

Character-Based Football Athlete Development Model at Hizbul Wathan Football Club in Pamekasan Regency

Achmad Syaifullah¹
{achmadsyaifullah74@gmail.com}

¹Magister Keguruan Olahraga, Pascasarjana, Universitas Nusantara PGRI Kediri, Indonesia

Abstract. This study analyzes the Character-Based Football Athlete Development Model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, exploring challenges and opportunities in its implementation. Using a descriptive qualitative approach, twelve informants (the club owner, two coaches, and nine athletes) were interviewed in depth. Results show that HW Club integrates values such as sportsmanship, discipline, teamwork, responsibility, and a never-give-up spirit into training, including technical, physical, tactical, and mental sessions. Coaches serve as mentors and moral role models, using ethical discussions and moral simulations. Athletes report positive perceptions, including improved emotional control and teamwork. Key challenges include maintaining character consistency outside the club and social-environment influence, addressed through parental communication and positive reinforcement. Opportunities include local community support and school collaboration. The study broadens understanding of character development in Indonesian amateur sports, highlighting coach leadership and curriculum adaptation, and confirms the model's effectiveness, implying the need for multi-stakeholder synergy.

Keywords: Character Development, Football Athletes, HW Pamekasan Club

1 Introduction

Football, as one of the most popular sports in the world, demands not only excellent physical, tactical, and technical abilities but also strong character integrity from every athlete. Beyond the visible elements of speed, strength, and ball mastery, the sport increasingly requires practitioners to possess emotional stability, discipline, and a well-formed moral compass, since these internal qualities ultimately determine whether an athlete's success can be sustained over the long term. At the global level, modern football academies and elite clubs have integrated character development and social values as a core curriculum to produce players who excel not only on the field but also serve as role models in society. Leading clubs around the world now place character education on equal footing with technical training within their academy curricula, recognizing that long-term achievement depends heavily on emotional stability, discipline, and ethical conduct during competition. This phenomenon shows that an athlete's success is strongly underpinned by mental and moral strength, not merely by physical capacity or technical skill. However, at the regional development level in Indonesia, particularly at local club level such as in Pamekasan Regency, coaching orientation is still often dominated by physical performance achievement and short-term victories, while the strengthening of

character and competitive mentality has not been systematically organized. Many local clubs continue to center their training programs on technical and physical dimensions alone—speed, strength, and ball control—without an explicit curriculum that instills sportsmanship, honesty, and self-control. As a result, the achievements gained are often transient and vulnerable to collapse when athletes face higher levels of competitive pressure, since the mental and moral foundation that should underpin long-term performance is not cultivated from an early stage.

The root problem within the local youth athlete development ecosystem lies in the absence of a structured character development model integrated into daily training programs. The prevalence of unsportsmanlike conduct, provocation, the inability to control emotions during matches, and the lack of adherence to fair-play principles indicate that mental-spiritual development is still being neglected in everyday coaching practice. This condition is compounded by coaches' limited understanding of effective methods for instilling character values, causing the approaches used to be instructive and situational rather than systemic and continuous. At Hizbul Wathan (HW) Football Club in Pamekasan Regency, this challenge becomes even more complex given the limitations in facilities, infrastructure, and the varied backgrounds of young athletes. Such resource constraints demand an efficient coaching strategy that nonetheless addresses the character dimension, not only the technical one. Without a clear character-based development framework, efforts to produce resilient, honest, and highly ethical professional athletes become difficult to sustain consistently, particularly when these athletes must later compete at higher levels under far greater psychological and social pressure.

Theoretically, an athlete's sporting achievement is supported by optimal performance during competition as well as internal motivation, which is a determining factor in improving performance [1]. Character development in sport is implemented by instilling fair-play values, upholding sportsmanship, rejecting cheating, respecting opponents, and avoiding violence [2]. Strengthening the character of young footballers is a vital form of preparation on the path toward becoming a professional athlete [3], in which a coach's interpersonal communication and synergy with parents play a crucial role in instilling these values [4, 5]. These values cannot be instilled instantly; rather, they require a consistent habituation process involving every element supporting the athlete, from coaches and parents to the club environment itself.

Although previous studies have extensively examined the general identification of athletic talent based on genetic, nutritional, and physical training factors at football schools [6, 7], the integration of character as a core foundation of holistic development at the local club level has rarely been studied in depth. Most existing research tends to remain at the conceptual level regarding the general importance of character in sport, without elaborating in detail how such values are implemented in day-to-day training practice on the field. The research gap lies in the lack of in-depth understanding regarding the practical implementation and characteristics of a character-based development model at local football clubs with limited resources. Most prior literature has only discussed the general importance of character or measured physical talent alone, without addressing how these two aspects might be synergized into a single, coherent development model. To date, no qualitative study has specifically investigated how a holistic development model synthesizing technical, physical, and character aspects is implemented within the context of a regional football club such as Hizbul Wathan (HW) in Pamekasan Regency.

The novelty (state of the art) of this study is both modeling and contextual in nature. This research constructs a character-based football athlete development model specific to a grassroots-level local club. Unlike previous research, which has been partially evaluative or has merely identified elements of talent, this study builds a descriptive framework explaining the

process of integrating character values into every dimension of training, while taking into account local cultural uniqueness and the resources the club actually possesses.

Based on this gap, the study aims to construct a character-based athlete development model at HW Football Club, Pamekasan Regency, by answering three main questions: (1) How is the character-based athlete development model implemented? (2) What character values are the main focus of the development program? and (3) What are the challenges and opportunities in implementing this model? This study makes a theoretical contribution by enriching the literature on character-based sport management at the regional level, as well as a practical contribution in the form of an applicable guide for club administrators, coaches, and stakeholders in designing athlete development programs that are technically excellent and highly moral.

2 Method

This study employs a qualitative approach with a case study design to explore the character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency. The researcher chose the qualitative approach in order to explore the social phenomenon within its natural context and to gain a thorough understanding of the informants' perspectives and experiences. The case study design allowed the research to focus on a single unit of analysis — HW Football Club — in order to produce a complete picture of character development implementation. The researcher also used a descriptive qualitative method to analyze the achievement development process at football schools, including management aspects and training programs [8]. This approach is relevant for identifying the character values that are the main focus and the challenges in their implementation. This study seeks to construct an applicable development model based on empirical data obtained.

2.1 Research Subjects

This study involved 12 key informants directly involved in the athlete development process at Hizbul Wathan (HW) Football Club, Pamekasan Regency. These informants included the head coach, assistant coach, club administrators, and several senior athletes who had been with the club for a long time and understood its coaching philosophy. Informants were selected using a purposive sampling technique — that is, selecting informants based on specific criteria relevant to the research objectives. The informant criteria included individuals with in-depth knowledge of the development program, experience in implementing character values, and active involvement in club activities. A total of 12 informants was considered sufficient to reach data saturation, at which point no significant new information emerged with the addition of further informants.

2.2 Data Collection Techniques

This study collected data through three main techniques: in-depth interviews, participatory observation, and document study. The researcher conducted in-depth interviews with key informants to gather detailed information about the development model, the character values instilled, and the challenges and opportunities identified. A coach's interpersonal communication has a major influence on the formation of athlete character, so in-depth interviews were able to effectively capture this role [5]. Participatory observation was conducted in the club's training and match environments to directly observe interactions between coaches and athletes, the application of character values in practice, and team dynamics. The document

study involved analyzing relevant documents such as training curricula, development program records, and club activity reports to obtain supporting data.

2.3 Data Analysis Technique

This study analyzed data using the Miles and Huberman interactive model, comprising data reduction, data display, and conclusion drawing. The data analysis process was carried out manually, beginning with the transcription of all interview recordings and observation notes. The researcher performed data reduction by summarizing, selecting key points, focusing on important themes, and discarding unnecessary data, so that the reduced data presented a sharper picture. Data were displayed in the form of descriptive narratives, matrices, and direct quotations from informants to illustrate emerging patterns and themes. Conclusions were drawn inductively — that is, by formulating meaning from the data presented and then comparing it with existing theory. Athlete development management plays an important role in organizing the training and athlete development process, so this analysis identified these elements as well [9].

2.4 Data Validity

This qualitative study ensured data validity through source triangulation, method triangulation, and member checking. Source triangulation was carried out by comparing information obtained from various informants (coaches, administrators, athletes) to ensure the consistency and accuracy of the data. Method triangulation was carried out by comparing data obtained from interviews, observations, and documentation to verify the findings. Member checking was carried out by reconfirming the results of the analysis and data interpretation with the informants to ensure that the research findings accurately represented their views. Strengthening cross-sector coordination and sustainable planning are also needed to create a more inclusive football development system, which can be verified through data validity [10]. These steps aimed to enhance the credibility, transferability, dependability, and confirmability of the research results.

3 Results

3.1 General Overview of Hizbul Wathan (HW) Football Club, Pamekasan Regency

The development of football athlete potential in Pamekasan Regency finds an important vehicle in Hizbul Wathan (HW) Football Club. The club is strategically located in Pamekasan, Madura, and has operated for several years with a focus on youth development. The club's main vision is to shape football athletes who excel not only in technical and physical ability but who also possess strong character and good morals [3]. The club's mission includes organizing structured training programs, instilling noble values, and actively participating in local and regional competitions. HW Football Club's organizational structure consists of the club owner, the board of administrators, and a dedicated coaching staff [11].

The club's general condition shows the availability of adequate basic training facilities, although further development is needed to support a more comprehensive development program. HW Football Club is a relevant object of study because it explicitly adopts a character-based development model, which is the main focus of this study. This allows the researcher to

explore in depth the practical implementation of this approach within the context of football development at the regional level [12].

The profile of the informants is presented in Table 1.

Table 1. Informant profiles.

Informant Code	Role in Club	Years of Membership
PK-01	Club Owner	>10
PL-01	Head Coach	7
PL-02	Assistant Coach	5
AT-01	Athlete	8
AT-02	Athlete	6
AT-03	Athlete	4
AT-04	Athlete	3
AT-05	Athlete	3
AT-06	Athlete	2
AT-07	Athlete	2
AT-08	Athlete	1
AT-09	Athlete	1

3.2 The Character-Based Football Athlete Development Model at HW Pamekasan Club

The character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, is implemented through the integration of character values into every aspect of the training program. The head coach (PL-01) explained, "How is the character-based football athlete development model implemented at Hizbul Wathan (HW) Football Club, Pamekasan Regency?" The training program components include technical, physical, tactical, and mental sessions, with special emphasis on discussions and simulations that test athletes' character. The coaching structure is designed to ensure that every coach understands and is able to apply character values in every interaction with athletes [13].

The available supporting facilities, such as the field and training equipment, are optimally utilized to support this program. The evaluation system is carried out periodically through direct observation during training and matches, as well as feedback from coaches and fellow athletes. The integration of character values is clearly evident in every training session, where coaches consistently remind athletes of the importance of sportsmanship and teamwork.

3.3 Character Values That Are the Main Focus of Development

The character values that are the main focus of athlete development at Hizbul Wathan (HW) Football Club, Pamekasan Regency, include sportsmanship, discipline, teamwork, responsibility, and a never-give-up spirit. The club owner (PK-01) affirmed, "Why is the character-based football athlete development model considered important by coaches and administrators at Hizbul Wathan (HW) Football Club, Pamekasan Regency?" Sportsmanship is instilled through an emphasis on fair play, respecting the referee's decisions, and respecting opponents, as observed during internal match sessions [2]. Discipline is applied through adherence to the training schedule, club rules, and coaches' instructions, which forms the foundation for building positive habits.

Teamwork is nurtured through tactical training that emphasizes effective communication and mutual support among players [14]. Responsibility is taught through individual and group tasks, as well as awareness of each player's role within the team. A never-give-up spirit is

internalized through continuous motivation not to give up easily when facing difficulties on the field [15].

3.4 Athletes' Perceptions of the Implementation of the Character-Based Development Model

Athletes' perceptions of the implementation of the character-based development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, are generally positive, with most athletes reporting significant benefits. A senior athlete (AT-01) shared, "How do you feel about the focus on character in football training?" Athletes understand that the purpose of this program goes beyond mere achievement, but also encompasses holistic self-development [4]. The tangible benefits felt by athletes include improved emotional control, better teamwork ability, and a more positive attitude when facing defeat or mistakes.

Interaction with coaches in the context of character development often takes the form of personal discussions and the coach setting an example [5]. Athlete AT-03 added that coaches often discuss the importance of honesty and not cheating, which greatly helps the athletes. This experience shows that a coach's personal approach is highly effective in instilling character values [3].

3.5 Challenges and Opportunities in Implementing the Character-Based Development Model

Implementing the character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, faces a number of challenges and opportunities. The main challenges include maintaining consistency in applying character values outside the club environment, the influence of the athletes' social environment, and limited resources for supporting programs. Coach PL-02 explained, "What are the challenges and opportunities in implementing the character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency?" The club addresses these challenges through routine communication with athletes' parents and the provision of ongoing positive reinforcement.

There are significant opportunities for developing this model, particularly given local community support and the potential for collaboration with educational institutions. Innovations already carried out include mentoring programs by senior athletes for junior athletes, as well as character workshops involving sports psychologists. The role of external parties, such as local government and sponsors, is very important in supporting the sustainability and improvement of the quality of this character development program. Athlete AT-05 hoped for more activities that could strengthen their character, not only on the field but also outside it.

3.6 The Role of Coach Leadership in Instilling Character

The role of coach leadership holds a central position in the success of the character-based development model at HW Pamekasan Club. Coaches act not only as technical instructors but also as mentors and moral role models who consistently internalize noble values in athletes [16]. This philosophy is reflected in the emphasis coach PL-01 places on mental and character formation. This approach aligns with findings showing that character-oriented development effectively shapes athletes' integrity and psychological maturity.

In the context of character development, coaches use an adaptive pedagogical approach, integrating ethical discussions and moral-situation simulations into routine training sessions. This allows athletes to directly experience moral dilemmas and practice value-based decision-making, rather than merely passively receiving instructions. Personal communication and the

setting of examples by coaches also serve as a powerful mechanism for shaping athletes' perceptions and behavior, especially in responding to defeat or mistakes on the field. This process is reinforced by the coach's role, which focuses not only on winning but also on the overall development of the individual.

3.7 Adaptation of the Development Model to Athletes' Age Development

The character development model at HW Pamekasan Club shows adaptation to athletes' age development, although the specific stages have not been explicitly explained. The integration of character values from an early age, as mentioned by PL-01, indicates that the foundation of character is built gradually. For younger athletes, the approach may focus more on building basic habits such as discipline and teamwork through fun activities and direct instruction, whereas for senior athletes, the emphasis may shift toward moral autonomy and leadership.

The focus on senior athlete AT-01, who felt the maturity-related benefits of this development, suggests the existence of an unwritten curriculum relevant to their developmental stage. The mentoring program in which senior athletes guide junior athletes, for example, implicitly acknowledges that older athletes can serve as agents of character development for their peers. Implementing such differentiation is essential to ensure that character development materials and methods remain relevant and effective throughout an athlete's developmental journey, accommodating the different cognitive and emotional needs at each age group [7]. Through this adaptation, the club can ensure that character values are firmly and sustainably instilled.

3.8 The Influence of the External Environment on the Sustainability of Athlete Character

The sustainability of the character instilled by HW Pamekasan Club is strongly influenced by the athletes' external environment, a challenge acknowledged by coach PL-02. The coach revealed that maintaining consistency of character values outside the club environment is a major obstacle, particularly given the influence of the social and home environment. This condition highlights the importance of an ecosystem approach, in which the club functions not merely as a single entity but as part of a broader support network.

To address this challenge, routine communication with athletes' parents and ongoing positive reinforcement by the club are crucial strategies. Collaboration with educational institutions and local communities, identified as an opportunity, can strengthen this character-support ecosystem. The role of external parties, such as local government and sponsors, can also facilitate supporting programs that extend the reach of character development beyond the football field, ensuring that these values remain relevant in athletes' daily lives [17]. This shows that comprehensive character development requires synergy among various stakeholders to achieve optimal impact.

4 Discussion

4.1 The Character-Based Football Athlete Development Model at HW Pamekasan Club

The implementation of the character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, is carried out through systematic integration of technical, physical, tactical, and mental aspects. This implementation is reinforced by

discussions and simulations specifically designed to test and shape athletes' character during training sessions. The club's coaching structure ensures that every coach has a deep understanding and is able to apply character values in every interaction with players. The optimal use of supporting facilities, such as the field and equipment, further supports the sustainability of this development program. Periodic evaluation, including direct observation and feedback from coaches and fellow athletes, is an integral part of the development process, ensuring that character values are well internalized.

The integration of character values in the training program aligns with findings showing that positive character development in sport can be applied by instilling fair play, upholding sportsmanship, and respecting opponents [2]. This comprehensive athlete development aims to develop physical and technical capabilities while also shaping athletes' mental strength as professional sportspeople. Ma'ruf and Annas [8], in their study on achievement development at football schools, also found that a good training program includes physical, mental, and technical training. The holistic approach applied by HW Pamekasan Club reflects an understanding of the importance of character as a foundation for long-term achievement.

The organized coaching structure, involving continuous evaluation, indicates the presence of well-planned development management. Athlete development management plays a vital role in organizing the training process, athlete development, and resource management to achieve optimal sporting achievement [9]. Athletes' success is also influenced by good club management, including planning and organization [11]. The development model at HW Pamekasan Club can be considered to have adopted sound management principles, albeit with a unique emphasis on character.

The role of coaches in implementing the character development model is highly crucial. Coach competence in character development, game strategy, motivation, and technique has a significant influence on the success of athlete development [5]. HW Pamekasan Club shows efforts to ensure that coaches understand the philosophy of character-based development and apply it consistently. Yulianto [6] emphasized the need to improve coaches' knowledge regarding the physical condition development of young players, which indirectly supports coaches' capability to integrate various aspects of training, including character.

This integrated development model also reflects the concept of comprehensive development, as found in a survey of football achievement development at several football schools in Magelang. The survey by Manan and Yuwono [12] shows that the implementation of football achievement development at football schools (SSB) in Magelang City — including training programs, SSB funding sources, mass processing, seeding, facilities and infrastructure, and achievement outcomes — was already fairly good and appropriate to the developmental level. This indicates a consensus in the world of football development that athlete development must be multi-faceted. This study enriches the literature by constructing a descriptive model of how this integration is specifically carried out within a character-based framework at the local club level.

This development model makes a theoretical contribution by presenting an applicable framework that can be used by similar clubs. Good achievement development requires sound management, and Sasongko & Amrulloh [17] found that the management and achievement-development system at SSB Sempati Muda Patikraja seeks to develop children's basic skills in football. This model not only affirms the importance of character but also presents a practical blueprint combining theory with field implementation.

4.2 Character Values That Are the Main Focus of Development

The main focus of athlete development at Hizbul Wathan (HW) Football Club, Pamekasan Regency, is instilling essential character values such as sportsmanship, discipline, teamwork, responsibility, and a never-give-up spirit. The value of sportsmanship is realized through an emphasis on fair play, respect for the referee's decisions, and appreciation for opponents, as observed during internal match sessions. Discipline is applied through adherence to the training schedule, club rules, and coaches' instructions, forming positive habits in athletes. Teamwork is nurtured through tactical training emphasizing effective communication and support among players, while responsibility is taught through individual and group tasks.

Strengthening young footballers' character, including respect for referees and opponents as well as increased religious values, is an important form of preparation toward becoming a professional athlete [3]. This study confirms that HW Club actively instills these values, particularly sportsmanship, which aligns with the notion that positive character development in sport can be applied by instilling fair play, rejecting cheating, and respecting opponents [4]. This emphasis on sportsmanship demonstrates the club's commitment to creating athletes of integrity.

Discipline is a primary foundation in shaping the character of professional athletes. The application of discipline in the form of adherence to schedules and rules is part of the crucial mental preparation for an athlete. Jumarin et al. [18] highlighted physical fitness as a vital component for students of Physical Education, Health, and Recreation who are routinely involved in intensive physical activity, with sports massage serving as a recovery and fitness-improvement method. Instilling discipline at HW Pamekasan Club not only shapes character but also supports the achievement of optimal physical performance.

The aspect of teamwork is highly relevant in collective sports such as football. Findings by Saputra et al. [14] show the need for a comprehensive understanding of players' psychosocial conditions and basic technical abilities, as well as mapping team cohesiveness and basic football skills among adolescent players. HW Club emphasizes teamwork as an integral part of tactics and playing mentality. This development ensures that athletes not only excel individually but are also able to contribute simultaneously within the team, in line with the needs of modern football.

A never-give-up spirit and responsibility are important character elements supporting optimal achievement. Motivation is a determining factor in improving athletes' performance, with coaches serving as one of the main motivators [1]. HW Club consistently internalizes a never-give-up spirit through motivation and assignments that foster a sense of responsibility. These values equip athletes to face the pressures of competition and difficulties both on and off the field, making them resilient and competitive individuals.

The character values that are the focus of development at HW Pamekasan Club reflect a holistic approach that goes beyond mere technical ability. This process creates athletes who are not only skilled but also possess good morals and strong mentality. Positive character development in sport can be implemented by instilling fair-play values, upholding sportsmanship, rejecting cheating, respecting opponents, and avoiding provocation and violence [2]. This contributes to producing individuals of superior quality, both as athletes and as members of society.

4.3 Challenges and Opportunities in Implementing the Character-Based Development Model

Implementing the character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, faces various challenges and opportunities that need

to be strategically managed. The main challenge arises from the inconsistency of applying character values outside the club environment, which is often influenced by the athletes' social environment. Limited resources for supporting programs are also an obstacle, particularly in providing more varied facilities and activities. These factors require an adaptive strategy from the club to ensure the effectiveness of development.

Athletes' external environment, including parents, training, and coaches, strongly influences their level of talent and development. Consistency in character development will be hindered if the values instilled at the club do not receive similar reinforcement in the home environment or peer groups. Effective communication between parents and coaches is essential to implement the desired character values. This highlights the need for intensive collaboration with external parties to strengthen the athlete character-development ecosystem.

Limited resources are also a common challenge faced by regional-level development clubs. Organizing supporting programs, such as self-development workshops or social activities, requires financial and logistical support that is not always available. Ideal athlete development requires management capable of optimizing the planning, organizing, actuating, and controlling of resources [10]. HW Club is required to be creative in utilizing available resources and seeking strategic partnerships.

Despite these challenges, implementing this model also offers significant opportunities for development. Developing young footballers' character is a fundamental effort in preparation toward becoming a professional athlete [15]. By focusing on character, HW Club has the opportunity to produce highly competitive athletes, both in terms of technical ability and mentality. This superior athlete quality can become a valuable asset for the development of football in Pamekasan Regency as a whole.

Another opportunity lies in strengthening cross-sector coordination. Bodies such as the Youth and Sports Office play an important role as facilitators through the provision of infrastructure and non-technical support, as well as catalysts through cross-sector collaboration. Partnerships with local government or private parties can address the resource limitations faced by the club. This collective effort has already created a more inclusive and sustainable football development system, expanding the reach and positive impact of character development.

The opportunity to improve coach competence is also relevant. The majority of coaches at the youth development club level often do not hold official certification, making club management and curriculum a serious issue [13]. HW Club has the opportunity to continue improving the quality of its coaches through training and certification. The significant role of coaches' interpersonal communication in shaping athlete character can also become an area for strengthening. Sustained investment in coach capacity development has already optimized the implementation of the character-based development model and helped produce athletes of strong character.

5 Conclusion

The character-based football athlete development model at Hizbul Wathan (HW) Football Club, Pamekasan Regency, involves the systematic integration of technical, physical, tactical, and mental aspects. The implementation of this model is reinforced through discussions and simulations specifically designed to shape athletes' character during training sessions. The club's coaching structure ensures that every coach understands and applies character values in

interactions with players. Optimal supporting facilities, such as the field and equipment, effectively support the sustainability of this development program.

The process of integrating character values in football athlete development at HW Pamekasan Club is reflected through a periodic evaluation system. This evaluation includes direct observation and constructive feedback given to athletes. It aims to identify character development as well as areas requiring improvement. Emphasis on sportsmanship, fair play, and teamwork is at the core of athlete character development, both on and off the field.

This character development is intrinsically aligned with the concept of holistic education, which emphasizes the development of the whole individual, not limited to motor or cognitive capabilities alone. This approach adopts the principles of transformative sport pedagogy, in which sport is used as a medium to shape morals, ethics, and resilience, beyond mere athletic performance achievement. For instance, handling difficult situations in matches or defeats is turned into a moment of collective reflection to strengthen mental resilience (grit) and a never-give-up spirit, rather than focusing solely on tactical error analysis. This reflects the understanding that strong character is the foundation for long-term success, both in the arena of competition and in daily life.

Furthermore, the successful implementation of this model cannot be separated from the transformational leadership role of the coaches and club management. They function not only as technical instructors but also as mentors and role models who instill values such as discipline, responsibility, and integrity through real actions. Concrete examples include coaches' consistency in keeping their promises, showing respect to referees and opponents, and prioritizing the interests of the team over the individual — behaviors subliminally emulated by the athletes. This approach creates a conducive learning environment in which character values are not merely taught but internalized through direct experience and observation. This process of internalization is crucial to ensure that the character formed is authentic and sustainable, rather than merely temporary compliance with rules.

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