

## How Individualistic and Collectivistic Psychological Values of Sport Players Influence Their Performance?

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### Abstract

In the domain of skill development, the significance of psychological factors has long been recognized, yet a noticeable gap exists in prior research where insufficient attention has been directed towards understanding these crucial elements. Moreover, it has become increasingly apparent that culture plays a pivotal role in mediating the relationship between psychological variables and an individual's performance. Surprisingly, the exploration of the impact of individualistic and collectivistic values on the performance of sports players has been rather limited. Thus, this study embarks on an investigation to unveil the influence of culture, specifically focusing on the multi-dimensional aspects of individualistic and collectivistic values, on the performance of sports players. To conduct this research, we assembled a sample of 308 respondents, and their data underwent thorough analysis utilizing statistical tools such as SPSS and structural equation modeling. The findings emerging from this comprehensive investigation have unveiled compelling insights. Firstly, the study unearthed a robust and affirmative correlation between individualistic values and the performance of athletes, emphasizing the substantial role of self-oriented values in athletic prowess. Equally noteworthy is the discovery of a parallel positive and significant correlation between collectivistic values and the performance of athletes, underscoring the importance of group-oriented values in the domain of sports achievement. Going beyond the empirical findings, this study also delves into the theoretical contributions it offers to the field. It sheds light on the intricate interplay between culture, individual values, and athletic performance, adding depth to our understanding of this complex relationship. Furthermore, the practical implications of these findings hold great promise for sports coaches, organizations, and policymakers, offering actionable insights into how to leverage cultural values to enhance the performance of sports players. Nevertheless, it is important to acknowledge the study's limitations, providing guidance for future research endeavors. In conclusion, this research serves as a valuable contribution to the domain of sports psychology by uncovering the profound impact of cultural values on athletes' performance and offering a nuanced perspective that warrants further exploration and application in the sports arena.

**Keywords:** Psychological value, Individualistic value, Collectivistic value, Sport players' performance, Hofstede's cultural dimension

### 1. Introduction

The term "sport" is defined as an activity that primarily involves physical exertion, skill, and/or hand-eye coordination, with competition elements guided by formal rules and organizational structures (Pink, 2008). Engaging in sports offers a multitude of advantages for individuals. These positive outcomes encompass enhancements in physical health, such as weight management, increased strength, improved flexibility, enhanced coordination and motor skills, and better cardiovascular health. Furthermore, participation in sports has a profound impact on psychological and emotional well-being, including stress and aggression reduction, alleviation of depression and anxiety, bolstered self-confidence, improved self-image, and heightened concentration and mental functioning (CESSI, 2005; Eime et al., 2013).

In addition, Article 2 of the International Charter of Physical Education, Physical Activity, and Sports highlights the various benefits that physical education, physical activity, and sports bring to individuals, families, communities, and society. Notably, sport serves as a universal language and can be harnessed as a tool for promoting peace, both symbolically on a global scale and practically within communities (Kaida et al., 2014).

Performance in team sports require countless types of skills and will be highly reliant on a combination of players' somatic (physical), strategic (tactical), technical and socio-psychological capabilities (Stølen, et al., 2005; Mateusz, et al., 2014). Some of the factors which are affecting performance are controllable by the athlete, and some are uncontrollable by the athletes (De Bossche, et al., 2006). Controllability refers to an individual's perception of an outcome being within one's own control or outside of one's control (Forrester, 2013; Che, et al.,

2022), such as tactics, abilities, movement on and off the ball or the item used, skills, and the behavior in warm up (Turner, 2015; Turner & Barker, 2014). In contrast, Competition, legislations, government controls, weather, cultural forces, age, gender and many more are uncontrollable elements for any context (Gauri & Cateora, 2009; Turner, 2015) and the sports-specific uncontrollable elements of athlete performance are the crowd, the referee, the opposition, the venue, and the court/pitch surface (Turner, 2015).

Research has consistently highlighted the pivotal role of psychological factors in skill development, yet there has been a notable lack of emphasis on these factors in previous studies (Abbott & Collins, 2002; Habibian et al., 2015). Notably, every country possesses distinct cultural characteristics that profoundly influence human psychological behavior, and these factors should be considered when examining the determinants of performance. Several researchers have underscored the significance of culture in shaping the relationship between psychological variables, such as self-regulation and shame, and performance in organizational contexts (Roderiguez et al., 2002; Lin et al., 2004). Saad & Asaad (2014) have further asserted that organizational culture serves as a mediator in the connection between soft factors, such as ISO 9000, and organizational performance, highlighting the moderating role of culture in the performance context.

One of the cultural dimensions proposed by Hofstede is the duality of individualism and collectivism (Hofstede, 1991; Hofstede et al., 2010; Hofstede & Hofstede, 2005). Notably, Cho & Yoon (2009) have discovered that individualism and collectivism wield a substantial influence on the relationship between HRM practices and individual performance, thus underscoring the importance of examining the impact of individualistic and collectivistic values of sport players on their performance.

## **2. Literature review**

### **2.1 Underpinning theory of the study**

Hofstede's Cultural Dimensions Theory provides a holistic framework for evaluating cultural differences, initially comprising five dimensions: power distance, individualism versus collectivism, masculinity versus femininity, long-term versus short-term orientation, and uncertainty avoidance (Hofstede, 1984). Subsequently, a sixth dimension, indulgence versus restraint, was incorporated to enhance this model (Hofstede et al., 2010). This theory offers a valuable tool for comprehensively examining diverse cultural attributes, aiding in the understanding of how societies vary in areas such as power dynamics, individual versus collective values, gender roles, time orientation, tolerance for ambiguity, and indulgence in life's pleasures.

**Power Distance:** This dimension evaluates the degree to which individuals in organizations and institutions with less power accept and anticipate unequal power distribution. In small power distance (SPD) cultures, which differ from large power distance (LPD) cultures, there is a stronger inclination towards egalitarianism (Hofstede, 1991).

**Masculinity vs. Femininity:** Masculinity represents societies where dominant values emphasize success, wealth, and material possessions, while femininity represents societies where the focus is on caring for others and the quality of life (Hofstede & Bond, 1984).

**Long-Term vs. Short-Term Orientation:** This dimension reflects the promotion of virtues oriented toward future rewards, such as determination and thrift, in long-term-oriented cultures. Conversely, short-term-oriented cultures emphasize virtues related to the past and present, like respect for tradition, "face" preservation, and fulfilling social obligations (Hofstede & Hofstede, 2005).

**Uncertainty Avoidance:** Unlike risk avoidance, uncertainty avoidance refers to an individual's quest for truth. High uncertainty avoidance individuals seek to avoid unstructured and novel situations by adhering to established laws, rules, safety measures, and security precautions (Hofstede, 1991).

**Individualism vs. Collectivism:** In individualistic societies, interpersonal ties are loose, and individuals are expected to look after themselves and their immediate families. Collectivist societies, on the other hand, emphasize strong, cohesive in-groups that protect and demand unquestioning loyalty throughout people's lives (Hofstede & Hofstede, 2005).

In the context of the current study, the focus is on the dimensions of individualism and collectivism (as depicted in Figure 1), given their prevalence in previous literature when explaining behavior (Wang et al., 2020). These dimensions are adopted as a multidimensional representation of culture, with the aim of predicting sport players'

performance.

## 2.2 Individualistic value towards performance

Individualism, as defined by Hofstede and Hofstede (2005), characterizes a society in which interpersonal bonds are loose, and the primary expectation is for individuals to take care of themselves and their immediate family. This cultural dimension also relates to the concept of in-group and out-group membership as outlined by Earley and Gibson (1998). In individualistic cultures, personal achievement, independence, individual freedom, and the principle of equity rule are highly valued. While the concept of individualism-collectivism was originally developed to measure cultural differences at the societal level, it has also been considered as an individual difference variable in some studies (Ramamoorthy & Flood, 2004).

When viewed from a micro or personal level, studies on individualism-collectivism argue that individualists tend to focus on their self-interests and personal development, whereas collectivists prioritize collective interests and group-based benefits (Cho & Yoon, 2009). In essence, individualism places emphasis on personal achievement, while collectivism prioritizes collective harmony (Cho & Yoon, 2009). Consequently, it is reasonable to assume that individuals from different cultural orientations, such as those leaning towards individualism or collectivism, may exhibit distinct behaviors within a work unit (Cho & Yoon, 2009).

Individualism is characterized by traits such as independence, self-reliance, freedom of choice, and a high level of competition (Wang et al., 2020). As emphasized by Wang et al. (2020), individuals with a strong inclination toward selfishness and competitiveness are less likely to engage in pro-environmental behavior, in contrast to those who have fulfilled their own needs. The latter group is more likely to participate in pro-environmental behaviors because they have the resources required to pursue such goals. Various studies have explored the impact of individualistic values on behavior (Bouman & Steg, 2019; Wang et al., 2020). Therefore, the following hypothesis is proposed for testing:

H1: Individualistic value has a significant impact on performance.

## 2.3 Collectivistic value towards performance

Collectivism, as elucidated by Hofstede and Hofstede (2005), offers a distinctive portrait of a societal structure wherein individuals are ingrained from the very outset into tightly knit, unified in-groups. It is within these in-groups that they are expected to hold an unwavering and unswerving allegiance throughout the entirety of their lives. This conception harmonizes seamlessly with the notion of in-group and out-group membership expounded by Earley and Gibson (1998).

In collectivist cultures, there exists a pronounced accentuation on the principle of interdependence, wherein individuals mutually rely on one another, fostering a web of interconnected relationships that transcend the self. This web extends to encompass not only personal connections but also collective interests that eclipse individual aspirations. It is in the collectivist ethos that the creed of equality norms is fervently upheld, underscoring the notion that every member of the group should be afforded the same opportunities and considerations.

Leung (1987) and Triandis (1995) have contributed to the understanding of collectivism by highlighting its key facets. Within collectivist cultures, the very fabric of society is woven with the threads of shared responsibilities, communal goals, and the seamless interplay of contributions from each member. This results in a societal paradigm where the fortunes and well-being of individuals are intricately intertwined with those of the group. This interconnectedness prompts individuals to prioritize the collective good over individual desires, emphasizing the importance of harmony and unity.

In essence, collectivism paints a vivid picture of societies that champion the strength of the collective over the individual, promoting an environment where cooperation, mutual support, and shared endeavors are the cornerstones of social existence. This cultural framework engenders a sense of belonging, camaraderie, and shared responsibility that is deeply ingrained in the social fabric, shaping not only interpersonal dynamics but also the way individuals perceive their roles within the broader community. Ultimately, the concept of collectivism serves as a lens through which to comprehend the intricate tapestry of values and norms that guide the behavior and interactions of individuals in these societies.

Collectivism reflects a perspective where individuals believe in the collective responsibility of protecting the social environment for the benefit of the entire society (Wang et al., 2020). It underscores interdependence, goals

oriented towards the group, cooperation, and a reduced emphasis on competition (Wang et al., 2020).

Numerous research studies have consistently substantiated the existence of a positive and substantial relationship between collectivism and individual behavior (Wang et al., 2020; Wang et al., 2022). For instance, Wang et al. (2022) delved into the influence of collectivistic values on individuals' intentions to patronize environmentally conscious hotels. Their meticulous analysis, hinging on data collected from a sample of 248 respondents, unveiled that collectivistic values indeed emerged as a potent predictor of one's attitude and intention to choose such eco-friendly lodging options.

However, it is important to note the complexity of this relationship, as demonstrated by another study undertaken by Wang et al. (2022). In this separate investigation, it was observed that the influence of collectivistic values did not wield a statistically significant impact on various factors, including attitude, peer influence, perceived behavioral control, and intention, within a different context or scenario. This intriguing variation underscores the nuanced nature of the interplay between collectivism and individual behavior, suggesting that the effects of collectivist values may vary depending on the specific circumstances or domains under consideration.

These findings emphasize the need for a comprehensive understanding of how collectivism interfaces with individual behavior, taking into account the intricacies of different contexts, cultures, and variables. Collectivism undoubtedly exerts a noteworthy influence on individual attitudes and actions, yet the precise nature and extent of this influence can exhibit variation based on a multitude of factors. It is through these meticulous investigations that researchers continue to unravel the multifaceted dynamics of collectivism and its implications for individual behavior, contributing to the rich tapestry of knowledge in the field of psychology and social sciences.

These findings highlight the nuanced role of collectivism in shaping behavior, demonstrating that its impact can vary depending on the specific behavior or context under consideration. Based on above discussed, the following hypothesis is proposed for testing:

H2: Collectivistic value has a significant impact on performance.

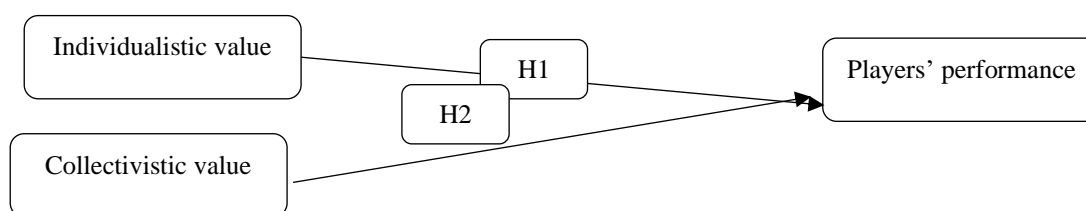


Figure 1. Conceptual framework

### 3. Research methods

#### 3.1 Data collection

This study employs a questionnaire as the survey strategy method where questionnaire method was used due to several reasons: it is a more economical way of gathering data; time saving and easily inputted into computers. The target population of the present study is the national team players who are representing China under the national flag and the teams considered in this study are the teams which comprises of more than three members. Thus, this study collects data from individual athletes in team sports at a single point of time who are representing the country at international arena, which apparently a cross-sectional survey to analyses the relationship between independent, moderating and mediating and dependent variables. Furthermore, the rule of thumb of sampling provided by Roscoe (1975) pointed out that a sample of more than 30 and less than 500 are appropriate for most research and when samples are broken into subsamples, a minimum of sample size of 30 for each category is needed. In total, a sample size of 308 respondents were recruited for further data analysis (See Table 1).

#### 3.2 Questionnaire design

A well-established instrument of verified questionnaire items was adopted from previous studies (See Table 2). Four items belonging to individualistic value and five items belonging to collectivistic value were adopted from Matsumoto et al. (1999) and Triandis et al. (1998). Meanwhile, six items belonging to performance were adopted from Lemmink et al. (2008) and Walker (2015). A five-point Likert scale of the questionnaire was used in this study.

#### 4. Data analysis and results

##### 4.1 Demographic characteristics

Out of the 308 respondents in the study, a significant majority were male, accounting for 58.1% of the total sample. Additionally, a considerable proportion of respondents hailed from urban regions, making up 35.4% of the total participants. Many respondents reported their marital status as single, with 70.1% falling into this category. Furthermore, a significant portion of the respondents belonged to the income bracket of 25,001 – 50,000 Chinese yuan. The average age of the respondents was approximately 25.2 years old. In terms of their sports involvement, a substantial portion identified themselves as football players, comprising 46.1% of the total respondents.

Table 1. Respondents' profile

Variable	Frequency	Percentage	Mean $\pm$ SD
<b>Gender</b>			
Male	179	58.1%	
Female	129	41.9%	
<b>Hometown</b>			
Urban	109	35.4%	
Suburb	93	30.2%	
Rural	106	34.4%	
<b>Marital Status</b>			
Single	216	70.1%	
Married	90	29.2%	
Widow/widower	2	0.6%	
<b>Monthly Income</b>			
Unemployed	16	5.2%	
Below ¥25,000	39	12.7%	
¥25,001 – 50,000	211	68.5%	
¥50,001 – 100,000	38	12.3%	
Above ¥100,000	4	1.3%	
<b>Education Level</b>			
Below Primary	17	5.5%	
Primary	112	36.4%	
Secondary	135	43.8%	
Diploma	18	5.8%	
Degree	25	8.1%	
Masters/PhD	1	0.3%	
<b>Your Involved Sport</b>			
Basketball	26	8.4%	
Badminton	13	4.2%	
Qigong	18	5.8%	
Football	60	19.5%	
Hockey	40	13%	
Table Tennis	42	13.6%	
Netball	20	6.5%	
Dragon Boat Racing	28	9.1%	
Volleyball	43	14.0%	
Throw ball	18	5.8%	
<b>Experience in the Relevant Event</b>			
Less Than 5 years	57	18.5%	
5-10 Years	109	35.4%	
More than 10 years	142	46.1%	

#### 4.2 Measurement model

In this study, the internal consistency of the first-order factors was assessed using Cronbach’s alpha, and the results indicated that all Cronbach’s alpha values exceeded the threshold of 0.7, suggesting strong internal consistency reliability for the measured constructs.

To evaluate the convergent validity of the measurement model, two criteria were considered. Firstly, when the composite reliability of the constructs is higher than 0.7 and secondly, when the average variance extracted (AVE) value is higher than 0.5, it indicates that convergent validity is acceptable. The results of this study met both of these criteria, demonstrating that the measurement model successfully captured the underlying constructs.

Discriminant validity, on the other hand, is established when the correlations between every pair of first-order constructs are theoretically expected to be uncorrelated. In this study (as shown in Table 3), the results supported the discriminant validity of the measurement model.

Furthermore, model fit indices were employed to evaluate the overall appropriateness of the structural model. The findings indicated a favorable model fit, as evidenced by a Chi-square value of 89.254 ( $p < 0.05$ ), a CMIN of 4.463, a CFI of 0.986, a TLI of 0.94, and an RMSEA of 0.013.

Overall, the study’s measurement model demonstrated strong reliability, convergent validity, and discriminant validity, as well as a good fit to the data based on model fit indices. These findings enhance the confidence in the validity and reliability of the measurement instruments and support the robustness of the research findings.

Table 2. Convergent validity.

Construct (Cronbach’s Alpha)	Item	Factor loadings	CR	AVE
Individualistic value ( $\alpha =$ 0.703)	1. I prefer self-reliance over depending on others.	.705	.813	.521
	2. My personal identity holds great importance to me, regardless of others.	.720		
	3. It matters to me that I outperform others in my work.	.704		
	4. I become tense and agitated when someone else performs better than I do.	.756		
Collectivistic value ( $\alpha =$ 0.701)	1. If a colleague receives an award, it will make me proud.	.730	.860	.551
	2. I value the well-being of my coworkers.	.813		
	3. I find pleasure in spending time with others.	.713		
	4. Cooperation with others makes me feel good.	.715		
	5. Respecting the decisions made by my group is important to me.	.737		
Performance ( $\alpha = 0.827$ )	During the competition ...		.832	.504
	1. I was capable of overcoming challenges on the field or court.	.682		
	2. I felt confident in my ability to overcome obstacles during the competition.	.856		
	3. I exerted maximum effort on the field.	.783		
	4. I utilized my skills to their fullest potential.	.512		
5. I exhibited good coordination in my movements during the competition.	.668			

Table 3. Discriminate validity.

Item	Inter-item correlation					
	AVE	MSV	ASV	1	2	3
1. Individualistic value	.521	.181	.180	1.000		
2. Collectivistic value	.551	.180	.145	.424	1.000	
3. Performance	.504	.181	.145	.425	.331	1.000

#### 4.3 Structural model

The model fit of indices showed that Chi-square = 83.879, df = 19,  $p < 0.05$ , CMIN = 4.415, CFI = 0.923, TLI = 0.968, RMSEA = 0.034. The outcomes of the study have shown in Table 4 and Figure 2.

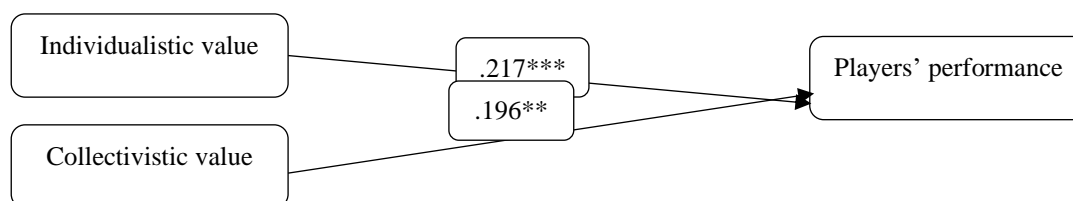


Figure 2. Results of the study

Table 4. Results of the study.

No	Hypothesis	Standardized Estimate	CR	P	Results
H1	Individualistic value -----> performance	0.217	3.447	***	Supported
H2	Collectivistic value -----> performance	0.196	3.084	.002	Supported

### 5. Finding Discussion

This study explores how individualistic value and collectivistic value influence sport players' performance. H1 tests the relationship between individualistic value and players' performance. The results show that there is a significant positive relationship between individualistic value and performance since  $\beta = 0.217$ ,  $p < 0.001$ . Thus, H1 was supported. Also, H2 tests the relationship between collectivistic value and sport players' performance. Our results show that there is a positive significant relationship between collectivistic value and performance due to  $\beta = 0.196$ ,  $p < 0.01$ . Thus, H2 was also supported based on results of this study.

The first hypothesis (H1) posited that there is a positive relationship between individualistic values and sport players' performance, and the results robustly supported this assertion. The finding, with a substantial beta coefficient of 0.217 and a significance level of  $p < 0.001$ , underscores the noteworthy role played by individualistic values in enhancing athlete performance.

Individualism, characterized by a focus on personal autonomy, self-reliance, and self-improvement, seems to resonate well with athletes who seek to outperform not only their competitors but also their own past achievements. Such individuals thrive under pressure, set ambitious personal goals, and exhibit a remarkable degree of determination and self-discipline. This alignment between individualistic values and athlete performance highlights the critical role of mindset and motivation in sports.

The second hypothesis (H2) explored the connection between collectivistic values and sport players' performance. The results revealed a positive and significant relationship, supported by a beta coefficient of 0.196 and a significance level of  $p < 0.01$ . This finding underscores the importance of collectivist values in contributing to athlete success.

Collectivism, characterized by a strong emphasis on group cohesion, shared success, and cooperation, appears to be particularly advantageous in team sports. Athletes who embrace collectivist values prioritize the welfare of the team and derive motivation from their sense of belonging to a cohesive unit. This orientation fosters effective communication, trust, and collaboration, all of which are vital for success in team-based sports.

Certain theoretical contributions can be concluded from this study. Previous studies showed that individualistic value or collectivistic value plays an important role in determining players' performance (Saad & Asaad, 2014;

Cho & Yoon, 2009; Stiles, 2008). The current study's results complied with those studies. Specifically, culture is considered as a precursor by very few studies and that is also pertaining to organizational setting. Furthermore, culture acts as an obstacle between one or few psychological variables and work performance (Saad & Asaad, 2014). Current study considered culture (i.e., individualistic value and collectivistic value) as a moderating variable to bridge the gap in literature.

## **6. Conclusion and implications**

In conclusion, this study sheds light on the intricate relationship between individualistic and collectivistic values and athlete performance. The robust support for both hypotheses underscores the importance of cultural values in the sporting arena. By recognizing the impact of these values, sports professionals and athletes can tailor their approaches to optimize performance, ultimately contributing to the continued growth and excellence of sports. This research offers a valuable foundation for future studies in sports psychology, facilitating a deeper understanding of the factors that drive athletes' success.

Fundamentally, the field of sports psychology has long been intrigued by the various factors that contribute to the success of athletes. While physical prowess and technical skills are unquestionably essential, researchers are increasingly recognizing the pivotal role that psychological factors play in shaping an athlete's performance. Among these psychological factors, the cultural values of individualism and collectivism have emerged as intriguing dimensions that can significantly influence an athlete's journey to excellence.

Individualism, as a cultural value, signifies a society in which the emphasis is placed on personal autonomy, independence, and self-reliance. In the realm of sports, this translates to athletes who prioritize their individual achievements and strive to outperform not just their opponents but also themselves. Such individuals often focus on self-improvement, set high personal goals, and exhibit a strong sense of determination and self-discipline.

On the other hand, collectivism represents a culture in which the group's welfare and harmony take precedence over individual desires. In a sports context, collectivist athletes tend to be team-oriented, placing great importance on cooperation, shared success, and group cohesion. These individuals derive motivation from their sense of belonging to a team or community and often prioritize the collective interests over personal recognition.

Research in sports psychology has shown that these cultural values can exert a profound influence on an athlete's mindset, behavior, and ultimately, their performance. Individualistic athletes may excel in individual sports, such as tennis or golf, where self-reliance and personal achievement are paramount. They thrive on the pressure to outperform and push their boundaries.

In contrast, collectivist values may be advantageous in team sports like soccer or basketball, where collaboration and effective communication are vital. Athletes who embrace collectivism may be more inclined to contribute to the team's success, place trust in their teammates, and thrive in a supportive group dynamic.

Understanding these cultural dimensions and their impact on athletes' performance not only provides valuable insights for coaches and sports organizations but also highlights the importance of fostering an inclusive and culturally sensitive sports environment. By recognizing and appreciating the individualistic and collectivistic values that athletes bring to the game, we can create an atmosphere that allows every athlete to thrive and reach their full potential.

Furthermore, the influence of individualistic and collectivistic psychological values on sport players' performance is a multifaceted and evolving field of study within sports psychology. Recognizing the interplay of these cultural values and their impact on athlete performance is essential for coaches, sports organizations, and athletes themselves as they seek to achieve success and excellence in the highly competitive world of sports.

The theoretical contributions of this study are noteworthy. Prior research has indeed indicated the relevance of individualistic and collectivistic values in influencing performance in various contexts (Saad & Asaad, 2014; Cho & Yoon, 2009; Stiles, 2008). This study's results validate and expand upon these findings, offering a fresh perspective within the sports domain.

What sets this study apart is its application of culture as a moderating variable, bridging a gap in literature. While previous studies have acknowledged the influence of culture, such exploration has been relatively limited, often concentrated in organizational settings. The current research extends this exploration into the sports realm,



recognizing culture's impact as a precursor of psychological variables that affect performance. Moreover, this study recognizes culture as an influential factor that can either facilitate or obstruct the relationship between psychological variables and performance. These insights into the interplay between cultural values and athlete performance offer valuable contributions to sports psychology.

The practical implications of these findings are equally noteworthy. Coaches, sports organizations, and athletes themselves can leverage the understanding of individualistic and collectivistic values to optimize performance. For individualistic-oriented athletes, training programs and motivational strategies that emphasize personal goal setting and self-discipline may be particularly effective. In contrast, collectivist-oriented teams can focus on building strong team bonds, fostering effective communication, and promoting a culture of collaboration. Practical implications can also be considered for sports managers. Because our results showed that both individualistic value and collectivistic value positively and significantly influence players' performance. Therefore, highlighting pursuing common-goal and devote to social groups is necessary, but also sports' managers also need to consider implement certain management tools to satisfy one's personal requirements, such as to satisfy at least their sports clothing, supplements, and transportation and personal commitments, thus, to achieve players' personal individualistic goal.

Some limitations have been revealed from this study. First, the sample of the study was derived from the population which consisted of team players who were in team sports. Second, this study mainly concerned psychological factors affecting team performance. Individual players' attention to this said regard is not considered. Also, this study conducted was a cross sectional study, the results of this study cannot be represented by whole populations. Last, further studies also need to be considered some players may be resistant to provide truthful answers which means that assuming that their information could be quoted by the administrators who had given permission to conduct the research.

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