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## The role of humanistic leadership on good governance in sport organization: A literature review

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### Abstract

Good organizational performance is also inseparable from good organizational management. However, not all Sports Organizations have a Good governance system, even though the governance system is a crucial component for managing a sports organization because it relates to policy issues and the direction of the performance of a sports organization. In addition, organizational performance is also inseparable from the intervention of organizational leaders because a leader has skills in influencing others to work together to achieve common goals. One of the successful leadership styles in business-based organizations is humanist leadership, but can humanist leadership styles contribute to realizing a sports organization that has Good Governance? A total of 20 articles in the last ten years on the topic of Good governance and humanist leadership were used as data and analyzed. Based on the results and discussion of the principles of Good Governance emphasized Transparency, Democracy, Check and Balance and Solidarity, and Humanist leadership, which has pillars such as communication, democracy, and transparency to its members. This study concludes that human leadership has a role in forming leaders who can improve the quality of good governance in sports organizations.

**Keywords:** sport management, humanistic leadership, Good Governance.

### INTRODUCTION

Achieving the highest achievement is one of the goals and hopes for every sports organization in Indonesia. Based on the 2005 National Sports System Law, the development and development of sports achievements is carried out and directed to achieve sports achievements at the regional, national, and international levels and is carried out by the parent organization of sports at both the central and regional levels. Sports achievement arises from the performance of athletes and coaches, but the organization's role and performance also affect the performance of athletes, which impacts the achievement (Hulme et al., 2019).

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Organizational performance is basically an effort from members of the organization in realizing the goals to be achieved, which are influenced by the ability to carry out their respective roles and tasks. In other words, the performance of sports organizations can be regarded as one of the supporting factors in achieving sports achievements.

A leader is someone who has the skills to influence others to work together to achieve a common goal. Organizational leaders do not work alone but are involved in relationships and communication with organizational members encouraging each member to work towards organizational goals (Greasley, Ph, Bocârnea, & Ph, 2014). Leadership is a person's effort to emphasize influence on others to guide, organize, facilitate activities and communication within the organization (Notanubun, 2020). Leaders in an organization have a vital role in running and moving the wheels of the organization. Basically, every leader has a style or style in leading the organization. This leadership style also indirectly affects the performance of each organization which will then have an impact on organizational performance. Leadership style is a permanent model of behavior that is expressed through behavior in leading (Xie et al., 2018).

Many leadership styles are often used in leading an organization or company. These leadership styles include authoritarian, democratic, transformational, transactional, and humanist leadership (Marlina, 2013). Of the various types of leadership styles, each leadership style has advantages and disadvantages. Authoritarian leadership is centered on the leader as the highest power holder (Zhang & Xie, 2017). In contrast to the authoritarian, the democratic type of leadership prioritizes the contribution of people in the work environment. However, the final decision remains in the hands of the leadership (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). In comparison., the type of transformational leadership focuses on changes in the organization, group, and other elements involved in it (Cronin, Arthur, Hardy, & Callow, 2015). This type of leadership has been the most talked about in recent decades. In

transactional leadership, there is an exchange between good performance from subordinates and rewards (Li, Bhutto, Nasiri, Shaikh, & Samo, 2018).

Humanist leadership focuses on the principles of humanity. Humanist leadership requires interaction and concern for subordinates, stakeholders, and the environment (Vora & Kainzbauer, 2020). Humanist leadership has seven principles that can help a leader make better decisions, have more effective interpersonal relationships, and feel more fulfilled. The seven principles include: 1) humanist leaders treat people with respect; 2) a humanist leader is a compassionate person (never forgets the people who work with him); 3) humanist leaders lead by example; 4) humanist leaders provide opportunities for everyone to participate; 5) humanist leaders are willing to listen to differences of opinion and make decisions based on facts, not assumptions; 6) the humanist leader considers every solution to determine the decision; 7) humanist leaders value service to others (Humanist, 2015) so that through humanistic leadership, there will be a sense of belonging to the organization that can increase efforts to make organizational management better.

Good governance can not separate good organizational performance from the management of a neat and orderly organization. The Global Corruption Report presented in Berlin, Germany, in 2004 (Pasquier & Villeneuve, 2007) stated that in recent years, the accumulation of scandals in sport has grown so strong that it has impacted the credibility of the sport and its organization. According to experts in the areas of quality of governance and corruption, often the result of a lack of transparency (Stechina, 2008). This will later threaten public confidence in sports, which are considered part of society's positive social and cultural values. These problems arise and are related to the management of sports organizations, including systems related to policy issues and the direction of the performance of a sports organization (Ferkins, Shilbury, & McDonald, 2009; Hoye, 2006; Hoye & Auld, 2001). An organizational governance system is a system that directs, controls, and regulates the elements of the

organization. This system provides a framework for where the Sports Organization is headed and helps increase the level of public trust in the institution (Hoye & Cuskelly, 2007). However, not all sports organizations have a Good Governance system, even though it is an essential component for managing sports organizations because it deals with policy issues and the direction of the performance of a sports organization (Ferkins et al., 2009; Hoye, 2006; Hoye & Auld, 2001).

In the business world, good governance is usually referred to as corporate governance or good corporate governance. It relates to how companies, whether private or public, are run accountably to stakeholders. (Jordan, 2008; OECD, 2004) With Good Governance, the activities of sports institutions can be monitored so that these institutions can provide benefits to themselves, their members, and the community. (Hoye, 2006). Sports Organizations cannot underestimate the importance of a Good Governance system because failure to have it in place to control and monitor can result in a loss of interest from sponsors to cooperate, a decrease of membership and participation, and intervention from external agencies. In this way, the sports organization has proven that it can drive the sport even further.

Humanistic leadership theory is one of the leadership theories that has inspired many great leaders in the world; for example, the founder Matsushita (Panasonic) from Japan (Ono & Ikegami, 2020), CEO of Yuhan Kimberly, and Hansoll Textile in South Korea (Kim, Park, & Kim, 2020). Management with the orientation of human relations is pioneered by Elton Mayo where he gave attention to human relations to subordinates. However, not all leaders can create this relationship even though the existence will develop a sense of belonging to the organization, which leads to efforts to improve organizational management. Therefore, humanist leadership becomes vital for all organizations because humans are the most authoritative operators. No matter how large, sophisticated, and complex the organizational structure is, all of them are designed by humans, which can be revised for the benefit of humans (Rokhman, 2018).

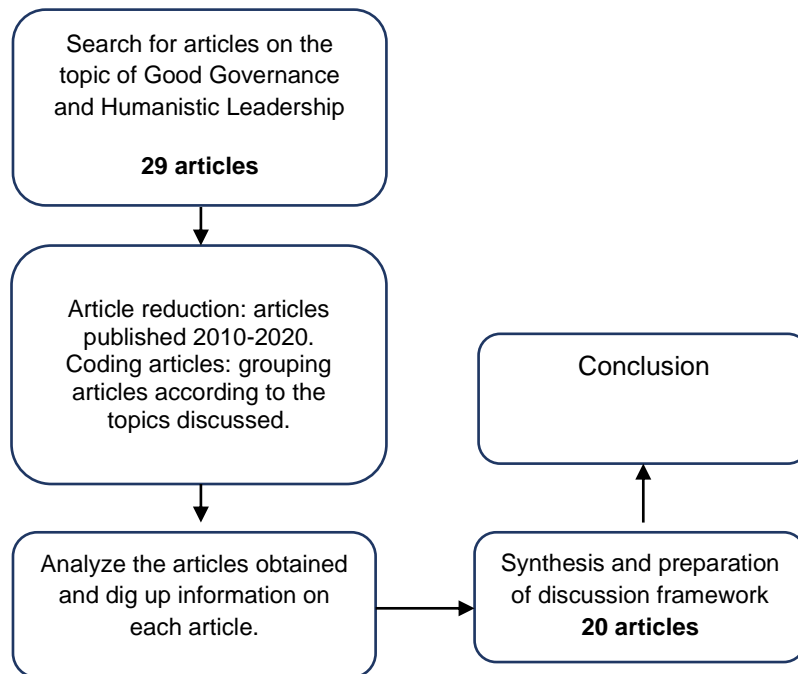
When viewed from a business perspective, the humanist view has been widely used to solve the problems of the economic crisis, social inequality, terrorism, and the issue of global climate change (Pirson & Lawrence, 2010).

Based on the success achieved by the humanist leadership style applied by several companies, a study is needed to provide an overview of whether the humanist leadership style can contribute to realizing a healthy sports organization (Good Governance).

## **METHODS**

The study method was a literature review. The literature review contains reviews, summaries, and thoughts of the author on several library sources (articles, books, slides, information from the internet, etc.) (Nursalam et al., 2020; O'Connor, Sargeant, & Wood, 2017). The literature review study in this study aimed to determine the role of humanist leadership in improving good governance in sports organizations. The analysis used in this literature review included four steps that must be carried out sequentially to provide an acceptable answer to the research question. The steps in this literature review study include: 1) The stages of searching and gathering materials with the search keywords Good governance and humanist leadership; 2) The reduction and coding stages, filtering and classifying materials according to the topic of discussion; 3) The analysis and synthesis stage, examines and explores detailed information about the material obtained; 4) The conclusion presentation stage is the final stage of the article review process and to state the novelty of the research. The researcher obtained sources of data in this study from various sources of scientific literature in the form of research articles that have been published in National and International Journals. Data collection was performed online via Google Scholar, Springerlink, Researchgate, and Emerald. Then, they were selected by reading it one-by-one until we discovered 20 scientific articles used as samples in this literature review study. The criteria used in selecting articles in this literature review process were the preferred articles on topics about

humanist leadership and good governance and articles published in the last ten years (2010-2019). The review process can be seen below.



**Figure 1.** Article reviewed process

## RESULT

The review process to select articles according to the criteria resulted in several articles referencing the main topics, i.e., Good governance and Humanist Leadership. Below is a tabulation of data based on the results of data reduction that researchers have carried out.

**Table 1.** Data Tabulation of Articles with the Theme of Good Governance and Humanistic Leadership

No	Title	Publishing Year	Source	Methods	Findings
1	The Roles of Governance in Sport Organizations	2014	Journal of Power, Politics & Governance	This study employed the meta-analysis method	Some of the main focus is decision-making by the government. Good governance must include principles such as (a) the role of regulatory bodies, (b) structure, responsibility, and accountability, (c) democracy, elections, and appointments, (d) transparency and communication, and (e) solidarity.
2	<i>Good governance</i> and Management Practices: The Perspectives of Cyprus National Sport Federations Administrators	2015	International Journal of Sport Management, Recreation & Tourism	Qualitative method with semi-structured interview technique	This study aims to measure the extent of good governance in the management of sports federations. The results of the study show that there is a positive perception orientation and the inclusion of good governance practices as good management practices
3	<i>Good governance</i> in international sport organizations: an analysis of the 35 Olympic sport governing bodies Arnout	2014	International Journal of Sport Policy and Politics	Empirical study method	This study discusses the Sport Governing Bodies, which provide evidence of accountability as organizational supervisors. This study concludes that good governance must still include transparency and checks and balances. Of course, SGBs are empirical evidence from research results for the implementation of Good Governance.
4	Assessing Sport Governance Principles and Indicators	2019	Book Chapter "Research Handbook on Sport Governance"	-	Good Governance principles are explained in this book, along with good governance indicators mentioned by experts. From this book, there are four Good Governance indicator frameworks: Transparency, Democraticacy Process, Check and Balance, and Solidarity.
5	Sports governance observer 2015. The legitimacy crisis in international sports governance	2015	Book	-	This book contains the Sports Governance Observer (SGO), which looks at governance in all sports organizations in Denmark. This book refers to 4 indicators of Good governance: transparency, Democratic Process, Check and Balance, and Solidarity. The results, in general, need an evaluation of Good Governance from various aspects according to these indicators in every sports organization.
6	A review of <i>Good governance</i> principles and indicators in sport	2016	International Centre for Sports Studies (CIES), Neuchâtel, Switzerland	Reviewed article	This article describes the various concepts of implementing good governance following their respective principles, with the five criteria of good governance decided, namely transparency, integrity, control, accountability, or democracy. The results show that Good Governance is adopted and adjusted to the needs to

7.	Democratization and governance in international sport: addressing issues with athlete involvement in organizational policy	2010	International Journal of Sport Policy and Politics	Initially Method	Review	measure according to the expected results. This study presents an analysis of data on the policy-making of international sports organizations. This research gave problem criticism and input that athletes should be involved in making related policies in making certain decisions because they are the ones affected by these policies, as a form of democracy of an organization.
8.	Democracy in global governance: The Promise and pitfalls of transnational actors.	2010	Global Governance, Vol. 16, No. 1 (Jan.–Mar. 2010), pp. 81-101	Report		This study shows the meaning of democracy and the value of democratization in international institutions. The results show that transactional in the management of global governance is very focused on accountability. Moreover, the democratic conditions of this empirical research data demonstrate positive things.
8.	Beyond governance: the need to improve the regulation of international sport	2018	Sport in Society Cultures, Commerce, Media, Politics	Case Study		This research highlights various acts of corruption, and even the IOC, IAAF, FIFA are involved in this case. This study indicates that the importance of good governance is developed through collaboration with government authorities and the sports sector to ensure the integrity and obtain good governance.
9.	Ethics, accountability and democracy as pillars of <i>Good Governance</i>	2017	African Journal of Public Affairs	Empirical Study		This article concludes that ethics and accountability are integral parts of promoting democracy for good governance. Ethics, accountability, and democratic principles are expected to become public officials' professional matters and create Good Governance.
10.	Basic Indicators for Better Governance in International Sport (BIBGIS): An assessment tool for international sport governing bodies	2013	IDHEAP Working Paper	Report		This study initiates the concept of BIBGIS (Basic Indicators for Better Governance in International Sport). Where BIBGIS is a measuring tool for assessing Sports Governance in international organizations. BIBGIS carries seven indicators of Good governance principles such as Organizational transparency, Reporting transparency, Stakeholders' representation, Democratic process, Control mechanisms, Sports Integrity, Solidarity
11.	Organizational transparency: A new perspective on managing trust in organization-stakeholder relationships	2016	Journal of Management	Meta-Analysis Review		This article has three findings. 1) The function of transparency in every organization must be thoroughly investigated, 2) transparency must be a factor dimension of quality information, 3) transparency mechanisms in the organization must affect disclosure, clarity, and accuracy
12.	Towards better Olympic accountability	2011	Sport in Society	Initially Study	Overview	This article describes the concept of accountability picture applied to the IOC. There are four dimensions, i.e., transparency,



					participation, evaluation, and complaints and responses. The ethics committee is responsible for the implementation of the management system and good governance at the IOC. From this system, the community can monitor all activity documents from the IOC properly.
13.	Corporate governance in Slovenia: disclosure and transparency of public companies	2012	International Journal of Management Cases	Qualitative Report	The results of this study report that the Republic of Slovenia, in the administration of law, has established public openness and transparency rules, which are very useful and help improve Good Governance.
14.	Accountability of transnational NGOs: Aspirations vs. practice	2012	Nonprofit and Voluntary Sector Quarterly	Qualitative	This research promotes accountability and transparency to stakeholders and NGOs by increasing efforts to proactively engage with constituents and strengthen collective action in dealing with donor and government agencies.
15.	Retracted: Authentically leading groups: The mediating role of collective psychological capital and trust	2011	Journal of organizational behavior	Quantitative	The results found in this study, i.e., the relationship between collective psychological capital and beliefs with group-level performance and citizenship behavior, show significant results for controlling transformational leadership.
16.	Analysing and assessing accountability: A conceptual framework 1	2007	European law journal	Systematic Review	This paper contains the accountability framework, which is still unclear from various explanations about accountability in achieving Good Governance. This framework answers the existence of accountability, which in assessing cannot separate from the vision, democratic control, accuracy of checks and balances, and the integration of Good Governance.
17.	A governance-structure approach to voluntary organizations	2009	Nonprofit and voluntary quarterly	Systematic Review	This article develops the concept of a voluntary good governance structure. The governance structure of voluntary organizations presents some special features in terms of formal goals, ownership, residual claims, decision-making procedures, accountability, checks and balances, control procedures, and inherent incentives that facilitate collective action-oriented towards the public interest.
18	South Korean humanistic leadership	2020	Cross Cultural and Strategic Management	Semi-structured interviews	This research is a case study conducted to examine the leadership of Mr. Moon's subjects in this study was associated with Korean cultural values. This research concludes that Mr. Moon is a leader who always emphasizes communicating, benevolence, sincerity and prioritizes transparency in supporting employee self-development.
19	Convergence of Western and	2018	3D... IBA Journal of	Case Study	The results of this study emphasize the pillars of humanistic

20	Eastern Perspectives into Spirituo-Humanistic Leadership Humanistic leadership in the UAE context	2020	Management & Leadership Cross Cultural and Strategic Management	Single cases Study	leadership based on spiritual foundations: Advaita Vedanta, spiritual democracy, spiritual theism, the concept of truth, unity of action and words, and altruism. This study defines the principles of humanistic leadership in the UAE context, which includes humanity, respect, positivity (Democracy – listen to everyone and gives them advice, and send them back to make decisions), care, fairness, generosity, transparency, ethics, leadership development.
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Studies on Good Governance are discussed in various scientific works such as books and articles in Scientific Journals. Along with the development of the era, Good Governance is studied more deeply to benefit sports actors in the field of sports governance. It includes documents, sections of documents with various aspects of governance reform, principles to dimensions, theme indicators, or criteria targeted at ISO (International Sports Organization) (Winand, Anagnostopoulos, & Chappelet, 2019).

Good Governance in an organization involves various parties, such as government and intergovernmental bodies, national and international sports regulatory bodies, and sports federations that oversee different sports (Jean Loup Chappelet, 2018). Good Governance involves responsibilities, rules, policies, communication, and transparency, which refers to the main component: decision-making (Lam, 2014). Why is this done? Because in recent times, various kinds of scandals have emerged that indicate organizational failure, such as corruption, abuse of power, violation of regulations, political involvement that applies within the organization. (Winand et al., 2019). For most observers, the latest scandal within ISO is rooted in significant deficiencies in the organization's Good Governance, which are characterized by a lack of integrity, conflicts of interest, nepotism, weak democratic structures, ineffective control mechanisms, and unclear financial reporting.

In cases of scandals that keep repeating, this results in ISO being increasingly placed under public scrutiny. To reduce the risk of possible unethical behavior and scandals and restore public trust, maintaining its autonomy, ISO is expected to respect the principles of good governance such as transparency, integrity, control, accountability, or democracy. (Report & Sfism, 2018). However, it depends in developing this knowledge is of crucial importance because of the potential benefits that can be obtained by sports organizations from the application of the principles of Good governance, which are widely considered to increase the

effectiveness and legitimacy of the organization. There is consistency in the broad principles promoted. In particular, the principles of transparency, accountability, and democracy are prominent throughout the code (Winand et al., 2019).

Winand, in his article, describes and categorizes various frameworks on the Principles and Indicators of Good Governance. These Principles and Indicators include:

**Table 2.** Principles and Indicators of Good Governance from various sources

Publishing Year	Source	Title	Good Governance Principles
2013	Chappelet and Mrkonjic (J. Chappelet & Mrkonjic, 2013)	Basic Indicators for Better Governance in International Sport (BIBGIS) (J. Chappelet & Mrkonjic, 2013)	<ul style="list-style-type: none"> <li>• Organisational Transparency</li> <li>• Reporting Transparency</li> <li>• Stakeholder representation</li> <li>• Democracy Processes</li> <li>• Controlling Mechanism</li> <li>• Sport Integrity</li> <li>• Solidarity</li> </ul>
2013	EU Expert Group on Good Governance	Principles of Good governance in Sport	<ul style="list-style-type: none"> <li>• Clarity of purposes/objectives</li> <li>• Code of ethics</li> <li>• Stakeholder identification and roles</li> <li>• Democracy and minimum standards</li> <li>• Delegation and Committes</li> <li>• Judicial/ Disciplinary procedures</li> <li>• Inclusivity And Youth Engagement</li> <li>• Statues, rules and regulations</li> <li>• Accountability and transparency</li> </ul>
2015	A. Geeraert (Geeraert, 2015)	Sports Governance Observer	<ul style="list-style-type: none"> <li>• Transparency and public communication</li> <li>• Democratic process</li> <li>• Check and balances</li> <li>• Solidarity</li> </ul>
2015	German Olympic Sports Confederation Good	Good governance in German Sports	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Transparency</li> <li>• Accountability</li> <li>• Participation and involvement</li> </ul>
2016	UK Sport and Sport England	Code for Sports Governance	<ul style="list-style-type: none"> <li>• Structure</li> <li>• People</li> <li>• Communcation</li> <li>• Standards and conduct</li> <li>• Policies and processes</li> </ul>
2016	Association of Summer Olympic	Governance Task Force Key Principles and	<ul style="list-style-type: none"> <li>• Guiding codes</li> </ul>

International Federations	Recommendations	<ul style="list-style-type: none"><li>• Transparency</li><li>• Integrity</li><li>• Democracy</li><li>• Sport development and solidarity</li><li>• Check and balances/control mechanisms</li></ul>
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From the Good Governance principles above, they highlight several indicators in this article. That is, Transparency, Democracy, Check and Balance, and Solidarity. It is influenced by several principles emphasizing these indicators to be included as Good Governance Principles.

Regarding Humanistic Leadership contained in the data tabulation table, these articles each mention the principles and pillars of humanistic leadership, some of which include: spiritual democracy, the concept of truth, unity of action, Humanity, Respect positivity (Democracy - listening to all people and give them advice, and return to employees to make decisions), caring, fairness, generosity, transparency, ethics. The principles and pillars of the findings of these articles concluded that Humanistic Leadership is appropriate for implementing Good Governance in sports.

## DISCUSSION

### 1. Transparency

Transparency is an essential principle in Good Governance, both in companies that have a purpose for-profit or non-profit organizations (Král, P., & Cuskelly, 2018). The issues of transparency are the root of problems in various organizations, such as corruption (Schnackenberg, A. K., & Tomlinson, 2016). Even sports organizations such as the International Olympic Committee (IOC) and FIFA also experience issues resulting from transparency (J. L Chappelet, 2011). In addition, the low level of transparency in the organization causes low stakeholder trust to support the sports organization.

However, sports organizations can overcome these problems by applying three main points: openness, clarity, and accuracy (Schnackenberg, A. K., & Tomlinson, 2016). Transparency as a translation

of the availability of information about the organization can be increased by increasing stakeholder involvement in sharing information (DJOKI, 2012; Schmitz, H. P., Raggo, P., & Bruno-van Vijfeijken, 2012). Transparency is an essential part of a humanist leader, where one of the main dimensions of humanist leadership is the increased role of stakeholders (Pirson, M. A., & Lawrence, 2010). In addition, the principles of humanist leadership described by Peus dan Frey (2009) state that members have the right to know all information transparently.

In addition to transparency, sports organizations must also make information clear and easy to understand. Sports organizations can improve their communication skills by understanding what stakeholders and members desire information needs (Millar, P., & Doherty, 2016). This ability of humanist leaders who place stakeholders and members of the organization as colleagues who have different thinking patterns and the ability to decide their understanding in building transparency (Fritz, S., & Sörgel, 2017). Therefore, sports organizations can do the clarity of information by applying technology in the information disclosure system.

The third point states that transparency requires accuracy in the information provided. One of the essential things needed in increasing accuracy is honesty in running the organization, for example, when the organization will hold an election for chairman or recruit members (Walumbwa, *et al*, 2011). Leaders must exemplify the application of honesty in organizational performance. It is in line with one of the points about the principle of humanist leadership, where leaders are role models for their members (Peus, C., & Frey, 2009).

## **2. Democratic Process**

Etymologically, the term "democracy" is a combination of two Greek words, "Demos" meaning people, and "Kratia" meaning a rule (Koenane & Mangena, 2017). Good Governance results from good government officials who aim to play an essential role in decisions and actions. In other words, the original meaning of democracy is "rule of the people by the

people." This article further emphasizes the importance of the solid active participation of citizens in sustaining and strengthening democracy.

The Democratic Process allows for more effective policies because it takes a stake that provides specialized decision-making knowledge (Geeraert, 2018). In addition, open debate results in more effective solutions to policy problems and free, fair, and competitive elections that enable officials to solve problems more creatively. This statement is also emphasized by Bexel et al., that the Democracy Process requires free, fair, and competitive elections; involvement of actors in the decision-making processes that affect them; and fair and open internal debate (Bexell, Tallberg, & Uhlin, 2010).

The democratization of sports organizations involves the voices and concerns of all organizational actors, including athletes, coaches, officials, volunteers, managers, and other stakeholders. This democratization also involves actors considered to date as stakeholders in the external environment (e.g., media/broadcasters, sponsors). Another role of the Democracy process is to deal with several issues related to their relevant performance (Thibault, Kihl, & Babiak, 2010).

These issues may be related to team selection, resource allocation, programming priorities, competition schedule, training conditions and expectations, judgment considerations, athlete funding, having athletes represented at the executive committee or board level, and penalties for infractions. As has been reported by the national organization in Canada that athletes in the democratic process must be part of the development and practice and be the decision-making body that ratifies or approve it. Therefore, athlete representatives need to ensure that their interests account in organizational decision-making (Thibault et al., 2010).

On the Principle of Democracy, Organizational Leader needs to create communication between the two parties or between them and members through it. This type of Humanistic Leadership strongly refers to the direction of Good Governance: Democracy. Humanistic Leadership is one of the characteristics that highlighted mutual trust between leaders

and members. Organizational work programs are prepared by involving members, arranging meetings with members in decision making, and minimizing mistakes in predetermined policy (Ono & Ikegami, 2020). Of course, this is following the indicators of the principle of democracy itself which include (1) Decisions on the allocation of significant events made through a process that is democratic, open, transparent, and objective; (2) The organization establishes a quorum in the documents governing it for the legislature and decision-makers; (3) The main decision is taken based on a written report supported by criteria (Geeraert, 2015). Because organizations cannot run without a leader, leaders cannot run alone without their members (Ono & Ikegami, 2020).

### **3. Check and Balance**

Check, and Balance aims to avoid abuse of power and the centralization of power in one person or one institution Organizations widely used to maintain good governance in their management (Enjolras, 2009; OECD, 2004), including in sports organizations (IOC, 2008; Philips, 2011), so that decision-making in determining the direction of organizational policies also becomes more independent and free from various interests (Arnaut, 2006). It makes the humanist leadership pattern more suitable because humanist leaders maintain a balance in the roles of each member of the organization and the stakeholders (Shilbury, D., & Ferkins, 2011). Although challenging, it will lead to the emergence of interpersonal relationships between leaders and members, and stakeholders (Luyet, V., Schlaepfer, R., Parlange, M. B., & Buttler, 2012).

### **4. Solidarity**

Solidarity is described as a “political” (as opposed to “corporate”) governance principle. It is more challenging to determine which one is a good or best practice Code of Good Governance. The IOC, for instance, makes general recommendations: that sporting outcomes should return to sport (development), that income must distribute relatively/equitably and efficiently, and that allocations should be clear and transparent (Phillips, 2011).



A solidarity indicator in the Sports Governance Observer highlights this indicator in indicator number 7, i.e., the organization adopts a clear anti-discrimination policy (Geeraert, 2015). This indicator from SGO's by Geeraert explains that discrimination and harassment are based on race, ethnic origin and skin color, nationality, gender, sexual orientation, ability, religious/political beliefs, illness, sensory impairment, learning difficulties, age, and so on. From this explanation, solidarity in sports indeed refers to anti-discrimination and harassment, which is the duty of the International Sports Federation (ISF) to combat discrimination and harassment and contribute to providing a work environment that is free from it.

In the sports sector itself, several scandals have become global problems regarding solidarity, many of which are related to the social impacts received, such as doping and anti-doping cases where this has become a dogmatize that causes losses to various parties. In addition, in 2017, there was a Football for inclusion activity in Sweden, which formed due to social intervention. It is explained that social solidarity is a contemporary challenge, especially in soccer, which is highlights the way of creating social solidarity (Ekholm & Dahlstedt, 2017). This form of solidarity is built not as a reciprocal process but as an exception process. They are allowed to adapt to a set of norms and linguistic and cultural skills.

These cases are directly related to the government and local policies as the responsibility and contribution of stakeholders in the creation of Good Governance. Geeraert also emphasized that Solidarity which reveals responsibilities to internal and external stakeholders. It involves contributing to a better society and a cleaner environment by integrating social and environmental concerns in operations and interactions with stakeholders (Geeraert, 2015).

Closely related to the contribution of stakeholders, leaders with the Humanist leadership type have strong characteristics about solidarity. It is expressed in the article (Ono & Ikegami, 2020) that the attributes of Humanistic Leadership include Development People, Respecting People,

and Making a Profit for Social. It includes explaining an individual or employee development through education and producing graduates from the knowledge gained, building awareness and sensitivity to others, and contributing to society as a form of responsibility in primary management objectives. These characteristics are indeed following the indicators of good governance, namely (1) having environmental and social responsibility policies and programs; (2) has a career and education program to assist its athletes during the transition to their post-athletic careers (3) audits the use of funds provided for its social responsibility programs; (4) clear anti-discrimination policy (J. Chappelet & Mrkonjic, 2013; Geeraert, 2015).

## **CONCLUSION**

The research and investigation results on good governance in an institution or organization, especially in sports, and various opinions and previous research explained under the principles of Good Governance emphasize indicators such as transparency, democracy, check and balance, and solidarity. Good Governance practices in world sports organizations such as the IOC, FIFA, IAAF, and others have applied these principles to be held accountable, always be trusted, and provide guarantees of comfort and safety for athletes and the people involved and every policy issued by the institution.

Based on the findings, we can recognize that humanist leadership has pillars to form leaders who can improve the quality of good governance in sports organizations who have advantages in communication between leaders and members and leaders with stakeholders to strengthen and uphold democracy and organizational transparency. Moreover, humanist leaders pay attention to the balance between members and stakeholders so that the democratic process can run smoothly and create a balanced composition of the Institution. It will enable the organization to avoid abuse of power that comes from one person and improve the quality of decisions taken by the organization. In addition, humanist leaders prioritize their concern for organizational

members and always try to understand their needs and desires so that all parties can feel the organization's contribution to the environment.

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