordinator figures have so far indirectly applied the prophetic leadership breath that is based on the four qualities of the Prophet Muhammad SAW. regarding: *siddiq* (truthfulness), *amanah* (trustworthiness), *tabligh* (advocacy) and *fathonah* (intelligent) which have a correlation with establishing a truth by fighting evil. Third, the campaign carried out by Green Nord 27 in the form of the *Our Tribune Our Rules* paradigm also has a positive impact on other Bonek supporters from year to year. Fourth, Green Nord 27 applies a strategic management process in realizing the goals so far which include: mission statements, analysis of environment, organizational self-assessment, establishing goals and object until setting strategy. Fifth, Green Nord 27 also initiated the modernization of supporters in Surabaya City and became the frontline on how to change the dynamics to the culture of Bonek supporters to be better in mindset and behavior compared to the previous ones, especially in the

past which tended to be less good.

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