Analysis of professional culture model in tennis industry with mediating role of psychological culture and media culture.

ABSTRACT

Purpose: The purpose of this research was to Analysis of professional culture model in tennis industry with mediating role of psychological culture and media culture.

Design/methodology/approach: This research has been done in terms of applied purpose and descriptive-correlational nature. The statistical population of this research included all tennis coaches and athletes in Iraq, and based on Cochran's formula, 385 of them were selected as a sample. For more assurance, more than 400 questionnaires were distributed, and 393 questionnaires were correctly analysed after return. The research tool included a researcher-made questionnaire. The face and content validity of the questionnaire were checked by eight Sports management specialists, and its reliability was confirmed using Cronbach's alpha method (0.90). The software used in data analysis was PLS.

Findings: Based on the obtained findings, professional ethics is effective in promoting cultural values and professional responsibility in the tennis sports industry due to the mediating role of psychological culture and media culture.

Originality: According to the findings of this research, it is suggested to pay more attention to professional ethics and elements of ethical culture in team and individual training in tennis. Also, different exercises and training programs can be designed to reinforce cultural values and professional responsibility in the sport of tennis. This research can be one of the few studies conducted in the field of professional culture in the tennis industry

Keywords:
Tennis industry, Promoting cultural, Psychological culture, Media culture

1. Introduction

The sports industry is a new driving force for national economic growth. While providing sports products for society, it also improves physical activity, strengthens national spirit, achieves social progress, and increases international influence (Lu, 2021; Nazari et al., 2022). Sports, as an emerging industry, plays an important role in social and economic development and has a significant impact on the welfare of citizens (Li et al., 2022). Countries strive to improve their position in the world sports rankings as well as their sports performance and win in various international competitions. In general, paying attention to support criteria in sports helps countries compete and have a superior position in the world sports scene (Bennett et al., 2019). The drive for sporting success in emerging nations naturally leads to a greater focus on professionalism (Abdavi et al., 2018). This type of move towards professionalism is very important because of its impact on improving the culture and structure of national and regional sports. Focusing on professionalism leads to the development of sports programs and strategies that can lead to the improvement of the country's sports quality and success (Clausen et al., 2018).

Professional sports are usually associated with a higher level of competition and economic justification, which can lead to challenging encounters for sports practitioners (Cairns et al., 1986). In professional sports, players need planning and the proper skills to face various challenges. Countries use sports as a means to show their abilities and values, and for the development of sports (Pashaie & Sotiriadou, 2023), it is important to invest in and support professional sports (Walker & Enz, 2006). Also, the use of appropriate knowledge and techniques in the management of athletes can help their professional development and productivity and facilitate their entry into higher competitive levels (Abdavi et al., 2016). In addition, the management of athletes requires a specialized perspective and knowledge of the challenges and opportunities related to each sport. The importance of managing athletes on the path to becoming professionals not only helps athletes progress in different professional stages of their careers but also can ensure the improvement of their performance and presence in sports competition scenes (Kenny, 2015). The development of athletes and the improvement of the sports environment require an adaptable culture that accepts changes to achieve professional goals. Resetting goals and delineating behaviors and performance patterns that are compatible with high levels of work ethics and performance standards are among the most basic measures to realize this. Sports culture, which is based on professional performance and values such as perseverance, commitment, responsibility, and other positive characteristics, not only helps members realize their potential but also can influence overall performance and achieve better results in competitions (Balogh, 2015).

The role of culture in supporting sports events is important and can lead to sports success (Lintumäki et al., 2020). Culture has a central role in sports success and is considered a dynamic process that can be observed among the members of a sports team or organization. This culture includes values, beliefs, expectations, and practices that bind athletes and other members together and have an indirect but powerful influence on performance and outcomes (Cruickshank & Collins, 2012). According to

the study conducted by Cole and Martin (2018), sports culture is related to achieving sustainability in sports success. A strong culture promotes positive values such as perseverance, discipline, collaboration, and excellence, all of which can gradually contribute to increased performance. In sport, organizational culture has a significant impact on an athlete's ability to prepare for and perform at major international games (Fletcher & Wagstaff, 2009). Culture in the field of sports refers to a set of inclusive values, beliefs, attitudes, procedures, behavioral standards, and moral and physical characteristics. This culture originates from strong and stable rules, customs, and systems. Sports culture, while being an important part of and an indicator of distinct cultural subgroups in society, has a special place in the heart of human culture in general. Therefore, sport itself is a cultural system and includes many cultural elements such as language and symbols of knowledge and skills, behavior, and values (Jarvie et al., 2013). The Culture of Excellence model outlines strategies for sport organizations to improve their sport culture with the aim of achieving improved performance outcomes. Although a set of interacting factors may influence elite sports performance, there is growing evidence that sports organizations need to be more targeted and comprehensive in their planning in order to achieve success at the highest level (Fletcher & Wagstaff, 2009). Research shows that high-performance cultures are achieved when support for sustained optimal performance and persistence in the face of variable outcomes such as wins, losses, and ties leads to performance. When these ideal conditions are met, sports organizations can foster a culture of excellence (Cruickshank & Collins, 2012).

Professional culture in a sports group improves performance and sports success. This can have a direct impact on the performance of teams and their members, which in turn leads to improved financial and economic results for the sports industry. In addition, a suitable organizational culture in sports can help to increase teamwork and flexibility among athletes and thus lead to improving the efficiency and economic performance of athletes and teams (Cotterill et al., 2022). Another part of professional culture can be related to environmental factors. Hamza et al. (2023) concluded that the use of media by the trustees of sports clubs, coaches, managers, and athletes leads to the development of cultural indicators of professional sports clubs. Nazari et al. (2022) studied the future strategy of professional sports clubs. The most important strategic factors for the club are the development of media awareness. Kiania and Rezvandib (2021) showed that there is a positive and significant relationship between the major roles of mass media (information, social participation, education, and culture) and the cultural development of popular and professional sports in the country. Naqvi et al. (2016) showed that cultural and moral categories and internal factors shape the social behaviors of professional athletes. Frentz et al. (2020) suggested that psychological safety parameters will lead to the development of motivational, communicative, and self-evaluative readiness. Another part of the professional culture is related to the athlete himself. Mousavi et al. (2021) believe that the self-leadership of elite athletes includes cognitive, behavioral, and emotional control.

Research related to the development and management of professional culture and sports strategies in emerging countries is very important. This research can help

decision-makers and policymakers adopt the best strategies and policies for the development of professional culture and economic strategies in the sports industry in emerging countries. In general, the development of professional culture and strategic planning can help achieve sustainable and long-term success in the sports industry and lead to improved performance and economic results. Based on previous research, it is clear that there is a scientific vacuum in the field of professional culture in sports. The existing studies have often been carried out in isolation without considering the interaction between different parts. This gap indicates the need for further research in this field. Especially at this time when our knowledge about the components of professional culture in sports and how to deviate from or adapt to these components is limited, this deficiency in knowledge also means ignoring the role of dynamics between different organizational levels, from collective team performance and strategic management to individual sports behaviors and psychology. Understanding these factors is very important to enhance performance in the field of professional sports as well as to improve the managerial and psychological abilities of athletes (Fletcher & Wagstaff, 2009). To fill this blind spot or gap, Cruickshank and Collins (2012) have introduced the concept of professional culture as a prerequisite for creating high-performance athletes and teams. According to them, high-performance cultures lead to frequent or continuous high performance (Henriksen, 2015). Although many studies have investigated competences and professional culture in different fields, there is still not enough empirical research about professional culture in tennis sport development programs. This research is done with the aim of analyzing the structural model of professional culture in the tennis development program in Iraq. Considering the increasing importance of tennis and the inappropriate position of this field in Iraq in recent years, which shows a weak performance in the field of management, developing a suitable model for the professional culture of tennis development can play a significant role in advancing the strategic goals of this field in Iraq.

Tennis, as a global sport, holds cultural significance in various regions, including Iraq. Understanding the dynamics of tennis in Iraq can shed light on how sports intersect with cultural practices, values, and traditions within the country. Investigating the tennis industry in Iraq can provide insights into the development of sports infrastructure, training facilities, coaching programs, and talent identification systems. This understanding can contribute to enhancing the overall sports ecosystem in Iraq, promoting participation in tennis, and potentially discovering and nurturing talent. Tennis can serve as a platform for social integration and community engagement. By examining the tennis industry in Iraq, researchers can explore how the sport brings people together across different demographics, fosters inclusivity, and promotes social cohesion.

Insights from the research can guide policymakers and government agencies in formulating strategies to support and promote tennis development in Iraq. This includes allocating resources for infrastructure development, creating policies to encourage youth participation, and fostering international collaborations to enhance the country's tennis ecosystem. Administrators of tennis clubs, associations, and

federations can benefit from understanding the unique challenges and opportunities within the Iraqi tennis industry. This knowledge can inform their decision-making processes regarding program development, event planning, and resource allocation. Coaches and athletes involved in tennis can gain valuable insights into the cultural nuances, psychological factors, and media influences that shape the sport in Iraq. This understanding can aid coaches in designing effective training programs and supporting athletes in navigating the complexities of professional tennis. Researchers, scholars, and students in the fields of sports management, cultural studies, psychology, and media studies can utilize the findings of the research to expand their knowledge base, conduct further studies, and contribute to academic discourse on sports culture and industry development in Iraq.

In the context of the tennis sports industry in Iraq, there exists a need to comprehensively analyze the professional culture model, considering the mediating roles of psychological culture and media culture. This entails examining how various aspects of professional culture, including norms, values, and practices within the tennis industry, interact with and are influenced by psychological factors and media representations. Through an in-depth exploration of these questions, the research seeks to provide actionable insights for stakeholders involved in promoting and advancing the tennis sports industry in Iraq, contributing to the broader discourse on sports culture, and fostering social and economic development through sports participation.

Considering the increasing importance of the tennis sports industry and the inappropriate role of this discipline in Iraq in recent years and showing the weakness of managerial performance, developing a suitable model for promoting the professional culture and development of tennis can play an important role in advancing the strategic goals of this industry in Iraq. However, the sport of tennis in Iraq has not grown significantly in recent years, and there has not been enough financial and spiritual support. The lack of infrastructure, facilities, and equipment, as well as the lack of long-term strategic planning, have caused serious limitations in the development of this sport in Iraq. Similarly, despite the high potential of Iraqi youth in this field, the existing talents and capacities have not been fully identified, properly supported, and utilized. Therefore, developing a suitable model for the professional culture of tennis development in Iraq can be effective and play an essential role in the field of development planning, with the aim of eliminating the major challenges and obstacles facing the development of this sport. For this reason, this research was started with the aim of investigating the structural model of the professional culture of tennis in Iraq in order to help improve and develop this field in this country.

2. Methodology

The current research was applied in terms of purpose and descriptive correlation in terms of nature, which has been done in the field. A quantitative research approach was chosen to evaluate the predetermined hypotheses, allowing the researchers to more fully understand the relationships between the variables based on statistical data at large. The statistical population of this research included all tennis coaches and athletes, and based on Cochran's formula, 385 of them were selected as a sample. For

more assurance, more than 400 questionnaires were distributed, and 393 questionnaires were correctly analysed after return. The sampling method employed was readily accessible.

The researcher-designed questionnaire comprised two sections: descriptive characteristics and specialized inquiries. Utilizing the Likert method, the final questionnaire encompassed five response options. Rigorous validation procedures were undertaken to ensure its formality and content validity, which involved scrutiny and confirmation by a panel of eight experts in the field. Cronbach's alpha method was used to check the reliability of the questionnaire, and its value for the questionnaire of the quality of the professional culture was 0.94. Therefore, it shows that the values of Cronbach's alpha for the research variable had an optimal level, so the used tool has suitable validity. The measuring model and the structural model make up the basic structure of SEM.

The examination of indicators within the final research model reveals its robust validity, substantiated by the outcomes of factor analysis. The findings, as presented in Table 1, demonstrate that the Cronbach's alpha values for the research variables reached optimal levels, affirming the sound validity of the utilized instrument. Furthermore, the questionnaire underwent meticulous scrutiny through first- and second-order confirmatory factor analyses, employing PLS software to thoroughly assess the research model.

3. Results

Table 1. Demographic Characteristic

Demographic Characteristic		Frequency	Percentage
Gender	- Male	261	66.41%
	- Female	132	33.59%
Age Group	- 18 to 25 years old	95	24.14%
	- 26 to 30 years old	148	37.66%
	- 31 to 35 years old	90	22.89%
	- 35 years and above	69	17.56%
Education Level	- Bachelor's degree	58	16.96%
	- Master's degree	284	83.04%

Table 2. Validity and reliability status of research variables.

Component	Number of questions	Mean variance	Composite reliability	Rho	Cronbach's alpha
Professional ethics	16	0.643	0.947	0.939	0.938
Cultural values	29	0.577	0.965	0.962	0.961
Psychological culture	10	0.620	0.942	0.933	0.931
Media culture	12	0.570	0.914	0.893	0.892
Professional responsibility	14	0.686	0.867	0.772	0.769

Table 3. Descriptive statistics of research components and examination of data distribution.

Component	Average	Variance	S.D	Skewness	Kurtosis	Result
Professional ethics	921/3	0.579	0.761	-436/1	083/2	Normal
Cultural values	957/3	0.605	0.778	-611/1	689/2	Normal
Psychological culture	963/3	0.614	0.784	-567/1	545/2	Normal
Media culture	938/3	0.569	0.754	-409/1	989/1	Normal
Professional responsibility	839/3	0.630	0.793	1/178	1/099	Normal

Since the skewness coefficient is within ±2 and the stretching coefficient is within ±3, it can be stated that the above distribution has the assumption of normality, and parametric statistics tests can be used. In this research, due to the novelty of the research model, the partial least squares approach and SMART PLS3 software have been used. In this research, after collecting the data, first-order factor analysis for all the components of the main variables of the research, as well as second-order factor analysis for all three variables, and after examining the items of each component and the intended modifications Finally, due to the appropriateness of the factor load of all the questions, all of them have entered the final model of the research in the form of the discussed components. The results of the first-order confirmatory factor analysis showed that all items have an acceptable t value (more than 1.96) and factor loading (more than 0.4) and are significant at the 0.001 level. The significance of the regression weights (factor loading) shows the convergent validity of the variables in the model. Divergent validity is a criterion for examining the fit of measurement models that covers one issue: an important criterion that is characterized by divergent validity is the degree of relationship of a variable with its questions in comparison with the relationship of that variable with other variables, so that the acceptable divergent validity of a The model indicates that one variable in the model interacts more with its questions than with other variables. Divergent validity is acceptable when the AVE for each variable is greater than the shared variance between that variable and other variables in the model.

Table 4. Divergent validity

| Component	Professional ethics	Cultural values	Psychological culture	Media culture	Professional responsibility
Professional ethics	0.859	-	-	-	-
Cultural values	0.749	0.884	-	-	-
Psychological culture	802/	0.815	0.872	-	-
Media culture	0.788	0.760	0.755	0.820	-
Professional responsibility	0.819	0.778	0.846	0.788	0.752

The results show that the average variance for each structure is higher than the shared variance between that structure and other structures, so this criterion is at a suitable level.

Table 5. The results related to the validity and reliability analyses of the final research model.

Component	Number of questions	Mean variance	Composite reliability	Rho	Cronbach's alpha
Professional ethics	16	0.643	0.947	0.939	0.938
Cultural values	20	0.577	0.965	0.962	0.961

Psychological culture	10	0.620	0.942	0.933	0.931
Media culture	12	0.570	0.914	0.893	0.892
Professional responsibility	14	0.686	0.867	0.772	0.769

Examining the indicators of the final research model also shows the high validity of the model. As a result, according to the verification of the model, we report the results of the factor analysis.
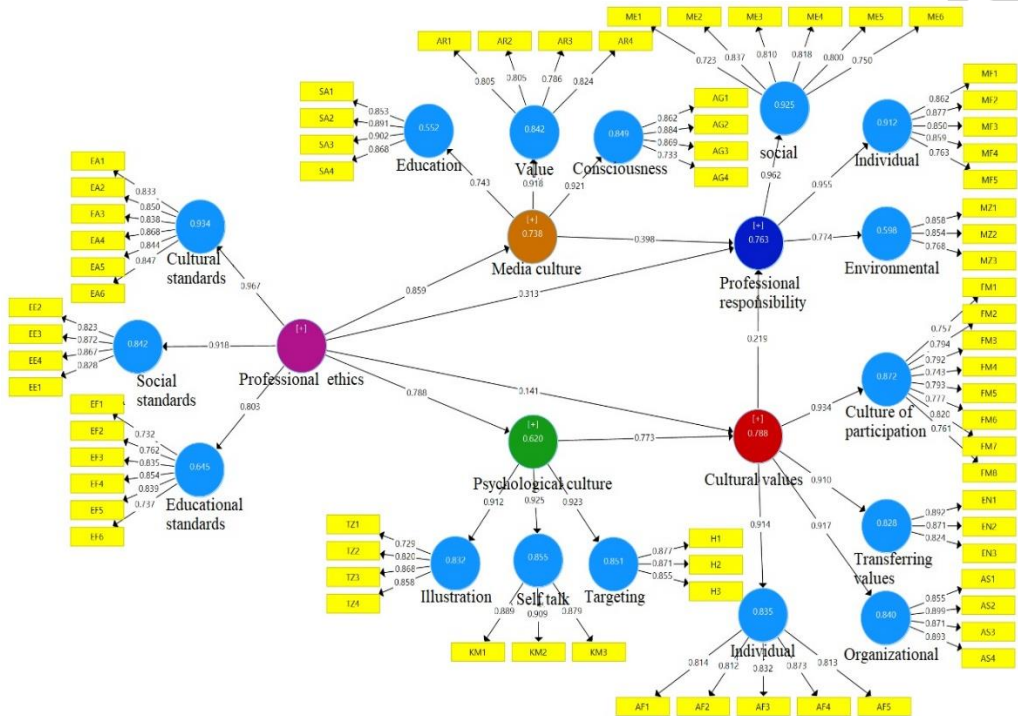
Figure 1. The final research model in the mode of path coefficient and factor loadings.
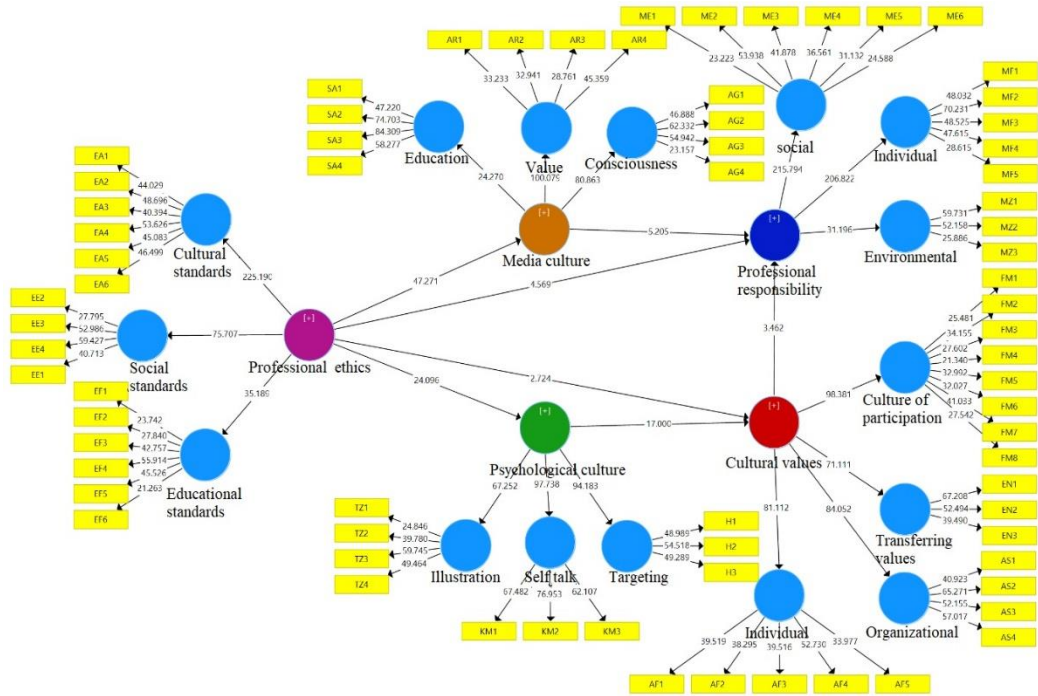
Figure 2. The final research model in the mode of significant values.

Several criteria are used to check the fit of the structural model of the research, the first and most basic criterion is the t-statistic. The most basic criterion for measuring the relationship between variables in the structural part of the model is the significant numbers of t-statistics. If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the variables and as a result, the research hypotheses are confirmed at the confidence level of 0.95. Also, the significant value also points to the same issue, and if it is less than 0.05, the relationship between the variables is accepted at the confidence level of 0.95. Of course, it should be noted that the numbers only show the accuracy of the relationship and the intensity of the relationship between the variables cannot be measured with it. The standardized coefficient can be used to understand the intensity of the relationship and compare it with other relationships (relationships in the model).

Table 5. Path coefficient values and t-statistics of hypotheses related to research model paths

Hypothesis			b	t	Sig
Professional ethics	→	Cultural values	0.141	724/2	.001
Professional ethics	→	Psychological culture	0.788	096/24	.001
Professional ethics	→	Media culture	0.859	271/47	.001
Professional ethics	→	Professional responsibility	0.313	569/4	.001
Media culture	→	Professional responsibility	0.398	205/5	.001
Psychological culture	→	Cultural values	0.773	00/17	.001
Cultural values	→	Professional responsibility	0.219	642/3	.001

According to the interpretation pattern in SEM and since the value of t statistic for all paths is greater than 1.96, it can be said that the corresponding path is significant at

the 95% level, so all the paths under investigation It is confirmed in the present research. In order to investigate the mediating role of media culture and psychological culture, the bootstrap test was used, the results of which can be seen in Table 6.

Table 6. The results of the bootstrap test to investigate the role of mediator.

Hypothesis			b	t	Result
Professional ethics	Media culture	Professional responsibility	0.342	248/5	confir mation
Professional ethics	Psychological culture	Cultural values	0.609	437/16	confir mation

According to the results of Table 6 and since the mediating role of both media culture and psychological culture variables was statistically significant; As a result, it can be acknowledged that media culture plays a mediating role in the relationship between professional ethics and professional responsibility, as well as psychological culture in the relationship between professional ethics and cultural values.

Table 7. The fit indices of the research model

Variable	Q^2	R^2	SRMR
Cultural values	0.421	0.788	.099
Psychological culture	0.357	0.620	
Media culture	0.389	0.738	
Professional responsibility	0.399	0.763	

According to the information in the above table, the values obtained for the Q^2 index are in the strong range for all components (more than 0.35). Also, the R^2 values for all components are in the medium to strong range and the SRMR value is less than 0.1, which indicates the appropriate quality of the tested model.

4. Discussion and conclusion

This research was conducted with the aim of analysing the structural model of the professional culture of the tennis industry. The findings showed that professional ethics are effective on cultural values by 0.141, on psychological culture by 0.788, and on media culture by 0.859. Also, professional ethics is effective on professional responsibility to the extent of 0.313. Different researches have examined different dimensions of professional culture. The components related to professional culture include cultural, educational and social standards.

The proposed findings indicate the necessity of strengthening the cultural and ethical foundations in the tennis sports industry; this issue can affect the development of athletes and the sports industry. Respect for elders and tennis veterans is a basic indicator of affection and appreciation in the sports environment and can serve as a role model for young athletes. This principle will not only promote a positive atmosphere among athletes, but will also lead to the transfer of valuable knowledge and experiences of previous generations to the new generation. Respecting the principles of self-sacrifice and dedication as well as honesty and integrity among athletes provides an important platform for a healthy and fair competition. This

approach fosters trust and mutual respect between athletes and other members of the sports community. Athletes' motivation towards social and cultural standards, as well as compliance with these standards in sports, can foster positive behaviours and attitudes in society, which will not only help improve athletes' performance, but will also have a positive effect on the image of tennis in Iraq. In-service courses and attention to the educational needs of athletes and coaches are evidence of the power of continuous learning and professional development. It also helps the athletes to improve their ethical skills and get to know the new components and complexities of modern tennis competitions. On the other hand, using professors specializing in ethical matters and training athletes and coaches about professional ethics can help create an ethical environment in the sports community. Organizational values and their continuous monitoring and evaluation play an important role in ensuring that sports processes are not only implemented effectively, but also conducted in an ethical manner. Ethical orientation of managers can also help to hold them accountable to stakeholders and prevent displacement of cultural values. This will help to preserve the sports cultural identity and strengthen the heritage of tennis. Creating appropriate cultural platforms in education and maintaining moral rights in sports processes not only guarantees justice and honesty in the sports environment, but also serves as a foundation for innovation and continuous improvement. In this regard, Fransen et al. (2020) state that groups with professional culture show more teamwork, higher flexibility, increased satisfaction of athletes with the performance of the group and the ability to reduce burnout of athletes. These findings from the research of the structural model of the professional culture of tennis in Iraq significantly show that professional ethics have a strong influence on cultural values, psychological culture and media culture. These results can help researchers, sports associations and decision makers in the field of sports to adopt the best strategies and policies to develop an effective professional culture in Iraqi tennis. These analyses can help to improve the environment and professional culture in this field and can also provide benefits for the professional development and responsibility of athletes and members of sports teams. According to the statistical findings, the two variables of media culture and psychological culture significantly play an important role in determining the relationship between professional ethics and professional responsibility. In other words, this finding shows that media culture can act as a mediating factor (middle role) in determining the level of professional ethics and professional responsibility. Similarly, psychological culture can also play a mediating role in the relationship between professional ethics and cultural values. These findings may show that media culture and psychological culture play a vital role in shaping individual and social views and values and can be influential in the evolution of ethics and professional responsibility. According to the analysis presented and the findings obtained, the following practical suggestions can be made for further study and research in this field: First, offering real and online training courses can help individuals and professionals learn more about the relationship between media culture, psychological culture, and professional ethics. Secondly, the use of diverse educational content, including library materials, videos and online courses, can increase people's awareness of the

relationship between media culture and psychological culture with professional ethics and professional responsibility. Thirdly, holding conferences and seminars for activists and researchers in the field of media, psychology and professional ethics can create a good space for discussion and exchange of ideas about cross-cultural influences. Fourth, the use of new technologies to promote knowledge, such as virtual spaces for holding workshops and group studies, can help in the transfer of new knowledge and research. And finally, publishing articles, videos, or podcasts with scholarly content on the relationship between media culture, psychological culture, and professional ethics can increase public awareness and strengthen public participation in this area.

The findings showed that media culture is effective on professional responsibility to the extent of 0.398. Hamza et al. (2023) concluded that the use of media by the trustees of sports clubs, coaches, managers and athletes leads to the development of cultural indicators of professional sports clubs. Nazari et al. (2022) studied the future strategy of professional sports clubs. The most important strategic factors of the club are the development of media awareness. Therefore, sports and media officials should be aware of the important role of sports, especially public and recreational sports, in creating the atmosphere of health and general vitality of the society, and by forming a media committee in the Federation of Public Sports, they should help the cultural development of this sport, and media officials should also time and place They have prepared the information required for public sports in the eyes of different members of the society and in this regard, they should play their role properly. The investigated findings show the importance of media culture and media literacy training among sports activists, especially tennis. Awareness and skill in the use of media allow access to accurate information, critical analysis, and purposeful consumption of media content. These skills are very important for athletes, coaches, and sports managers because they affect their professional performance. First, athletes' awareness of media consumption helps them to more carefully follow the sports content provided by the media. This issue allows them to be informed about what is happening in the field of national and international sports and use up-to-date knowledge to improve in their professional field. Coaches' awareness of the amount of media consumption and having skills in optimal media consumption will help them to identify new sports tactics and strategies and integrate them into the training plans of athletes. In addition, by teaching the critical way of media consumption, sports managers can become aware of the desires and needs of the audience and guide the sports media in a way that is aligned with the desired organizational and moral values. Valuing and examining ethical values in sports media also plays an important role in maintaining ethical principles and strengthening professional behavior. This work makes ethical principles to be emphasized in sports media content and gradually become a part of the sports culture of the society. It is necessary to hold media literacy training courses in the field of sports so that all stakeholders can use the full potential of the media for the development of professional culture. These courses help athletes, coaches, and managers acquire the skills and abilities necessary to use media effectively. Finally, forming educational working groups and studying the experiences of leading countries

in the field of media literacy can serve as a support and a platform for exchanging knowledge and sharing best practices.

According to the findings, psychological culture is effective on cultural values by 0.773. Mental and physical health and well-being, physical safety, psychological safety and self-determination are key people-related factors that contribute to high-performance sport cultures. Although a set of interacting factors may affect elite sports performance, there is growing evidence that sports organizations need to be more targeted and comprehensive in their planning in order to achieve success at the highest level (Chelladurai, 2014). Psychological culture can have a significant impact on cultural values in the field of sports. Sports psychology, as a specialized press, studies the behaviour of athletes and the psychological factors affecting their performance. This knowledge can be useful in identifying the behaviour patterns of athletes according to their cultural and value contexts. In addition, the application of psychological knowledge in the design of suitable educational interventions for athletes can be effective in transferring and institutionalizing desirable cultural values in sports. In sum, a rich and developed psychological culture, both as a diagnostic tool and as an intervention strategy, can play an important role in consolidating and expanding cultural values in sports. These findings are in line with the results of (Gutović et al., 2020). It is also possible to achieve the goals of professional culture through mental imagery. Participatory leadership in sports can create a positive self-image and respect for others (Abdelmajeed, 2022). Since the findings show that psychological culture has an impact on cultural values, especially in the field of mental and physical health and factors related to well-being and safety, it is recommended that sports organizations and coaches look more purposefully and comprehensively at their planning and strategies. Also, the role of participatory leadership in the sports process on attracting and inspiring can create a positive self-image and respect for others. These transfers from a practical aspect to improve the environment and professional culture in the sports field can help achieve higher performance and success at a higher level. These results are consistent with recent findings from similar studies and show that mental imagery and collaborative leadership can help achieve the goals of professional culture in the field of sports.

According to the findings, cultural values are effective on professional responsibility to the extent of 0.219. Culture, which includes all the values transmitted from the past to the present, also includes sports. Sports culture has the basic characteristics of sports. It also has cultural characteristics (Dilnoza, 2023). Cultural patterns that are found in people's daily behaviour and actions are transferred to their behaviour and actions in organizations. The relationship between the culture and the leadership style presented in the organization is one of the most important relationships studied in the scientific literature, because the leadership style is related to other elements of an organization. According to Meng et al. (2011), leadership itself represents a complex and multidimensional process. Solaja (2015) stated that it is a process in which an individual influences a group to achieve the organization's goals. With the arrival of a new leader or with the change of leadership style in an organization, all elements of an organization (such as strategy, structure and management) undergo changes. These

changes affect the change of behaviour as well as values, i.e. the change of the organizational culture of the organization.

According to the presented findings, sports culture, as an important part of public culture, has a significant effect on professional responsibility. Also, the cultural patterns that are observed in the behaviour and ways of acting of people, also influence their behaviour and actions in organizations. This shows that the relationship between culture and leadership style is one of the most important issues in scientific studies, because leadership style affects all elements of an organization and can strongly influence organizational culture. In this regard, changes in leadership style or the arrival of a new leader can cause extensive changes in the organization, which not only affect behaviour and values, but also organizational culture. In other words, the relationship between leadership and culture is an interactive process that creates an organizational structure with its own beliefs, behaviours and values. Therefore, the effects of leadership more than leadership culture on the overall culture of the organization may well show how the leader can shape the organizational culture with his motivations and values and contribute to shaping the future of the organization.

In line with educational standards, it is imperative to introduce specialized in-service courses designed specifically for athletes and coaches. These courses should be led by proficient instructors with expertise in ethical principles, aimed at cultivating a robust professional culture effectively.

Aligned with cultural benchmarks, there is a pressing need to establish conducive cultural environments within tennis sports education. This can be achieved through rigorous organizational oversight and evaluation processes, ensuring adherence to ethical standards throughout sports operations and safeguarding against the erosion of cultural values.

Diversified educational programs on media consumption from various sources are strongly recommended to equip individuals with critical media literacy skills, particularly in the domain of sports media.

Moreover, promoting media literacy through dedicated courses in sports media is advocated to enhance individuals' efficacy in media consumption. By discerning the audience's preferences in tennis media consumption, tailored professional programs can be developed to effectively cater to these preferences.

A pivotal recommendation of this research lies in fostering a participatory culture within tennis sports. Therefore, fostering positive interaction between the ethics committee and sports education, alongside increasing civil engagement in sports discourse, will facilitate the creation and dissemination of sports creativity.

Additionally, it is essential to reinforce ethical values through tennis coaches, emphasizing principles such as justice, transparency, and support through educational initiatives targeting athletes. Teaching values such as respect, equality, and commitment from managers to athletes will further instill a sense of moral integrity among players, coaches, and team managers in tennis groups.

Disclosure statement

The authors declare no potential conflicts of interest.

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