



ISSN 2233-5382

JIDB website: <http://accesson.kr/jidb>doi:<http://dx.doi.org/10.13106/jidb.2024.vol15.no5.39>

The Application of the Sports Psychology for Business Leadership: Current Literature Analysis

Jae-Hyung LEE¹

Received: April 29, 2024. Revised: May 27, 2024. Accepted: May 30, 2024.

Abstract

Purpose: This study seeks to address the following research questions: (1) What are the fundamental principles of sports psychology that can be applied to business leadership? (2) How can these principles enhance business leadership effectiveness? As a result, the study may evaluate the necessity and benefits of incorporating sports psychology principles into business leadership practices. **Research design, data and methodology:** The data collection process in this study involved a systematic Literature review approach, following the prior literature analysis guidelines by numerous past studies. This methodical approach to selecting articles can be useful in synthesizing existing literature and can be referred to as Literature review and selection. **Results:** The literature analysis has indicated that there is much support for assumptions underpinning business leadership modules, which can be enhanced by applying sports psychology. This topic discusses the traits of self-positivity and mental toughness, goal perspective and interpersonal relationships within a team, and visualization in a sporting organization that can be implemented in business management to support organizational performance. **Conclusions:** All in all, it can be concluded that organizations must consider adopting Sports Psychology principles into their Leadership Development Programs. Psychological skills development training that includes mental toughness, goal setting, team cohesion,

Keywords : Sports Psychology, Business Leadership, Human Resource Management

JEL Classification Code: Z22, Z29, O15

1. Introduction

Leadership is one of the most vital components in enhancing organizations' performances in today's dynamic world. Fortunately, leaders are assumed to solve multi-faceted problems, foster organizational change, and motivate subordinates to reach an optimal level of performance (Stevens et al., 2021). In the past, business leadership has adopted several different psychological theories to improve the overall effectiveness of the organization in question. However, something that has attracted much attention in recent years is a connection between the principles of sports psychology and workplace management. Sports psychology, as an academic and practice field that deals with the mental side of athletes and

their performance, provides relevant knowledge that can be applied to improve organizational leadership.

Sports psychology uses various approaches to design for performance enhancement, goal setting, motivation, mental strength, and team objectives. These techniques have been researched and used widely, especially in sports environments. They have positively affected athletes' performance and health status (Stevens et al., 2021). In this paper, it will become clear that sports psychology is not limited to sports only but can serve as a guideline for other aspects of life, such as business leadership. Fortunately for today's business managers, these principles contain the information that, when applied, may enhance their efficacy, robustness, and capability to motivate their subordinates.

As much as sports psychology has already

¹ First and Corresponding Author. Visiting Professor. The department of sports and leisure, Yongin University, Yongin-si, Gyeonggi-do, South Korea, 17092, Email: headlee81@naver.com

© Copyright: The Author(s)
This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

demonstrated its positive impact on players' physical performance, its utility in business leadership is yet to be unearthed. Despite this, most business leadership models are still anchored on conventional psychological models and hardly capture the ever-evolving and practical approaches developed in sports psychology. This gap informs the need for an extensive analysis of the diverse ways that principles of sports psychology can be incorporated to facilitate leadership in business organizations.

This study evaluates the necessity and benefits of incorporating sports psychology principles into business leadership practices. This research aims to bridge the gap between these two fields and provide actionable insights for business leaders by examining existing literature and identifying critical sports psychology theories applicable to business. This study seeks to address the following research questions: (1) What are the fundamental principles of sports psychology that can be applied to business leadership? (2) How can these principles enhance business leadership effectiveness?

This study is unique in that it examines a phenomenon in which an organization effectively utilizes resources to produce a good or service that is desired and valuable to its consumers. First, it intends to make an intellectual contribution by identifying a relatively uncharted field – sports psychology and business leadership. Second, it offers a strategic approach from sports psychology that business executives can apply in their leadership roles. Lastly, this research may serve as a reference for designing training and development programs for business leaders; this involves using techniques in sports psychology in leadership training.

Sports psychology has been established for ages as necessary in enhancing performance among athletes through self-actualization, motivation, and team spirit (Lee, 2021). These aspects are just as crucial in the business setting, where the management is expected to keep the morale high and personal perseverance while creating a unification and teamwork atmosphere (Haslam et al., 2020). For instance, goal setting and visualization, a part of training in sports to boost performance, could be used to aid business leaders in aiming and picturing the accomplishment of specific targets, which would enhance decision-making and strategic planning, among others.

Furthermore, adopting sports psychology knowledge in business benefits metamorphosing approaches by dealing with stress levels, which are central especially, especially with increased competition in the modern business world (Stevens et al., 2022). In business, the principles of sports psychology used here provide a logical and practical foundation for understanding how leadership behavior can be enhanced based on psychological concepts and the role of a healthy mindset in optimizing performance.

Incorporating sports psychology within business

management provides a novel approach to leadership effectiveness (Robin et al., 2023). Accordingly, this study aims to include the link between these fields and offer helpful information and business solutions that business executives can apply to enhance their performance and motivate their subordinate teams.

2. Literature Review

2.1. Overview of Sports Psychology

Sports psychology is a branch of psychology that deals with the mental and emotional processes involved in physical activities. It comprises goals, motivation, attention, coping response, and team characteristics vital for athletes' optimal performance (Weinberg & Gould, 2023). These techniques have been proven to enhance sports performance, so studying sports psychology has become one of the most critical aspects of training sporting disciplines.

Another essential pillar of sports psychology is maintaining goal focus and striving regardless of pressure. Mental toughness is another crucial factor in sports performance and has been extensively researched to help athletes build this personality (Rintaugu et al., 2022). Visualization, self-talk, and relaxation have been identified as ways of developing mental toughness.

2.2. Applications of Sports Psychology in Sports

Sports psychology concepts have been well adopted in the sporting environment to promote performance and health. For example, one strategy that helps athletes focus on the targeted objectives is setting specific measurable, achievable, relevant, and time-bound (SMART) goals and objectives. Research on the relationship between goal setting and sports performance has revealed that players who set goals for themselves will post higher performances than those who do not (Bird et al., 2024).

Another area related to visceral activities is visualization techniques, which allow athletes to visualize how to execute their performance to improve their ability and assurance. It has also been indicated that people who use visualization enhance their neurons, which function closely with the physical practice involved in training (Moran & O'Shea, 2020). Self-talk is another technique that has positive affirmations to enhance confidence but decrease tension and anxiety for the athlete, which would affect the performance (Bülbul & Akyol, 2020).

2.3. Business Leadership Theories

Theories of business leadership have developed over

time, with the emphasis shifting from one aspect of leadership behavior to another, including measures of effectiveness. For instance, transformational leadership can be defined as a style focusing on how leaders can influence followers and help them become more productive and effective. This approach's core is having a vision, establishing effective communication, and forming strong bonds with subordinates.

Servant leadership is the exact opposite of the conventional mode of leadership, where the leader is more of a servant to the followers or subordinates (Pawar et al., 2020). This theory entails focusing on the subordinates, a listening ear, and concern for their team members. Another theory that emerged recently and is still being debated is the concept of authentic leadership, which emphasizes direct and candid communication with the followers (Iqbal et al., 2020).

2.4. The intersection of Sports Psychology and Business Leadership

This paper focuses on the relationship between sports psychology and business leadership to show how theories aimed at improving sporting performance can improve organizational performance. Published papers on this association have shown that concepts like goals, positive thinking, and teamwork are also relevant in the business fields.

For instance, in business, setting goals helps improve team members' performance and motivation because they know what they must do and where they are going. Visualization techniques can aid leaders in being adequately equipped and ready for important meetings and presentations (Vidic & Cherup, 2022). Mental strength, essential in sports, is crucial in managing pressure and achieving business success (Anthony et al., 2020).

2.5. Research Gap

While there are similarities and immense potential to apply sports psychology in management, leadership, and business success, more work needs to be done to understand how different facets of sports psychology can apply to organizational leadership. Most of the previous works of literature only discuss a technique or an example application of sports psychology, complete with little or no insight into how this field offers a fresh outlook to leadership processes in commercial and industrial sectors.

This study aims to fill this gap by delivering an academically reviewed, systematic literature review concerning relevant theory from sports psychology in light of business leadership, the overlaps, and the potential advantages. There must be a significant research gap in the

comprehensive application of sports psychology principles to business leadership. Most studies focus on specific techniques or isolated applications without providing a holistic view of how sports psychology can transform leadership practices in the business world. This study aims to fill this gap by systematically exploring and integrating critical sports psychology theories into the framework of business leadership.

Table 1: Literature Review Summary

Main Points of the Literature
1. Sports psychology provides numerous resources that help improve performance levels, and many of these methods have been adopted in sports environments.
2. The crossover of these fields indicates a significant overlap with many of the theories and concepts in sports psychology that are also relevant to business management.
3. Scholars and sports psychologists define mental toughness as the ability to manage stress and maintain focus in different sports environments, though the concept is essential for business leaders, too.
4. Nevertheless, the literature must present a coherent method for appropriately incorporating all these principles into leadership.

3. Methodology

3.1. Research Design

In this methodological research, the author applies qualitative content analysis to analyze the importance and advantages of adopting sports psychology principles in management. Qualitative text analysis refers to a systematic interpretation of texts from different sources to ascertain patterns or themes and other insights regarding the research questions that may have been undertaken (Zeng, 2023). This qualitative research approach is well suited for developing a comprehensive review of existing literature, thus increasing the understanding of how Sports Psychology can enhance the Practice of Business Leadership.

3.2. Data Collection

The data collection process in this study involved a systematic Literature review approach, following the prior literature analysis guidelines by Kim and Kang (2022). This methodical approach to selecting articles can be useful in synthesizing existing literature and can be referred to as Literature review and selection.

First, an academic database search was made on PubMed, while academic articles from PsycINFO, Google

Scholar, and Business Source Complete were searched. The keywords and phrases used in the search include sports psychology, business leadership, business management, sport and leadership, etc. Other search terms used were "sports psychology," "mental skills," "psyching up," "group dynamics," "need to succeed," etc. This precluded publication from coverage (meaning the investigation was limited to journal articles published in 2020) but ensured the inclusion of recent and relevant studies.

In the initial stage, many articles were found using the database search terms, and the articles selected for the study were finally included by meeting various inclusion and exclusion criteria applied step-by-step. The first step was to examine the title and abstract of the articles to determine their suitability to the research question. This meant articles that did not address aspects like applying principles from sports psychology to business management were not considered. This culling further reduced the number of more reasonable articles they are to review and evaluate (Nguyen et al., 2022; Kim & Kang, 2022).

The next step in the analysis was to use a close reading method to find the full text of the remaining articles. This step involved evaluating the quality of the methods used in the identified studies about the study objectives and appropriateness of the studies. Articles needed to use qualitative or quantitative data, research studies, case studies, or theoretical frameworks to demonstrate how the principles of sports psychology can be applied to business leadership. It was necessary to exclude the works with a low scientific methodological level that did not directly solve the research problems (Kang & Hwang, 2017; Nantharath et al., 2016).

3.3. Data Analysis

The coding process for the selected articles followed thematic analysis since it aims to identify, categorize, and describe patterns out of data (Braun & Clarke 2021). In order to conduct this analysis, the data had to be studied to identify patterns in the light of the principles of sports science and effective leadership in organizational settings. These were then discussed and improved to ensure they were adequately oriented to suit the data and the research questions (Phommahaxay et al., 2019; Woo & Kang, 2022).

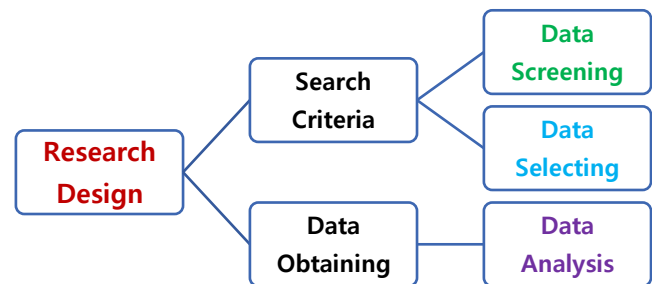


Figure 1: Analysis Procedure of the Methodology

4. Findings

4.1. Mental Toughness

Mental toughness applies to decision-making, eliminates pressure, and places authority over others in managers (Cooper et al., 2021). According to Gucciardi (2020), mentally tough leaders can manage risk, sense change within the environment, and be sustained over the long term. Cognitive restructuring and mindfulness training are two of the most valuable strategies that have been helpful in sports and can be applied to managers and business leaders (Sarkar & Hilton, 2020). For instance, cognitive restructuring, which entails replacing negative cognitive processes with positive ones, can assist leaders in addressing stress and considering positive aspects (Stamatis et al., 2023). Such presence and emotional self-regulation techniques of mindfulness enhance the leader's capacity to be calm (Heeren, 2022).

4.2. Goal Setting

Goal setting is another principle of sports psychology that can significantly impact business leadership. It is the practice of setting clear targets that are specific, measurable, attainable, relevant, and time-bound to encourage performance and motivation. Purposiveness enhances objective clarification and results in better performance in sports since it assists athletes in channeling their energies by providing a focus area and ways to measure progress (Bird et al., 2024).

On the business side, goal setting can enhance the part of the leadership associated with strategic planning and performance. It is stated that when goals are clear, they offer directions, ease decision-making processes, and boost team motivation. The study reveals that leaders who stretch their subordinates with challenging but achievable goals will

likely realize more significant levels of accomplishment and cultivate better-performing organizational cultures (Jones et al., 2020).

Also, goal setting and goal accomplishment may help leaders gain higher self-efficacy, which describes the confidence leaders have in themselves to lead and complete tasks successfully (Budden et al., 2020). This self-efficacy is crucial for people to remain motivated and follow through with their actions, especially during challenging moments. These are effective methods that leaders can employ to ensure that goals are valid and challenging enough for the organization to attain its objectives.

4.3. Team Dynamics

Teamwork is an essential aspect in both sporting disciplines and business entities. Team dynamics in sports psychology can be defined as the interactions in a team that impact the team members' work (McLaren & Spink, 2020). On the positive side, there are tendencies that constructive interpersonal interactions can increase cohesiveness, integration, and trust among the group members, which results in better team effectiveness (Stewart et al., 2024).

Generally, in an organizational context, leadership is another essential factor contributing to a team's operations. Engaging and supportive leadership in a team leads to effective working relationships, mutual understanding, and improved conflict-solving skills (Patuawa et al., 2023). Sports psychology interventions like team cohesion enhancement activities and communication skills can be implemented in organizations to improve team functioning (Tenenbaum & Eklund, 2020).

This is because effective communication and team cohesion are critical in achieving team goals and sustaining high performance (Elms et al., 2023). Managers can contribute by supporting and ensuring that the organization has a diverse and equal environment where talking is encouraged, and the team members have occasions to interact. Also, learning and applying the strength of each team member can improve the overall team performance (Rezaei et al., 2021).

4.4. Visualization

Mental imagery, also known as visualization, is another concept of sports psychology that entails performing specific actions or conditions in the mind. In this context, we learn the benefits of visualization in sports for athletes in developing their expertise, self-esteem, and game strategy. Visualization is enhanced since it triggers the same neural networks as actual practice.

Management and organizational employees can utilize visualization for essential events like presentations,

negotiations, and strategic directions. Through imagery, leaders can improve their skills and confidence, decrease stress on matters of concern, and prepare for top executive positions (Rowland et al., 2021). Visualization can also assist leaders in envisioning some challenges and identifying how to overcome them to enhance their decision-making features (Guillot et al., 2021).

A few studies demonstrate the health benefits of visualization and how leaders who practice it can handle stress and crucial situations better (Simonsmeier et al., 2021). Some relaxation techniques employed in leadership development interventions include guided imagery and scenario planning (Imaniyati et al., 2024).

4.5. Integration of Sports Psychology Principles into Business Leadership

Applying sports psychology principles in business leadership provides holistic or all-round management of leadership efforts. Mental toughness training, goal setting, team dynamics optimization, and visualization should be applied to enhance leadership effectiveness and impact on others.

For example, mental toughness training can help leaders develop stable mental constructs for dealing with stress, vital to navigating current business environment risks (Jackman et al., 2020). The management techniques include goal setting, a straightforward approach that may help leaders achieve their goals and keep their interests. The approach used to develop this paper on the principles of sports psychology for the performance of the teams is to acknowledge the job and organizational characteristics of the team performance as described by McLaren and Spink (2020). Lastly, visualization should help plan tasks, boost organizational self-esteem, and sharpen executive decisions (Munzert et al., 2020). It can be ascertained from the insights presented in this study that sports psychology can create business leadership. This implies that mental toughness training, goal setting, optimization of team dynamics, and visualization of leadership contribute to leadership improving performance in an organization (Park & Jeon, 2023). Applying these principles results in the following model of leadership development, which is an effort to combine the tenets of sports psychology and managerial leadership.

Table 1: Usable Resource in the Current Literature

Final Selected Dataset (Total 17 Studies)
Cooper et al. (2021), Sarkar and Hilton (2020), Stamatis et al. (2023), Bird et al. (2024), Jones et al. (2020), Budden et al. (2020), McLaren and Spink (2020), Stewart et al. (2024), Patuawa et al. (2023), Elms et al. (2023), Rezaei et al. (2021), Rowland et al. (2021), Guillot et al. (2021), Simonsmeier et al. (2021), Imaniyati et al. (2024), Jackman et al. (2020), McLaren and Spink (2020), Park and Jeon (2023).

5. Discussions

Based on the results of this study, there is much support for assumptions underpinning business leadership modules, which can be enhanced by applying sports psychology. This topic discusses the traits of self-positivity and mental toughness, goal perspective and interpersonal relationships within a team, and visualization in a sporting organization that can be implemented in business management to support organizational performance.

For this reason, there is an increasing understanding of mental toughness as a critical concept in business management. This implies that leaders undergo many pressures in their work and display endurance, focus, and perseverance – all of which require mental toughness. The ability to reason and act proportionately during an emergency is arguably one of the most essential leadership qualities. Cognitive restructuring and mindfulness, methods that were proposed to be used to improve mental toughness in athletes, can also be used to improve the mental strength of business leaders, according to the research. One of the ways through which leaders can deal with stress is by learning to adopt an optimistic outlook, which allows them to convert negative thoughts into positive ones. Likewise, mindfulness practices enhance leaders' capacity and the related emotions for dealing with stress, leading to better decision-making processes supported by embodied, transformed, and enhanced wisdom in times of pressure.

Goal-setting theory is a sports psychology theory with a direct application in management. Establishing clear goals and objectives formulated into specific, measurable, achievable, relevant, and time-bound (SMART) objectives helps leaders and subordinates have a better vision and increased motivation. These studies show that goals can enhance strategic direction and outcomes in business settings. Hence, leadership that involves challenging and achievable targets offers a higher probability of helping organizations embrace an organizational culture that embraces high performance. Goal setting and attaining also influence the leaders' performance; self-efficacy boosts as goals are set and accomplished; leaders' confidence gets boosted, and they remain motivated even though conflicting pressures or other constraints may dampen motivation. The fact that goal-setting practices are coined with feedback and performance appraisal implies that goals constantly evolve to be relevant and attainable while enhancing performance.

Therefore, in any sports or business organization, it is a fundamental requirement to have perfect team dynamics. This article establishes an essential link between 'positive team dynamics,' which includes team cohesion, communication, and collective team efficacy, and their correlation with enhanced performance. Team facilitation is vital because leaders are primarily responsible for the

effective functioning of the team and the production of an excellent psychological climate within the given team. Hence, techniques used in sports psychology, for instance, in team building and communication, enhance the functioning of business entities. Leadership efforts help coordinate work across team members and foster trust, which ultimately results in the team more effectively solving problems and performing in general. There are several areas in which this is true, including the identification and implementation of the strengths of particular team members. Employees working with leaders who foster excellence in group cohesion will likely deliver on their expected objectives and maintain productivity.

It is important to note that visualization, or mental imagery commonly referred to, is also one of many critical aspects of applying sports psychology. This is important in competition preparation since athletes can visualize certain behaviors or results through imagery. Further, the study concludes that visualization can be as effective for business leaders. Imagining actual events like presentations, negotiations, or planning strategies means leaders can improve at the task, reducing anxiety. Leaders may need to use creativity to look out for the conceivable hitches that may arise and how to handle them, enhancing their decision-making capacities. The routine exercise in visualization enhances leaders' readiness in pressure-driven contexts and their stress-coping mechanisms. Thus, it is essential to integrate visualization into leadership development programs to assist leaders in harnessing the power of visualization.

Applying sports psychology principles in business leadership is an excellent way to bring positive change in leadership practices. The study reveals that schemes like mental toughness training, goal setting, improving team dynamics, and visualization go a long way in enhancing the leaders and motivating their subordinates. Mental toughness training, which focuses on coping and concentration, is vital in today's business world. One can have short-term and long-term goals, but the critical idea of goal setting is to have a guideline on accomplishing the objectives and maintaining the motivation levels. Sports psychology strategies thereby increase the effectiveness of the team's interactions, which is essential for organizational success. Visualization helps leaders to be ready for important assignments, thus improving their confidence and decision-making ability.

As the above findings indicate, the present study's practical implications are significant. From the review, it can be concluded that organizations must consider adopting Sports Psychology principles into their Leadership Development Programs. Psychological skills development training that includes mental toughness, goal setting, team cohesion, and visualization can help prepare leaders for success. Furthermore, organizations should foster the

application of these principles by developing cultures that ensure their sustainability with people, strategies, resources, and teamwork for resilience, creativity, strategic planning, and problem-solving.

Thus, the present research's outcome points to an excellent value for applying principles from sports psychology in promoting business leadership. It is clear, therefore, that when these leadership practices, mental toughness, goal-setting strategy, team dynamics, and visualization are systematically incorporated into organizational practices, the outcomes will be positive. This fresh leadership training concept combines sports psychology and business management features, which can provide superior knowledge and good strategies to leaders interested in performing and leading their organizations with high innovation and success.

References

- Anthony, D. R., Gordon, S., & Gucciardi, D. F. (2020). A qualitative exploration of mentally tough behavior in Australian football. *Journal of Sports Sciences*, 38(3), 308-319.
- Bird, M. D., Swann, C., & Jackman, P. C. (2024). The what, why, and how of goal setting: A review of the goal-setting process in applied sport psychology practice. *Journal of Applied Sport Psychology*, 36(1), 75-97.
- Braun, V., & Clarke, V. (2022). Conceptual and design thinking for thematic analysis. *Qualitative psychology*, 9(1), 3-26.
- Budden, T. J., Jackson, B., & Dimmock, J. A. (2020). *Self-efficacy. The Routledge International Encyclopedia of sport and exercise psychology* (pp. 584-594). Routledge.
- Büllbül, A., & Akyol, G. (2020). The Effect of Self-Talk on Athletes. *African Educational Research Journal*, 8(3), 640-648.
- Cooper, J. J., Johnson, M., Radcliffe, J., & Fisher, J. (2021). Optimal emotional profiles for peak performance in strength and conditioning. *The Journal of Strength & Conditioning Research*, 35(3), 833-840.
- Elms, A. K., Gill, H., & Gonzalez-Morales, M. G. (2023). Confidence is key: collective efficacy, team processes, and team effectiveness. *Small Group Research*, 54(2), 191-218.
- Guillot, A., Rienzo, F. D., Frank, C., Debarnot, U., & MacIntyre, T. E. (2021). From simulation to motor execution: a review of the impact of dynamic motor imagery on performance. *International Review of Sport and Exercise Psychology*, 1-20.
- Haslam, S. A., Reicher, S. D., & Platow, M. J. (2020). *The new psychology of leadership: Identity, influence and power*. Routledge.
- Imaniyati, N., Ramdhany, M. A., Rasto, R., Nurjanah, S., Solihah, P. A., & Susilawati, A. (2024). Neuroscience intervention for implementing digital transformation and organizational health was completed with a literature review, bibliometrics, and experiments. *Indonesian Journal of Science and Technology*, 9(2), 287-336.
- Iqbal, Z. A., Ali, M., Zafar, R., Hassan, Q., & Rukh, L. (2020). Authentic leadership affects job satisfaction and organizational commitment: Mediating role of leader-member exchange. *International Journal of Information, Business and Management*, 12(4), 185-199.
- Jackman, P. C., Crust, L., & Swann, C. (2020). The role of mental toughness in flow and clutch states in sport. *International journal of sport psychology*, 51(1), 1-27.
- Jones, P., Ratten, V., & Hayduk, T. (2020). Sport, fitness, and lifestyle entrepreneurship. *International Entrepreneurship and Management Journal*, 16, 783-793.
- Kang, E., & Hwang, H. J. (2017). Team Management for Better Performance that Sells to Customers: Aligning the Stars. *Journal of Distribution Science*, 15(7), 19-24.
- Kim, J. H., & Kang, E. (2022). The Role of Wearable Devices for the Success of the Healthcare Business: Verification from PRISMA Approach. *Journal of Economics Marketing, and Management*, 10(4), 13-24.
- Lee, J. H. (2021). Effect of sports psychology on enhancing consumer purchase intention for retailers of sports shops: Literature content analysis. *Journal of Distribution Science*, 19(4), 5-13.
- McLaren, C. D., & Spink, K. S. (2020). Member communication as network structure: Relationship with task cohesion in sport. *International Journal of Sport and Exercise Psychology*, 18(6), 764-778.
- Moran, A., & O'Shea, H. (2020). Motor imagery practice and cognitive processes. *Frontiers in Psychology*, 11, 509198.
- Nantharath, P., Kang, E. G., & Hwang, H. J. (2016). Investment Analysis in the Hydroelectric Power Sector of the Lao People's Democratic Republic (Lao PDR). *Journal of Distribution Science*, 14(8), 5-8.
- Nguyen, L. T., Nantharath, P., & Kang, E. (2022). The sustainable care model for an ageing population in vietnam: evidence from a systematic review. *Sustainability*, 14(5), 2518.
- Park, I., & Jeon, J. (2023). Psychological skills training for athletes in sports: web of science bibliometric analysis. *Healthcare*, 11(2), 259.
- Patuawa, J. M., Sinnema, C., Robinson, V., & Zhu, T. (2023). Addressing inequity and underachievement: Intervening to improve middle leaders' problem-solving conversations. *Journal of Educational Change*, 24(4), 661-697.
- Pawar, A., Sudan, K., Satini, S., & Sunarsi, D. (2020). Organizational Servant Leadership: A Systematic Literature Review for Implications in Business. *International Journal of Educational Administration, Management, and Leadership*, 1(2), 63-76.
- Phommahaxay, S., Kamnuansipla, P., Draper, J., Nantharath, P., & Kang, E. (2019). Preparedness of Lao People's Democratic Republic to Implement ASEAN Common Visa (ACV). *Research in World Economy*, 10(3), 419-430.
- Rezaei, F., Khalilzadeh, M., & Soleimani, P. (2021). Factors affecting knowledge management and its effect on organizational performance: Mediating the role of human capital. *Advances in Human-Computer Interaction*, 2021, 1-16.
- Rintaugu, E., Mwangi, F., Andanje, N., Tian, X., Fuku, N., & Kidokoro, T. (2022). Mental toughness characteristics of male university athletes about contextual factors. *Journal of Human Kinetics*, 81(1), 243-251.
- Robin, N., Carien, R., Taktek, K., Hatchi, V., & Dominique, L. (2023). Effects of motor imagery training on service performance in novice tennis players: the role of imagery ability. *International Journal of Sport and Exercise Psychology*,

1-13.

- Rowland, D. L., Moyle, G., & Cooper, S. E. (2021). Remediation strategies for performance anxiety across sex, sport, and stage: identifying common approaches and a unified cognitive model. *International Journal of Environmental Research and Public Health*, 18(19), 10160.
- Sarkar, M., & Hilton, N. K. (2020). Psychological resilience in Olympic medal-winning coaches: A longitudinal qualitative study. *International Sport Coaching Journal*, 7(2), 209-219.
- Simonsmeier, B. A., Andronie, M., Buecker, S., & Frank, C. (2021). The effects of imagery interventions in sports: A meta-analysis. *International Review of Sport and Exercise Psychology*, 14(1), 186-207.
- Stamatis, A., Morgan, G. B., Cowden, R. G., & Koutakis, P. (2023). Conceptualizing, measuring, and training mental toughness in sport: Perspectives of master strength and conditioning coaches. *Journal for the Study of Sports and Athletes in Education*, 17(1), 1-28.
- Stevens, M., Rees, T., & Cruwys, T. (2021). Social identity leadership in sport and exercise: Current status and future directions. *Psychology of sport and exercise*, 55, 101931.
- Stevens, M., Rees, T., Cruwys, T., & Olive, L. (2022). Equipping physical activity leaders to facilitate behavior change: An overview, call to action, and roadmap for future research. *Sports Medicine-Open*, 8(1), 33.
- Stewart, P., Fletcher, D., Arnold, R., & McEwan, D. (2024). Exploring perceptions of performance support team effectiveness in elite sport. *Sport Management Review*, 27(2), 300-321.
- Tenenbaum, G., & Eklund, R. C. (Eds.). (2020). *Handbook of sport psychology*. John Wiley & Sons.
- Vidic, Z., & Cherup, N. P. (2022). Take me into the ball game: an examination of a brief psychological skills training and mindfulness-based intervention with baseball players. *International Journal of Sport and Exercise Psychology*, 20(2), 612-629.
- Weinberg, R. S., & Gould, D. (2023). *Foundations of sport and exercise psychology*. Human kinetics.
- Woo, E. J., & Kang, E. (2020). Environmental issues as an indispensable aspect of sustainable leadership. *Sustainability*, 12(17), 7014.
- Zeng, F. (2023). *Social Mentality and Public Opinion in China*. Routledge.