



Analysis of Professional Culture Model in the Tennis Industry with Mediating Role of Psychological Culture and Media Culture

Jassim Mohammad Hamoud¹, Fatemeh Abdavi^{2*}, Mohammad Rasoul Khodadadi², Majid Khalil Khamis³

¹ PhD Student of Sport Management, Department of Sport Management, University of Tabriz, Tabriz, Iran.

² Associate Professor of Sport Management, Department of Sport Management, Faculty of Physical Education and Sport Sciences, University of Tabriz, Tabriz, Iran.

³ Assistant Professor of Sport Management, Department of Sport Management, University of Iraq, Iraq.

ABSTRACT

Purpose: This research aimed to Analyze the professional culture model in the tennis industry with the mediating role of psychological culture and media culture.

Methodology: 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 were selected as a sample. Over 400 questionnaires were distributed for assurance, and 393 questionnaires were correctly analyzed after return. The research tool included a researcher-made questionnaire. Eight Sports management specialists checked the face and content validity of the questionnaire, and its reliability was confirmed using Cronbach's alpha method (0.90). The software used in data analysis was PLS.

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

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

Keywords

Tennis Industry
Media Culture
Professional Ethics
Professional Responsibility

Article type

Original Article

Received: 2023/12/26

Accepted: 2024/04/04

How to cite this article:

Mohamad Hamod, J., Abdavi, F., Khodadaadi, M. R., & Khalil Khamis, M. (2024). Analysis of Professional Culture Model in the Tennis Industry with Mediating Role of Psychological Culture and Media Culture. *Sports Business Journal*, 4(2), 101-117. <https://doi.org/10.22051/sbj.2024.45991.1133>



1. Introduction

The sports industry is a new driving force for national economic growth. Providing sports products for society also improves physical activity, strengthens the national spirit, achieves social progress, and increases international influence (Lu, 2021; Nazari et al., 2022). As an emerging industry, sports play a vital role in social and economic development and significantly impact citizens' welfare (Li et al., 2022). Countries strive to improve their position in the world sports rankings and 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 essential because it improves the culture and structure of national and regional sports. Focusing on professionalism leads to developing sports programs and strategies to improve the country's sports quality and success (Clausen et al., 2018).

Professional sports are usually associated with higher competition and economic justification, leading 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 to show their abilities and values. To develop the sport (Pashaie & Sotiriadou, 2023), it is essential to invest in and support professional sports (Walker & Enz, 2006). Also, using appropriate knowledge and techniques in managing 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 in becoming professionals helps athletes progress in different professional stages of their careers. It can improve their performance and presence in sports competition scenes (Kenny, 2015). Developing athletes and improving the sports environment require an adaptable culture that accepts changes to achieve professional goals. Resetting goals and delineating behaviors and performance patterns compatible with high 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, helps members realize their potential and can influence overall performance and achieve better results in competitions (Balogh, 2015).

The role of culture in supporting sports events is essential 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 indirectly influence performance and outcomes (Cruickshank & Collins, 2012). According to the study, sports culture is related to achieving sustainability in sports success. A strong culture promotes positive values such as perseverance, discipline, collaboration, and excellence, which can gradually contribute to increased performance. Organizational culture significantly impacts an athlete's ability to prepare for and perform at significant international games (Fletcher & Wagstaff, 2009).

Culture in sports refers to a set of inclusive values, beliefs, attitudes, procedures, behavioral standards, and moral and physical characteristics. This culture originates from solid and stable rules, customs, and systems. Sports culture, while an essential part of and an indicator of distinct cultural subgroups in society, has a special place in the heart of human culture. Therefore, sport is a cultural system that 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 sports organizations to improve their sports culture to achieve improved performance outcomes. Although interacting factors may influence elite sports performance, there is growing evidence that sports organizations need to be more targeted and comprehensive in their planning 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 directly impact the performance of teams and their members, leading to improved financial and economic results for the sports industry. In addition, a suitable organizational culture in sports can help increase teamwork and flexibility among athletes, thus 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 factor for the club is the development of media awareness. Kiani and Rezvandi (2021) showed a positive and significant relationship between the primary roles of mass media (information, social participation, education, and culture) and the cultural development of popular and professional sports in the country. Nazari et al. (2022) 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 develop 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 on developing and managing professional culture and sports strategies in emerging countries is fundamental. This research can help decision-makers and policymakers adopt the best strategies and policies for developing professional culture and economic in the sports industry in emerging countries. In general, developing professional culture and strategic planning can help achieve sustainable and long-term success in the sports industry and improve performance and economic results. Based on previous research, there is a scientific vacuum in the field of professional culture in sports. The existing studies have often been conducted in isolation and have not considered 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 professional sports and improve athletes' managerial and psychological abilities (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 competencies and professional culture in different fields, more empirical research about professional culture in tennis sports development programs still needs to be done. This research aims to analyze 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.

As a global sport, tennis 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 enhances the sports ecosystem, promotes tennis participation, and potentially discovers and nurtures 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. Tennis clubs, associations, and federation administrators 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 support athletes in navigating the complexities of professional tennis. Researchers, scholars, and students in sports management, cultural studies, psychology, and media studies can utilize the research findings to expand their knowledge base, conduct further studies, and contribute to the 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 essential 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 needs to be more financial and spiritual support. The lack of infrastructure, facilities, and equipment, as well as the lack of long-term strategic planning, have caused severe limitations in developing this sport in Iraq. Similarly, despite the high potential of Iraqi youth in this field, the existing talents and capacities still need to be fully identified, adequately 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 development planning to eliminate the significant challenges and obstacles facing the development of this sport. For this reason, this research was started to investigate the structural model of the professional tennis culture in Iraq to help improve and develop this field.

2. Methodology

The current research was applied in terms of purpose and descriptive correlation in 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. The statistical population of this research included all tennis coaches and athletes, and based on Cochran's formula, 385 were selected as a sample. More than 400 questionnaires were distributed for assurance, and 393 questionnaires were correctly analyzed 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 were optimal, so the tool used was suitable for validity. The measuring and structural models comprise the basic structure of SEM.

Examining 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 Cronbach's alpha values for the research variables reached optimal

levels, affirming the instrument's sound validity. Furthermore, the questionnaire underwent meticulous scrutiny through first- and second-order confirmatory factor analyses, employing PLS software to assess the research model thoroughly.

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 assumes normality and parametric statistics tests can be used. Due to the novelty of the research model, the partial least squares approach and SMART PLS3 software have been used in this research. 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 first-order confirmatory factor analysis results 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 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 those variables 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	0.802	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.

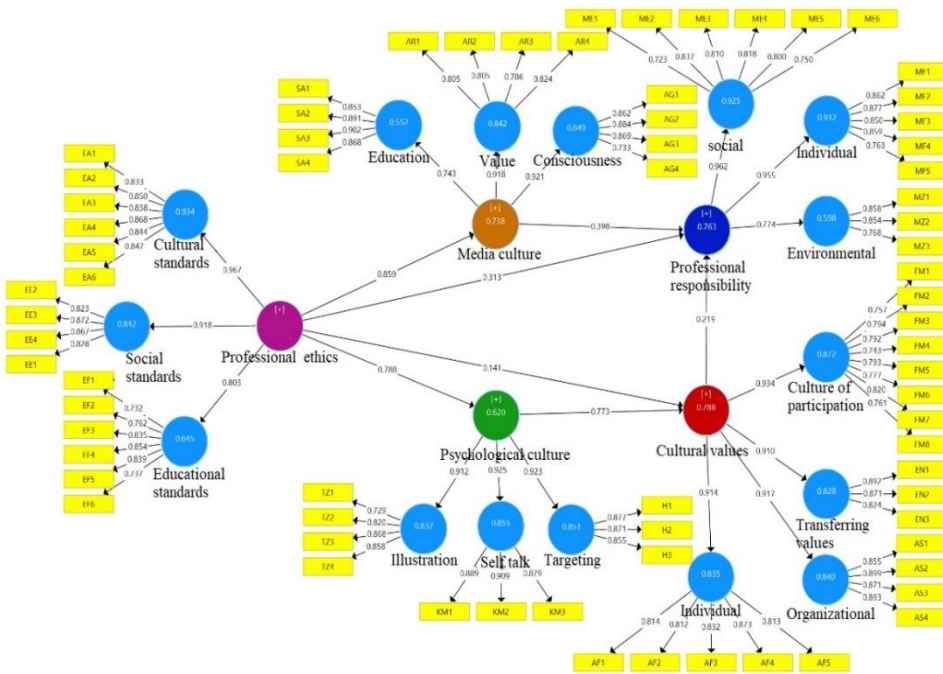


Figure 1. The final research model is in the path coefficient and factor loadings mode.

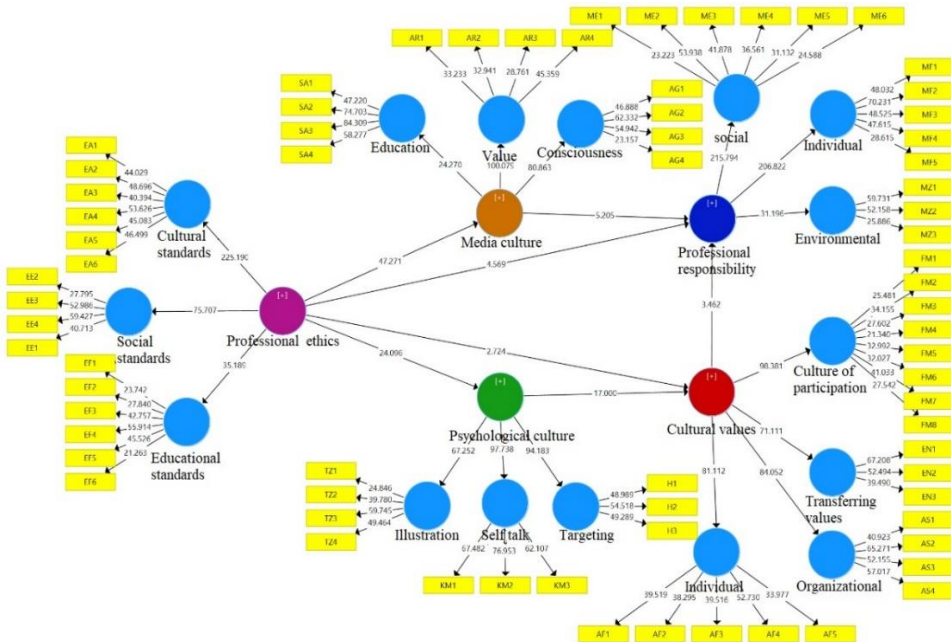


Figure 2. The final research model is in the mode of significant values.

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 number of t-statistics. Suppose the value of these numbers exceeds 1.96. In that case, 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 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 the 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 are confirmed in the present research. 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	Confirmation
Professional ethics	Psychological culture	Cultural values	0.609	437/16	Confirmation

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	
Psychological culture	0.357	0.620	.099
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 substantial range for all components (more than 0.35). Also, the R^2 values for all components are in the medium to solid range, and the SRMR value is less than 0.1, indicating the tested model's appropriate quality.

4. Discussion and conclusion

This research was conducted to analyze the structural model of the tennis industry's professional culture. The findings showed that professional ethics are practical in terms of cultural values (0.141), psychological culture (0.788), and media culture (0.859). Also, professional ethics is practical in terms of professional responsibility, according to 0.313. Different researchers have examined various 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 primary indicator of affection and appreciation in sports and can serve as a role model for young athletes. This principle will not only promote a positive atmosphere among athletes but will also transfer 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 essential platform for a healthy and fair competition. This approach fosters trust and respect between athletes and other sports community members. Athletes' motivation towards social and cultural standards and compliance with these standards in sports can encourage positive behaviors and attitudes in society, which will not only help improve athletes' performance but will also positively affect 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 improve their ethical skills and learn 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 continuous monitoring and evaluation are essential in ensuring that sports processes are implemented effectively and ethically. Managers' moral orientation can also hold them accountable to stakeholders and prevent the displacement of cultural values. This will help preserve sports' cultural identity and strengthen the tennis heritage. Creating appropriate cultural platforms in education and maintaining moral rights in sports processes guarantees justice and honesty in the sports environment and serves as a foundation for innovation and continuous improvement. In this regard, [Fransen et al. \(2020\)](#) state that groups with a professional culture show more teamwork, higher flexibility, increased satisfaction of athletes with the group's performance, and the ability to reduce burnout. These findings from the research on the structural model of the professional culture of tennis in Iraq significantly show that professional ethics strongly influence cultural values, psychological culture, and media

culture. These results can help researchers, sports associations, and decision-makers adopt the best strategies and policies to develop an influential professional culture in Iraqi tennis. These analyses can help improve the environment and professional culture in this field. They 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 essential role in determining the relationship between professional ethics and professional responsibility. In other words, this finding shows that media culture can mediate (play a middle role) in assessing professional ethics and professional responsibility. Similarly, psychological culture can also mediate 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 influence the evolution of ethics and professional responsibility. According to the analysis and the findings, the following practical suggestions can be made for further study and research in this field: First, offering natural and online training courses can help individuals and professionals learn more about the relationship between media culture, psychological culture, and professional ethics. Secondly, diverse educational content, including library materials, videos, and online courses, can increase 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 media, psychology, and professional ethics can create a good space for discussing and exchanging ideas about cross-cultural influences. Fourth, using new technologies to promote knowledge, such as virtual spaces for holding workshops and group studies, can help transfer new knowledge and research. 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 influential in 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 factor of the club is the development of media awareness. Therefore, sports and media officials should be aware of the critical role of sports, especially public and recreational sports, in creating the atmosphere of health and general vitality of society, media officials should also consider time and place They have prepared the information required for public sports in the eyes of different members of society and this regard, they should play their role correctly. The investigated findings show the importance of media culture and media literacy training among sports activists, especially tennis. Awareness and skill in media use allow access to accurate information, critical analysis, and purposeful consumption of media content. These skills are essential for athletes, coaches, and sports managers because they affect their professional performance. First, athletes' awareness of media consumption helps them to follow the sports content provided by the media more carefully. They can use the most recent information to advance their professional field and learn about the latest

developments in the national and international sports arena. Coaches can find new sports tactics and strategies and incorporate them into athletes' training plans by being aware of how much media athletes consume and being skilled at doing so. Sports managers can also become aware of the needs and wants of the audience and steer the sports media in a direction consistent with the intended organizational and moral values by teaching students how to consume media critically. Maintaining ethical principles and bolstering professional behavior heavily depend on appraising and analyzing ethical values in sports media. This work emphasizes moral standards in sports media content and progressively assimilates into society's sports culture. Sports media literacy training programs are imperative for all parties to fully benefit from the media's ability to cultivate a professional culture. These courses help athletes, coaches, and managers gain the information and skills to use the media effectively. Lastly, creating working groups for education and researching the media literacy experiences of the world's top nations can help and a forum to exchange best practices and knowledge.

According to the findings, psychological culture effectively influences cultural values by 0.773. Mental and physical health and well-being, physical safety, psychological safety, and self-determination are vital people-related factors that contribute to high-performance sports cultures. Although interacting factors may affect elite sports performance, there is growing evidence that sports organizations need to be more targeted and comprehensive in their planning to achieve success at the highest level of the Field (Chelladurai, 2014). Psychological culture can have a significant impact on cultural values in the field of sports. Sports psychology, as a specialized field, studies the behavior of athletes and the psychological factors affecting their performance. This knowledge can help identify the behavior patterns of athletes according to their cultural and value contexts. In addition, applying psychological knowledge in designing suitable educational interventions for athletes can effectively transfer and institutionalize desirable cultural values in sports. In sum, a rich and developed psychological culture, both as a diagnostic tool and an intervention strategy, can play an essential role in consolidating and expanding cultural values in sports. These findings align 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 impacts cultural values, especially in 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, participatory leadership's role in attracting and inspiring sports 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 sports.

According to the findings, cultural values are effective in 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 essential characteristics of sports.

It also has cultural characteristics (Dilnoza, 2023). Cultural patterns in people's daily behavior and actions are transferred to their behavior and actions in organizations. The relationship between the culture and the leadership style presented in the organization is one of the most critical relationships studied in the scientific literature because the leadership style is related to other elements of an organization. Meng et al. (2011) state that leadership 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 the change of leadership style in an organization, all elements (such as strategy, structure, and management) change. These changes affect the change of behavior and values, i.e., the change of the organizational culture.

According to the presented findings, sports culture, as an essential part of public culture, significantly affects professional responsibility. Also, the cultural patterns observed in people's behavior and ways of acting influence their behavior and actions in organizations. This shows that the relationship between culture and leadership style is one of the most critical 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, affecting not only behavior 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 beliefs, behaviors, and values. Therefore, the effects of leadership more than leadership culture on the organization's overall culture show how the leader can shape the organizational culture with his motivations and values and contribute to shaping the organization's future.

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 and aim to cultivate a robust professional culture effectively.

Aligned with cultural benchmarks, a pressing need exists 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 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 is to foster 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 instill a sense of moral integrity among tennis players, coaches, and team managers.

Disclosure statement and funding

The authors declare no potential conflicts of interest. The present study received no financial support from any organization or institution.

Acknowledgment

We would like to give special thanks to all the participants in this study.

References

- Abdavi, F., Fateh, H., & Pashaie, S. (2018). The Effects of Denison's Model of Organizational Culture on Customer Relationship Management (CRM): Case Study of Ministry of Sports and Youth in Iran. *International Journal of Management, Accounting & Economics*, 5(6), 461-472. https://www.ijmae.com/article_114792.html
- Abdavi, F., Pashaie, S., & Azarin, Y. B. (2016). The impact of knowledge management factors on improving the performance of success of sports customer relationship management. *Journal of Novel Applied Sciences*, 5(3), 86-91. <https://www.semanticscholar.org/paper/The-impact-of-knowledge-management-factors-on-the-Abdavi-Pashaie/baa7c1adc11c658724db2c26a9267a109f88ec65>
- Abdelmajeed, T. (2022). *The relationship between management by objectives and participative leadership among members of sports federations in Palestine*. [An-Najah National University]. <https://repository.najah.edu/items/041ce884-b446-4fed-ab27-3042f46cb0fb>
- Balogh, L. (2015). *Sport - Culture - Sports Culture*. <https://doi.org/10.13140/RG.2.1.3637.5120>
- Bennett, K. J., Vaeyens, R., & Fransen, J. (2019). Creating a framework for talent identification and development in emerging football nations. *Science and Medicine in Football*, 3(1), 36-42. <https://doi.org/10.1080/24733938.2018.1489141>
- Cairns, J., Jennett, N., & Sloane, P. J. (1986). The economics of professional team sports: A survey of theory and evidence. *Journal of Economic Studies*, 13(1), 3-80. <https://doi.org/10.1108/eb002618>
- Chelladurai, P. (2014). *Managing Organizations for Sport and Physical Activity: A Systems Perspective*. Taylor & Francis. <https://books.google.com/books?id=dTorDwAAQBAJ>
- Clausen, J., Bayle, E., Giauque, D., Ruoranen, K., Lang, G., Nagel, S., Klenk, C., & Schlesinger, T. (2018). Drivers of and barriers to professionalization in international sport federations. *Journal of Global Sport Management*, 3(1), 37-60. <https://doi.org/10.1080/24704067.2017.1411165>
- Cotterill, S. T., Loughead, T. M., & Fransen, K. (2022). Athlete leadership development within teams: Current understanding and future directions. *Frontiers in Psychology*, 13, 820745. <https://doi.org/10.3389/fpsyg.2022.820745>
- Cruickshank, A., & Collins, D. (2012). Culture change in elite sport performance teams: Examining and advancing effectiveness in the new era. *Journal of Applied Sport Psychology*, 24(3), 338-355. <https://doi.org/10.1080/10413200.2011.650819>
- Dilnoza, Y. (2023). Sports, culture and society. *American Journal of Social Sciences And Humanity Research*, 3(11), 152-163. <https://doi.org/10.37547/ajsshr/Volume03Issue11-17>

- Fletcher, D., & Wagstaff, C. R. (2009). Organizational psychology in elite sport: Its emergence, application and future. *Psychology of Sport and Exercise*, 10(4), 427-434. <https://doi.org/10.1016/j.psychsport.2009.03.009>
- Fransen, K., McEwan, D., & Sarkar, M. (2020). The impact of identity leadership on team functioning and well-being in team sport: Is psychological safety the missing link? *Psychology of Sport and Exercise*, 51, 101763. <https://doi.org/10.1016/j.psychsport.2020.101763>
- Frentz, D. M., McHugh, T.-L. F., & Mosewich, A. D. (2020). Athletes' Experiences of Shifting From Self-Critical to Self-Compassionate Approaches Within High-Performance Sport. *Journal of Applied Sport Psychology*, 32(6), 565-584. <https://doi.org/10.1080/10413200.2019.1608332>
- Gutović, T., Relja, R., & Popović, T. (2020). The constitution of profession in a sociological sense: An example of sports management. *Economics & Sociology*, 13(4), 139-153. <https://doi.org/10.14254/2071-789X.2020>
- Hamza, M., Henry, H., Ghafouri, F., & Shabani Bahar, G. (2023). Analysis of the role of media in the development of cultural indicators of professional sports clubs in Iran. *Communication Management in Sports Media, Online publication*, -. <https://doi.org/10.30473/jsm.2023.66268.1700>
- Henriksen, K. (2015). Developing a high-performance culture: A sport psychology intervention from an ecological perspective in elite orienteering. *Journal of Sport Psychology in Action*, 6(3), 141-153. <https://doi.org/10.1080/21520704.2015.1084961>
- Jarvie, G., Thornton, J., & Mackie, H. (2013). *Sport, culture and society: an introduction*. Routledge. <https://doi.org/10.4324/9780203883808>
- Kenny, B. (2015). Meeting the entrepreneurial learning needs of professional athletes in career transition. *International journal of entrepreneurial behavior & research*, 21(2), 175-196. <https://doi.org/10.1108/IJEBr-07-2013-0113>
- Kiani, M. S., & Rezvandi, A. (2021). Examining the relationship between the media and the mass communication in the prosperity of national and international sports events. *Journal of Humanities Insights*, 5, 19-24. <https://doi.org/10.22034/JHI.2021.294222.1029>
- Li, J., Huang, S., Min, S., & Bu, T. (2022). Modeling the driving factors of the value added in the Chinese sports industry: a ridge regression. *Sustainability*, 14(12), 7170. <https://doi.org/10.3390/su14127170>
- Lintumäki, P., Winner, H., Scheiber, S., Mederle, A., & Schnitzer, M. (2020). The economic impact of participant sports events: a case study for the winter world masters games 2020 in Tyrol, Austria. *Economies*, 8(4), 94. <https://doi.org/10.3390/economies8040094>
- Lu, H.-F. (2021). Enhancing university student employability through practical experiential learning in the sport industry: An industry-academia cooperation case from Taiwan. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 28, 100301. <https://doi.org/10.1016/j.jhlste.2021.100301>
- Meng, J., Berger, B. K., & Heyman, W. C. (2011). Measuring public relations leadership in the trait approach: A second-order factor model in the dimension of self-dynamics. *Public Relations Journal*, 5(1), 1-24. <https://www.semanticscholar.org/paper/Measuring-Excellent-Leadership-in-Public-Relations-Meng/e7fbc9ce00afae0ad230e325a7cda8b1917e9292>
- Mousavi, L., Kashaf, S. M., Khodadadi, M. R., & Khabiri, M. (2021). Designing the Self-leadership Model of Elite Athletes (Based on Grounded theory Approach). *Research on Educational Sport*, 8(21), 115-138. <https://doi.org/10.22089/res.2020.9143.1916>

- Nazari, R., Sohrabi, Z., & Moharamzadeh, M. (2022). The Future Strategy of the Professional Sports Clubs Case Study: Sepahan Club. *Sports Business Journal*, 2(1), 27-40. <https://doi.org/10.22051/SBJ.2022.40189.1029>
- Pashaie, S., & Sotiriadou, P. (2023). The Anticorruption Effects of Information and Communication Technology in Sport Organizations: The Role of Organizational Health Mediation and Organizational Transparency. *International Journal of Sport Communication*, 1(aop), 1-12. <https://doi.org/10.1123/ijsc.2023-0058>
- Solaja, O. M. (2015). Exploring the impact of employees' self-actualization on organizational performance in Nigerian investment company. *Sky Journal of Business Administration and Management*, 3(4), 25-31. https://www.semanticscholar.org/paper/Exploring-the-impact-of-employees%E2%80%99-on-performance-Solaja/d60db51e2ba0aad8a99e_446d2642ef59fafd664b
- Walker, S., & Enz, M. (2006). The impact of professional sports on the local economy. *Western New England Law Review*, 29, 149-163. <http://digitalcommons.law.wne.edu/lawreview/vol29/iss1/10>

تحلیل الگوی فرهنگ حرفه‌ای در صنعت تنیس با نقش میانجی فرهنگ روانشناختی و فرهنگ رسانه‌ای

جاسم محمد حمود^۱، فاطمه عبدوی^{۲*}، محمدرسول خدادادی^۲، ماجد خلیل خمیس^۳

^۱ دانشجوی دکتری مدیریت ورزشی، گروه مدیریت ورزشی، دانشگاه تبریز، تبریز، ایران.

^۲ دانشیار مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده تربیت بدنی و علوم ورزشی، دانشگاه تبریز، تبریز، ایران.

^۳ استادیار مدیریت ورزشی، گروه مدیریت ورزشی، دانشگاه عراق، عراق.

چکیده

هدف: هدف این پژوهش، تحلیل الگوی فرهنگ حرفه‌ای در صنعت تنیس با نقش میانجی فرهنگ روانشناختی و فرهنگ رسانه‌ای بود.

روش: این پژوهش از نظر هدف کاربردی و از نظر ماهیت توصیفی-همبستگی انجام شده است. جامعه آماری این پژوهش شامل کلیه مربیان و ورزشکاران تنیس کشور عراق بود که بر اساس فرمول کوکران تعداد ۳۸۵ نفر به عنوان نمونه انتخاب شدند. برای اطمینان بیشتر، بیش از ۴۰۰ پرسشنامه توزیع شد و ۳۹۳ پرسشنامه پس از بازگشت به درستی تجزیه و تحلیل شدند. ابزار تحقیق شامل پرسشنامه محقق ساخته بود. روایی صوری و محتوایی پرسشنامه توسط ۸ نفر از متخصصان مدیریت ورزشی بررسی شد و پایایی آن با استفاده از روش آلفای کرونباخ (۰/۹۰) تأیید شد. نرم‌افزار مورد استفاده در تجزیه و تحلیل داده‌ها PLS بود.

یافته‌ها: بر اساس یافته‌های به‌دست‌آمده، اخلاق حرفه‌ای به دلیل نقش واسطه‌ای فرهنگ روانشناختی و فرهنگ رسانه‌ای در ارتقای ارزش‌های فرهنگی و مسئولیت‌پذیری حرفه‌ای در صنعت ورزش تنیس مؤثر است.

اصالت و ابتکار مقاله: با توجه به یافته‌های این تحقیق پیشنهاد می‌شود در تمرینات تیمی و انفرادی تنیس به اخلاق حرفه‌ای و عناصر فرهنگ اخلاقی توجه بیشتری شود. همچنین می‌توان تمرین‌ها و برنامه‌های تمرینی مختلفی را برای تقویت ارزش‌های فرهنگی و مسئولیت حرفه‌ای در ورزش تنیس طراحی کرد. این تحقیق می‌تواند یکی از معدود مطالعات انجام شده در زمینه فرهنگ حرفه‌ای در صنعت تنیس باشد.

کلیدواژه

اخلاق حرفه‌ای

صنعت تنیس

فرهنگ رسانه‌ای

مسئولیت حرفه‌ای

نوع مقاله

پژوهشی اصیل

تاریخ دریافت: ۱۴۰۲/۱۰/۰۵

تاریخ پذیرش: ۱۴۰۳/۰۱/۱۶