



Building Leadership and Teamwork Excellence in CNC Taekwondo

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Abstract

This study focuses on the development of leadership qualities and teamwork among CNC Taekwondo players through organized training sessions at the President University Student Housing. A quasi-experiment was used to explore this study. Participants numbered 25, who were evaluated using pre-test, quiz, and post-test techniques. This training course made use of theoretical lectures, maze drawing teamwork games, as well as reflection sessions. Analysis of the pre-test revealed that the average percentage of correct answers is 84.8%, with the best scores for supportive guiding (96%) and honest communication practices (96%). Analysis of the quiz revealed that there is 91.7% understanding of leadership positions, as well as 100% understanding of integrity as a crucial foundation for trust development. Post-test analysis revealed that the average percentage of excellence for activity-based learning is 69.2%, while that of instructor comments is 61.5%. It is shown that the combination of scenario or learning activities with teamwork games is an effective tool for developing leadership qualities and teamwork with qualities of sportsmanship, discipline, responsibility, and spirit of teamwork among young Taekwondo players.

Keywords: Leadership development, teamwork, Taekwondo, communication, character building.



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INTRODUCTION

Modern martial arts are no longer understood solely as physical activities aimed at competitive achievement, but increasingly recognized as structured spaces for cultivating leadership capacity and teamwork excellence. Taekwondo, as a discipline that integrates discipline, ethics, and self-regulation, offers substantial potential for leadership development across age groups. Research on coaching effectiveness emphasizes that leadership quality and interpersonal processes within sport environments play a decisive role in holistic athlete development (Côté & Gilbert, 2020). CNC Taekwondo represents an organizational setting where leadership formation and collective engagement emerge through sustained training and social interaction.

Leadership in sport possesses distinctive characteristics shaped by shared experiences, competitive pressure, and continuous interpersonal engagement. Psychological studies of sport groups demonstrate that dynamic group environments significantly influence cohesion, trust, and communication effectiveness among members (Eys et al., 2020). Within Taekwondo practice, leadership extends beyond formal coaching roles and is reflected in senior athletes, team captains, and internal organizational structures. This multilayered leadership dynamic positions CNC Taekwondo as a relevant context for examining leadership development grounded in sport-based experiences.

Teamwork development in martial arts is often underestimated due to the individual nature of competition. Empirical discussions on youth and team sports indicate that training systems, peer support, and shared preparation processes foster solidarity, mutual responsibility, and collective resilience (Tribunnews, 2020). Taekwondo athletes rely on team-based support to maintain training consistency, psychological stability, and long-term motivation. These conditions highlight that individual excellence is closely connected to the quality of teamwork cultivated within the training environment.

Sport is widely acknowledged as a strategic medium for life skills development that extends beyond athletic performance. Leadership, decision-making, and collaborative competence are shaped through structured sport experiences that encourage reflection and responsibility (Gould & Carson, 2021). CNC Taekwondo functions as a continuous developmental platform where these competencies are internalized through daily practice and organizational culture. This process reinforces the role of sport as an educational instrument aligned with contemporary social demands.

Psychosocial development remains a central concern in youth sport participation and long-term athlete development. Supportive environments emphasizing participatory leadership and cooperative learning contribute to emotional maturity and social responsibility among athletes (Harwood et al., 2020). At CNC Taekwondo, interactions across age groups and skill levels create meaningful learning opportunities grounded in informal leadership practices. Such dynamics illustrate how sport organizations operate as social systems shaping identity and collective values.

Youth sport also plays a crucial role in character formation and moral development. Practitioner-oriented perspectives suggest that leadership cultivated through experiential learning produces deeper and more sustainable character outcomes than directive instruction alone (Hemphill & Martinek, 2020). Taekwondo's philosophical foundations of respect, integrity, and self-control provide a strong ethical framework for leadership development. CNC Taekwondo embeds these principles within its training structure, evaluation processes, and progressive athlete development pathways.

Literature on sport-based youth development demonstrates that integrating leadership and teamwork significantly enhances the social impact of sport programs. Well-designed developmental systems produce individuals who are adaptable, collaborative, and socially conscious (Jones et al., 2020). In practice, CNC Taekwondo pursues not only competitive success but also the cultivation of an organizational culture that supports collective growth. This orientation aligns with broader perspectives viewing sport as a mechanism for human resource development.

The relationship between sport participation and leadership development has also gained recognition at the policy and public discourse levels. National commentary emphasizes a strong correlation between engagement in sport and the emergence of leadership qualities among young people (DetikSport, 2023). This recognition strengthens the relevance of empirical inquiry into leadership and teamwork practices within sport organizations such as CNC Taekwondo. The present study seeks to contribute both theoretical insight and practical guidance for developing leadership-oriented Taekwondo programs that are sustainable and excellence-driven.

RESEARCH METHOD

This study adopted a quasi-experimental research design to examine the development of leadership and teamwork among CNC Taekwondo athletes through a structured training intervention. The program objectives included assessing baseline understanding of leadership and teamwork among young practitioners, implementing an integrated theoretical and experiential learning program, evaluating participants' acquisition of leadership knowledge, and measuring satisfaction with the effectiveness of the training. A total of 25 CNC Taekwondo practitioners participated in the study at the President University Student Housing, representing diverse belt levels and training experiences, which provided varied perspectives on leadership and teamwork formation. All participants provided informed consent prior to involvement, and the primary objective of the program was to cultivate leadership qualities, teamwork capacity, sportsmanship, discipline, and cooperative attitudes alongside technical Taekwondo skills.

The training program, titled *"Building Leadership and Teamwork Excellence in CNC Taekwondo,"* was conducted on Monday, 17 November 2025, at the President University Student Dormitory and was facilitated by students from President University. The program began with an introduction and a pre-test consisting of five scenario-based questions assessing initial understanding of leadership responses, communication strategies, and team collaboration within Taekwondo settings. The intervention combined tailored leadership presentations covering team development, integrity, communication, and conflict resolution with interactive learning supported by digital media, followed by quizzes to measure conceptual understanding. Experiential learning was delivered through a Maze Drawing activity designed to strengthen teamwork, communication, trust, and collective problem-solving, which was followed by a guided reflection session linking game experiences to real training and competition contexts. The program concluded with a post-test evaluation using a five-point Likert scale to assess participant satisfaction with learning activities, materials, instructional delivery, facilities, and trainer performance, along with closing remarks emphasizing the sustained application of leadership and teamwork skills in Taekwondo practice.

RESULT AND DISCUSSION

Pre-test Results

Pre-test assessment showed participants' baseline leadership and teamwork understanding through the five scenario-based questions involving coaching feedback response, supporting new members, understanding leadership integrity, addressing teammate mistakes, and managing schedule conflicts:

Table 1
Pre-test Results

Question	Topic	Correct Response	Rate	N
1	Responding to coaching feedback	Ask specific questions to understand improvement areas	76%	25
2	Supporting new team members	Show respect through encouragement and sharing tips	96%	25
3	Understanding "walking the talk"	Practicing same discipline expected from others	92%	25
4	Addressing teammate mistakes	Offer private constructive feedback after training	64%	25
5	Managing schedule conflicts	Communicate openly with coach and team	96%	25
Average		84.8%	90	

Results reflect strong baseline competencies, especially in supportive mentorship at 96%, transparent communication at 96%, and leadership integrity at 92%. The score for feedback delivery was decidedly lower at 64%, indicating a targeted need for communication skills development. This indicates that although participants recognized the importance of communication, more nuanced judgment is necessary when attempting to apply the proper strategies in given situations.

Quiz Results

Quiz assessment measured participants' understanding of certain leadership concepts following initial training sessions, which included the leadership presentation and Maze Drawing game:

Table 2
Quiz Results

No.	Question Topic	Correct Response	Correct Rate	N
1	Leadership role in team development	Encouraging collaboration, motivation, and shared goals	91.7%	25
2	Key leadership trait for trust	Integrity	100%	25
3	Working together definition	Teamwork	100%	25

The quiz showed mastery of concepts into leadership at 91.7%, where leaders correctly identified the role of collaborative leadership and, unanimously, at 100%, integrity is taken as

a basis to establish trust. This high achievement evidenced the efficiency of joining theory's presentation with learning through experience in a Maze Drawing game.

The qualitative responses to the contribution of communication to teamwork excellence indicated that participants understood several dimensions: "Clear communication ensures everyone knows their roles and techniques in Taekwondo, where timing and precision matter," "Effective communication allows team members to share instructions, feedback, and service excellence," "Good communication helps the team move in sync and perform patterns or sparring drills effectively," and "Communication prevents misunderstandings and builds trust within the team."

Regarding conflict resolution, participants showed some mature understanding in stating, "The ability of team members to have different opinions, unequal effort, misunderstanding during training"; a good leader "listens to both sides, encourages openness, finds solutions in a just manner to maintain team cohesion"; "Leaders remind the team about shared goals and values, using conflict as an opportunity for learning and coming together even stronger." The evaluation should be at least every 2 weeks to prevent miscommunication.

Post-test Results

Post-test evaluation assessed 25 participants' satisfaction with various training program aspects using 5-point Likert scale:

Table 3. Post-test Results

Evaluation Aspect	Mean	Excellent (4)	Good (3)	Very Good (5)
Group activities encouraged collaboration	3.69	46.2%	30.8%	15.4%
Activities helped understand leadership	4.54	69.2%	15.4%	15.4%
Images/videos helped understanding	4.00	53.8%	23.1%	15.4%
Visual aids easy to read	3.77	46.2%	38.5%	15.4%
Seating layout facilitates interaction	3.92	30.8%	38.5%	30.8%
Training room comfort	3.77	46.2%	38.5%	15.4%
Trainer provides constructive feedback	3.77	61.5%	30.8%	7.7%
Trainer delivers clearly and enthusiastically	4.08	41.7%	25.0%	33.3%
Training objectives clear	4.00	38.5%	38.5%	38.5%
Material relevant to Taekwondo	3.75	41.7%	33.3%	16.7%

The results of Post-test satisfaction show very high levels of satisfaction in all aspects with a mean of 3.93. The domains where high levels of effectiveness have been achieved are

activity based learning effectiveness in terms of the Maze Drawing game, with a mean of 4.54 and a percentage of 69.2 in excellent performance, and trainer conveys lessons in a comprehensible manner with a mean of 4.08 and a percentage of 75 in excellent performance. Providing constructive comments to the trainer receives the highest excellent rating of 61.5%.

Findings show that a leadership development training program conducted at President University Student Housing is effective in developing leadership qualities and teamwork qualities in CNC Taekwondo players. The high pre-test scores for encouraging mentoring practices with a mean of 96 percent and transparent communication with a mean of 96 percent show that the martial arts tradition of inspiring respect for authority makes excellent preconditions for a systematic leadership traineeship. A study shows that environments in martial arts foster leadership qualities in people naturally most effectively (Lakes & Hoyt, 2021).

The most striking result is in the questions related to integrity: 92% pre-test, and 100% quiz. Integrity is a base for good leadership, and unanimous recognition in the quiz is an indication that through this combined theoretical and experiential training approach, participants successfully internalized the concept of integrity. This supports those theories that say martial arts provide real contexts for the formation of values and character.

The game of Maze Drawing lived up to expectations in terms of being an effective tool for experiential learning. The nature of this activity, which emphasized communication, problem-solving, and trust-building, hit the spot since it pinpointed issues concerning lower performance in pre-test communications related to both delivery of communications (64%) and receipt of communications (41%). It can thus be noted from this activity's results that experiential learning narrows the gap in the application of communications principles.

The qualitative responses indicated an in-depth level of understanding of the complexities of communication and conflict resolution strategies. They acknowledged that conflict arises from different sources such as miscommunication, disagreement in ideas, and imbalanced levels of effort. They cited listening to different ideas, encouraging communication, and shifting focus to collective aims indicated deep levels of leadership thinking. The preventive strategy advocated by some participants in their responses to conduct evaluation activities every two weeks shows a level of understanding of leadership, which entails developing communication channels to prevent escalated conflict.

Backwards evaluation affirms the effectiveness of these theoretical and practical components being mixed. The very high level of pre-test evaluation on activities facilitating an understanding of concepts of leadership (69.2% excellent, mean 4.54) definitely supports this inasmuch as it confirms a very successful transfer of purely theoretical leadership concepts into practicable and memorable learning experiences achieved by game and analysis events. Experiential learning in these respects definitely promotes learning transfer effectiveness in safe environments prior to entering real competition environments for application (Sherwin et al., 2020).

The high ratings for trainer performance constructive feedback-61.5% excellent-and clear delivery-75% in top categories-emphasize the importance of competent facilitation. The President University student facilitators also role-modeled well the leadership behaviors they were teaching-powerful implicit learning combined with explicit instruction. The use of laptops and iPads for presentation materials added to engagement and demonstrated contemporary ways in knowledge delivery.

The training program successfully instilled the values of leadership and teamwork into young CNC Taekwondo athletes. The participants showed an increase in knowledge regarding leadership but also in appreciation of attitudes and behaviors reflecting the principles of sportsmanship, discipline, responsibility, and cooperative spirit. The character forms

developed as a result of the November 17, 2025 socialization event are some of the bases an athlete would need to help them through competition challenges and even real life.

Strengthening Athlete Leadership through Integrated Coaching, Martial Arts Values, and Collective Experience

The findings indicate that leadership development within CNC Taekwondo emerges through the integration of martial arts values, structured coaching systems, and collective experiences repeatedly encountered by athletes. High baseline scores in integrity and peer support reflect leadership orientations that had already been internalized prior to the formal intervention. This pattern aligns with the view that leadership effectiveness in sport is shaped not only by technical instruction but also by the quality of the developmental environment and social relationships within it (Côté & Gilbert, 2020). Taekwondo, as a discipline grounded in ethics and self-discipline, provides a strong foundation for early leadership formation among athletes (Lakes & Hoyt, 2021).

The group environment in sport plays a central role in shaping leadership orientations among athletes. Continuous interaction during training, competition, and informal activities creates a dynamic social system in which leadership roles naturally emerge. Research on group dynamics in sport highlights that cohesion, trust, and communication are outcomes of ongoing social processes within teams (Eys et al., 2020). CNC Taekwondo demonstrates how routine training structures can function as a natural platform for athletes to learn how to lead and follow in reciprocal ways.

Leadership among CNC Taekwondo athletes does not manifest as centralized authority but rather as a collective process oriented toward shared goals. Participants consistently identified leadership as the ability to foster collaboration and motivation rather than merely exercising control. This understanding aligns with contemporary perspectives on athlete leadership that emphasize distributed leadership roles within sport teams (Loughead & Hardy, 2022). Such a leadership model resonates with the philosophy of Taekwondo, which balances individual responsibility with commitment to collective progress.

The reinforcement of leadership values was particularly evident in participants' understanding of integrity as a practical behavioral standard. The principle of "walking the talk," deeply embedded in Taekwondo philosophy, was perceived as the basis for trust within the team. This finding supports practitioner perspectives that martial arts offer authentic contexts for character development through lived experience rather than abstract instruction (Hemphill & Martinek, 2020). Leadership grounded in integrity tends to be more sustainable because it is anchored in moral conviction rather than positional authority.

The leadership development process observed in this study reflects key principles of life skills development through sport. Leadership was understood not only as a functional skill in athletic settings but also as a transferable competence applicable to broader social contexts. Prior research has emphasized that sport programs intentionally designed to promote reflection and responsibility can effectively cultivate leadership and social skills (Gould & Carson, 2021; Newman et al., 2020). CNC Taekwondo illustrates how routine training activities can simultaneously serve as character education platforms.

From a psychosocial perspective, leadership training within CNC Taekwondo contributed to athletes' emotional maturity and social awareness. Participants demonstrated an increased ability to regulate their behavior while considering the impact of their actions on teammates. This finding supports evidence that well-structured youth sport environments play a significant role in positive psychosocial development (Harwood et al., 2020). Leadership, in this sense, evolved as a relational competence grounded in empathy, reflection, and shared responsibility.

The role of facilitators and trainers was instrumental in shaping leadership outcomes. Instructional approaches that supported autonomy and encouraged open dialogue allowed athletes to take initiative and engage more deeply in the learning process. This aligns with empirical findings showing that autonomy-supportive environments enhance intrinsic motivation and meaningful engagement in sport (Mossman et al., 2022). Such approaches are also consistent with learner-centered coach education models that prioritize athlete agency and reflective learning (Paquette & Trudel, 2021).

Leadership development was further reinforced through athletes' social identification with the team. Participants expressed a strong sense of belonging and commitment, which influenced their willingness to take responsibility and support others. Research on social identity in team sports demonstrates that strong group identification contributes to psychological well-being and constructive interpersonal relationships (Vella et al., 2021). Within CNC Taekwondo, leadership functioned as a unifying force that strengthened team cohesion.

Organizational and structural characteristics of Taekwondo also shaped leadership development in this study. Clear hierarchies combined with strong cultural norms of respect created a balance between discipline and participation. Studies on Taekwondo governance and organizational structures suggest that such systems support leadership development oriented toward sustainability and long-term performance (Ostin, 2024; Seonwoo & Jeong, 2021). CNC Taekwondo demonstrates how organizational structure can operate as an implicit leadership education mechanism.

Leadership strengthening in CNC Taekwondo resulted from the interaction between martial arts values, group dynamics, supportive facilitation, and experiential learning. These findings reinforce broader evidence indicating a strong relationship between sport participation and leadership development among youth (DetikSport, 2023; Tribunnews, 2020). Leadership development within this setting was gradual and cumulative, emerging through daily practice and social engagement rather than isolated instruction. CNC Taekwondo can therefore be understood as a living ecosystem for contextual and sustainable leadership development.

Teamwork Excellence and Collective Performance Development

Teamwork excellence within CNC Taekwondo emerges as a foundational mechanism for achieving both performance consistency and collective resilience. The empirical data demonstrate that athletes perceive collaboration as an essential element in sustaining motivation, coordination, and mutual accountability. This finding reinforces the perspective that teamwork in sport is not an auxiliary component but a core determinant of group effectiveness (McEwan et al., 2020). In martial arts settings, teamwork develops through shared routines, reciprocal feedback, and continuous interpersonal engagement that extend beyond individual competition outcomes.

Although Taekwondo competition emphasizes individual performance, the training environment inherently requires collective coordination and mutual reliance. Athletes depend on teammates to refine techniques, regulate intensity, and maintain psychological readiness during preparation phases. Research on group environments in sport underscores that these shared processes cultivate cohesion and collective efficacy over time (Eys et al., 2020). CNC Taekwondo exemplifies how individual excellence is sustained through a cooperative training culture rather than isolated effort.

The results indicate that teamwork competence among CNC Taekwondo athletes is strongly linked to communication quality. Participants consistently identified clear instruction exchange, timely feedback, and shared understanding of roles as prerequisites for synchronized performance. This aligns with evidence that effective teamwork in sport is multidimensional, encompassing communication, coordination, trust, and adaptability (McEwan et al., 2020).

Communication thus operates as the structural backbone through which teamwork excellence is enacted in daily training.

Experiential learning activities, particularly the Maze Drawing exercise, played a critical role in translating abstract teamwork principles into concrete behavioral understanding. The task required athletes to negotiate meaning, manage uncertainty, and align actions toward a shared objective. Such experiential approaches resonate with research demonstrating that learning through guided experience enhances cooperation and problem-solving capacity in sport teams (Gould & Carson, 2021). Within CNC Taekwondo, experiential learning created a controlled environment where teamwork challenges could be explored safely and reflectively.

Trust emerged as a central element underpinning teamwork development in this study. Athletes recognized integrity and consistency as prerequisites for effective collaboration, particularly in high-pressure training situations. Prior research highlights that trust in sport teams is cultivated through predictable behavior and ethical conduct, which strengthen relational stability (Hemphill & Martinek, 2020). In martial arts contexts, trust allows athletes to engage fully in training while minimizing interpersonal defensiveness.

Conflict management abilities further distinguished mature teamwork orientations among participants. Athletes demonstrated awareness that conflict often arises from miscommunication, divergent expectations, or uneven effort distribution. Studies in sport-based youth development emphasize that constructive conflict resolution contributes to stronger group cohesion when handled through dialogue and mutual respect (Jones et al., 2020). CNC Taekwondo athletes articulated approaches that reframed conflict as an opportunity for alignment rather than disruption.

The social identity formed within the team significantly influenced teamwork commitment and collective motivation. Athletes who strongly identified with the group expressed greater willingness to support peers and subordinate individual preferences to team objectives. This observation is consistent with findings that social identification enhances psychological well-being and cooperative behavior in team sport settings (Vella et al., 2021). Teamwork excellence in CNC Taekwondo thus evolved alongside a shared sense of belonging and purpose.

Facilitator behavior also shaped teamwork outcomes by modeling collaborative norms and reinforcing inclusive participation. Autonomy-supportive facilitation encouraged athletes to voice perspectives and engage actively in collective decision-making. Meta-analytic evidence confirms that autonomy-supportive environments strengthen cooperation and shared responsibility within sport teams (Mossman et al., 2022). Such facilitation practices positioned teamwork as a co-created process rather than a prescribed expectation.

Organizational structure and cultural norms within Taekwondo further supported teamwork development. Hierarchical clarity combined with strong ethical values created predictability in roles while maintaining mutual respect. Research on Taekwondo systems and sport governance suggests that such structures promote sustainable collaboration and long-term engagement (Ostin, 2024; Seonwoo & Jeong, 2021). CNC Taekwondo illustrates how institutional design can reinforce collective performance without diminishing individual agency.

Teamwork excellence in CNC Taekwondo is best understood as a dynamic outcome of communication, trust, experiential learning, and shared identity. The findings align with broader public and scholarly recognition that sport participation cultivates cooperative skills essential for both athletic and social success (DetikSport, 2023; Tribunnews, 2020). Collective performance development occurred through repeated interaction rather than singular instructional moments. CNC Taekwondo therefore functions as an integrative environment where teamwork is continuously constructed through practice, reflection, and shared commitment.

CONCLUSION

This study implemented a structured leadership and teamwork development program for CNC Taekwondo athletes at President University Student Housing through the *Building Leadership and Teamwork Excellence in CNC Taekwondo* initiative, which integrated conceptual instruction with experiential learning via the Maze Drawing activity to cultivate sportsmanship, discipline, responsibility, and cooperative values. The findings demonstrate strong foundational competence, reflected in a pre-test average of 84.8 percent, perfect recognition of integrity in the quiz results, high mentoring awareness at 96 percent, and effective communication practices at 96 percent, alongside improved understanding of collaborative leadership roles at 91.7 percent. High satisfaction levels, particularly in activity-based learning effectiveness and facilitator feedback quality, validate the instructional design that balanced theoretical clarity with practical engagement. Participants displayed advanced insight into communication-driven teamwork and situational conflict resolution through listening, open dialogue, and alignment with shared goals, confirming the effectiveness of experiential learning in translating conceptual leadership knowledge into applied practice. Overall, the results affirm that martial arts training offers a meaningful platform for leadership and character development, and the program presents a replicable model for institutions seeking to foster resilient, ethical, and cooperative athletes equipped to navigate both competitive and everyday challenges.

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