



## RESEARCH ARTICLE

# Strategic Performance and Work Passion and their Relationship to Emotional Exhaustion Among Futsal Coaches

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## Abstract

This study aimed to identify strategic performance, passion for work, and their relationship to emotional exhaustion among futsal coaches, by preparing questionnaire forms to measure strategic performance, passion for work, and emotional exhaustion. The researcher used the descriptive approach using the correlational method, as it is the appropriate approach to the nature of this research, and the community is represented. For data conforming to a normal distribution, the independent samples test was used to analyze numerical comparisons between two different groups t-test. As a result, correlation coefficients between strategic performance and job passion in the research sample the t- value reached (160.2) below the significance level (0.05) was detected. Averages of correlation coefficients between strategic performance and emotional exhaustion in the research sample the t- value reached (2.160) below the significance level (0.05) was detected. The value of the correlation coefficient between strategic performance, work passion and emotional exhaustion in the research the t- value reached (2.160) below the significance level (0.05) was detected. In conclusion, the researcher recommended strengthening the role of Strategic performance and passion for work among futsal coaches.

## Keywords

Keywords: Strategy, Passion, Emotional Exhaustion, Coach

## INTRODUCTION

Starting with the strategic goals and work ethic, it is vital to look for modern and contemporary methods that are compatible with the scale of change and developments that sports institutions face, given the tremendous advancements in management and the changing environment in which they operate. However, developing a set of strategic performance indicators must be prioritized. which, by converting them into a collection of features that represent the performance necessary to be accomplished, conveys in a quantitative form the results and outcomes that must be produced in the short and long term and how they fulfill the objectives that the

institution intends to achieve (Al- Haddad, et al. ,2022).

A modern and efficient management approach and set of tools that help them acquire a competitive edge and hold onto it for as long as possible, as well as assist them in selecting, implementing, and assessing the strategies they use, are now required due to the growing level of competition among sports teams and among coaches. It goes further since it assists in developing the strategies of the coach, converting them into strategic goals and these goals into strategic measurements that accomplish strategy evaluation and follow-up. All in all, it is a management tool that integrates into an integrated strategic management system (Aziz & Al-Haddad ,2022).

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Therefore, we find that there is an urgent need for change in work methods and tools so that they can keep pace with the rapid development that is sweeping the world today. There is no doubt that change in work methods and tools necessitates the need for development in the administrative work system and the need to develop their performance, develop their skills, and develop their ideas and personal capabilities (Naji, 2022), and since the team coach is the top of the pyramid in the training system, he must have qualifications to be able to take the correct decisions and procedures to address errors, therefore, the greatest weight in managing and directing administrative work falls on the team members, to take the team to progress through good strategic performance, and it should improve dealing according to a studied process by issuing decisions on the ground that are compatible with the available capabilities, and in a way that leads to the proper use of these capabilities and their rationalization.

The passion for work is the main driver for every person who wants to succeed. The passionate person is more interested in pursuing his passion than he is concerned with the results. Likewise, the passionate person does not get bored or despair, even if it takes a long time to reach the goals. As it is said (everyone who is passionate about his work is successful, but not necessarily every successful person is passionate about his work), as he has become Searching for what makes people happy, satisfied, and engaged at work is the focus of many researchers and practitioners in the field of career counseling (Mariya & Gitima, 2020).

Love of work, passion for it, and mastery of it are among the basic requirements that guarantee success in any professional field, especially for coaches who are responsible for helping the team achieve victory, as the presence of passion and desire among coaches gives them a strong motivation to be creative in it and master it, which makes us consider that love of work is a... An inevitable path to achieving goals and achieving professional goals that would raise a person's value and achieve a distinctive social and professional status for him, and through it gain the respect of others, and allow him to be an effective element in society, and to be influential in the environment in which he lives, and a provider for him. There is no dependency on him (Radhi & Shaalan, 2021).

Emotional exhaustion is one of the basic forces that is affected by anxiety or is a result of

anxiety, and its most important causes are due to the monotony of daily behavior and the nature and monotony of work, and therefore that behavior and that monotony lead to exhaustion, and exhaustion is a waste of psychological energy as a result of life pressures, and Sideman believes Exhausted individuals often have energy, but their achievement is often less than this energy and their production is less than their capabilities (Al-Jubouri & Hussein, 2022).

Emotional exhaustion has been closely linked to psychological pressures, as it represents the highest levels of pressures that affect an individual's various relationships, including the individual's social relationships and interactions with his colleagues and friends, and extends to the family including it, as the phenomenon of emotional exhaustion accompanies the social, economic, educational, sports, and other areas of contemporary life. There is no field that is devoid of this phenomenon, but in varying forms. Workers in various humanitarian and productive professions fall under the influence of psychological fatigue due to the psychological and professional work pressures they are exposed to through their professional practice (Mariya & Gitima, 2020).

From the above, strategic performance is one of the most important administrative elements that sports institutions must rely on in their work. Striving for advancement, progress, and victory is something that imposes itself on the importance of strategic performance in developing the passion for work among coaches, reducing the level of emotional exhaustion in them, and reaching the best desired goals, and through what Previously, through the researcher's review of previous research and studies, they noticed that there is a scarcity of studies that dealt with strategic performance, passion for work, and emotional exhaustion as a tool for the efficiency of futsal coaches' performance. Hence, the researcher believes that it is necessary to shed light on such a problem as an attempt to identify the strengths of the strategy for sports institutions and their development, as well as to identify the shortcomings and work to remedy them.

## MATERIALS AND METHODS

### *Participant*

The researcher used the descriptive method using the correlational method, as it is the

appropriate method for the nature of this research. The research community consists of futsal coaches in Iraq registered in the Iraqi Futsal Federation, who number (100) coaches. This study followed ethical standards and received approval from the Mustansiriyah University Social Sciences Ethics Committee Commission with date number 13 January 2024. Participant provided informed consent, with the volunteer form covering research details, risks, benefits, confidentiality, and participant rights. The research strictly adhered to the ethical principles of the Declaration of Helsinki, prioritizing participant's rights and well-being in design, procedures, and confidentiality measures.

#### **Measures used in the research**

The researcher prepared measures of strategic performance, work passion, and emotional exhaustion, for the purpose of informing the experts about them and stating their opinion in terms of accepting the paragraphs or not, also if there are paragraphs that need to be modified, deleted, or added, and after confirming the appropriate paragraphs, which received an acceptance rate of more than 80% of the respondents. The opinions of experts and specialists, as the strategic performance scale in its final form consisted of (39) items, with five answer alternatives (strongly agree, agree, neutral, disagree, strongly disagree), and the highest score for the scale was (155) and the lowest score was (31).

As for the work passion scale in its final form, it consists of (30) items and has five answer alternatives (strongly agree, agree, neutral, disagree, strongly disagree). The highest score for the scale was (150) and the lowest score was (30).

The emotional exhaustion scale in its final form is (29) and has five answer alternatives (applies to me completely, applies to me often, applies to me sometimes, does not apply to me, does not apply to me at all). The highest score for the scale was (145) and the lowest score was (29).

To determine the items' discriminating potential, the researcher statistically examined the scaled items by obtaining the internal consistency coefficient. In order to do this, Pearson's basic correlation coefficient was utilized. Following their presentation to experts and specialists to ascertain the authenticity of the nominated items, which totaled (39.30) items, and following the collection of all paragraphs were found to be legitimate when the researcher employed the ( $K_i^2$ ) test to separate valid items from others. This is because the ( $K_i^2$ )

value that was determined for these locations was approved since it was less than the tabular value of (3.84) at a significance level of (0.05) and a degree of freedom of (1). About the stability of the test (the scale), all metrics elements provide proof of the scale's apparent validity (the test that delivers near results or the same results if performed more than once in comparable conditions). After a week, the test was repeated using the same measurements on the same sample under the same settings, with the researcher using the two scales to the statistical analysis sample with 25 trainers. Using the basic Pearson correlation coefficient, the researcher was able to determine the reliability coefficient for the assessment form. The result was 0.80, 0.88, and 0.85, which is a positive indicator of the measures' stability.

#### **Scientific foundations of standards**

##### **Reliability coefficient**

Utilizing the test and retest approach, reliability was determined. The exam was administered to a sample of twenty-five trainers by the researcher to make sure the measurements achieved a high degree of dependability. A week later, the identical sample and circumstances from the first test were used for the reapplication of the test. The data were then compared using a basic correlation coefficient calculation. The first and second tests to determine the reliability coefficient between them Table (1)

**Table 1.** Shows the calculation of the reliability coefficient for the measures (strategic performance, work passion, emotional exhaustion)

Statistical	Calculated value	Tabular value	Sig level
Strategic performance	0.80		
Work Passion	0.88	0.63	0.05
Emotional exhaustion	0.85		

It was shown through Table (1) that there is a high, statistically significant correlation between the first and second tests of the measures (strategic performance, passion for work, emotional exhaustion) among the research sample, as the value of the reliability coefficient reached (0.80) (0.88) (0.85), respectively, and they are It is greater than the tabular value of (0.63) at a significance level of (0.05) and a degree of freedom (22).

### Validity coefficient

The validity of each of the scales was verified by establishing content validity by presenting the scales (strategic performance, passion for work, and emotional exhaustion) to a group of experts and specialists in the field of management and organization science and sports psychology, and after reviewing the experts' answers to the scales' items and their suitability. For the research sample and the Iraqi environment, it was found that there

was complete agreement (100%) on all items. On this basis, the validity of the test was confirmed and the standards were adopted in the research.

### Objectivity

For the purpose of extracting the objectivity of the standards, the researcher applied the tests to the same statistical analysis sample, which consisted of (25) members. The researcher appointed (arbitrators) to mark the results of the two tests, as shown in Table (2).

**Table 2.** Shows an objective calculation of the measures (strategic performance, passion for work, emotional exhaustion)

Statistical	Calculated value	Tabular value	Sig level
Strategic performance	0.85		
Work Passion	0.89	0.63	0.05
Emotional exhaustion	0.86		

Through Table (2), it is clear to us that the values of the correlation coefficients for each of the measures (strategic performance, work passion, and emotional exhaustion), which amount to (0.85) (0.89) (0.86), respectively, are statistically significant and are greater than the tabulated value of (0.63). ) at a significance level of (0.05) and a degree of freedom (22).

### Statistical methods

The data were statistically analyzed using SPSS 20.0 (Statistical Package for the Social Sciences, Version 22.0, SPSS Inc., Chicago, IL, USA). The choice between parametric and non-

parametric tests was based on the evaluation of the normal distribution using the Shapiro-Wilk test. Depending on the distribution of the data, the numerical variables were expressed either as mean  $\pm$  standard deviation or as median (range from minimum to maximum). For data conforming to a normal distribution, the independent samples test was used to analyze numerical comparisons between two different groups t-test. The significance level was set at  $p < 0.05$  for all tests.

## RESULTS

**Table 3.** Shows the arithmetic means, standard deviations, and contortion coefficient for the scale of strategic performance, work passion, and emotional exhaustion among the research sample.

Statistical	X	SD	Skew ness	Distribution
Strategic performance	130.45	6.433	0.617	Equinoctial
Work Passion	129.4	9.249	-0.194	Equinoctial
Emotional exhaustion	73.1	5.853	0.051	Equinoctial

Mean (X), Std. Deviation (SD)

It is clear from Table (3) that the values of the skewness coefficient for the standards ranged between (0 - 0.937), which is less than  $\pm 1$ , and this

indicates the moderate distribution of the sample in these variables.

**Table 4.** shows the arithmetic means, standard deviations, and values of correlation coefficients between strategic performance and work passion among the research sample.

Strategic performance		Work Passion		Calculated correlation coefficient (R) value	t value	Sig type
X	SD	X	SD			
130.455	6.433	129.4	9.249	0.777	4.451	Sig

Mean (X), Std. Deviation (SD)

The tabular (t) value reached (160.2) below the significance level (0.05).

**Table 5.** Shows the values of the means, standard deviations, and values of the correlation coefficients between strategic performance and emotional exhaustion among the research sample

Strategic performance		Emotional exhaustion		Calculated correlation coefficient (R) value	t value	Sig type
X	SD	X	SD			
Statistical		Calculated correlation coefficient (R) value		Tabular value	Sig level	
Strategic performance		751.0		104.4	Sig	

The tabular (t) value reached (2.160) below the significance level (0.05).

## DISCUSSION

It is clear from Table (4) that this indicates the existence of a statistically significant correlation between strategic performance and work passion. The researcher attributes this to the fact that futsal coaches have good strategic performance in the process of evaluating ideas that seek to develop the training process through work procedures and systems. Maintaining good relations between the administrative body, which is based on the principle of cooperation and integration in completing tasks through the influence and individual considerations that they have to perform tasks and duties without supervision. They are also characterized by sufficient skill and ability to adapt to changes and developments (Fahd, 2023). This indicates that they bear responsibility and work to achieve their goals despite adherence to the federations system, and they bear the pressures and risks in order to advance the team and its development. This indicates that their policies and procedures are fairly clear, and they have a clear commitment to them, and this in turn leads to the completion of the tasks assigned to them and helps in achieving Achieving the passion for work that contributes to achieving the goals of sports clubs. The researcher believes that the role of strategic performance and passion for work leads to the responsibility of head coaches in achieving the goals of sports teams and working on their advancement and emphasizing their data (Fahd, 2024). The higher the strategic performance, the greater the passion for work they have. This result can be interpreted according to what was stated in the theory of the dual model of passion by Florinda et al., 2003. The passion for work is a state of

130.455	6.433	1.73	853.5	758.0	191.4	Sig
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Mean (X), Std. Deviation (SD)

The tabular (t) value reached (2.160) below the significance level (0.05).

**Table 6.** Shows the value of the correlation coefficient between strategic performance, work passion, and emotional exhaustion among the research sample

continuous desire that depends on cognitive and emotional evaluations of the work, so here the research sample has a high level of passion for work (Ali & Malih, 2022).

That is, it gives high-level evaluations, not their work, and this depends on their performance of their job or work, as it is an important goal obtained after long suffering, especially in our society, as there are great difficulties facing coaches in obtaining an opportunity after waiting that may reach many years, so it consists They have a high-level desire for their work and then a feeling of passion towards their work and jobs, and they consider training the way through which they advance their lives. Through its financial returns, the individual can meet his needs in life and have a family and make him able to meet its requirements, and then he feels satisfied and passionate about working for training and proving their worth. Achieving achievement and victory for sports teams and taking first places in tournaments (Fahd, 2024).

It is clear from Table (5) that this indicates the existence of a statistically significant correlation between the role of strategic performance and emotional exhaustion. The researcher believes that it is difficult to reduce emotional exhaustion without the presence of strategic performance. We note that coaches have emotional exhaustion to a low degree, and this result differs from what was stated below. In the results of the study (Fahd, 2023) and the study (Naji, 2022).

This result can be interpreted according to what was stated in Hobfel's (Mariya & Gitima 2020) theory, which emphasized that a person reaches a state of emotional exhaustion when he feels that he has lost or is threatened with losing or losing all his resources, and that trainers, specifically in Iraqi society, despite the pressures and challenges In the work environment, however, paying attention to the human and emotional side and giving it priority at work is important because we are an Islamic society that deals with people as human beings before anything else (Al-Jubouri, &

Hussein, 2022), as coaches take care of the team members, including the players and the administrative and technical staff, when they face a problem such as losing a loved one or being exposed to health problems or circumstances, poor social or psychological well-being they take this into consideration by tolerating his repeated request for leave or the decline in his performance, which gives us an explanation for the fact that trainers in our society have not exhausted all their energies and emotional resources from all aspects, whether at work, home (Abdul, & Hrebid, 2023), or society, as the emotionally exhausted person “reaches a stage of exhaustion.” The energies are exhausted and no longer able to provide more. Thus, cases of emotional exhaustion can be dealt with proactively by working according to performance strategies designed to reduce team loss and confront problems by teaching emotionally exhausted individuals to reframe and evaluate situations as difficult and not stressful (Al-Jubouri, & Hussein, 2022).

Table 6 shows the presence of a statistically significant correlation between strategic performance, work passion, and emotional exhaustion. The researcher attributes this to the fact that strategic performance is one of the main pillars of work passion, as there must be dedication to work, prepared motivation, and the ability to Developing passion for work and love for achieving the work of sports club federations, as coaches in federations must possess several characteristics such as intelligence (Mariya & Gitima, 2020), talent, and the ability to analyze the problems and situations facing the work and make every effort to achieve the goals of sports team federations and feel pride and conviction for their work and their commitment to working in it. Whenever these characteristics are available, they will obtain a high degree of passion for work. The availability of both strategic performance and passion for work work to reduce emotional exhaustion, which in turn contributes clearly to improving training work and practices. This result is consistent with what was indicated by (Naji, 2023) that the presence of strategic performance and passion for the work of coaches of futsal teams is a necessity for advancing work and unleashing creative capabilities that allow launching into creative horizons and fields.

### Conclusions

There is a connection between the role of strategic performance and the passion for work among futsal coaches. There is a connection

between the role of strategic performance and passion for work in reducing the level of emotional exhaustion among futsal coaches.

### Recommendations

Enhancing the role of strategic performance and passion for work among futsal coaches. Maintaining good working relationships between union members based on the principle of cooperation and integration in completing tasks. Thus, they can control the level of emotional exhaustion by supporting or rejecting values that have a significant impact on the training process.

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### Conflict of Interest:

There is no personal or financial conflict of interest within the scope of the study.

### Ethics of the Research

This study followed ethical standards and received approval from the Mustansiriyah University Social Sciences Ethics Committee Commission with date number 13 January 2024.

### Author Contributions

Research Design- WYM and ANF ; Statistical analysis- ANF and WYM; Preparation of the article, WYM and ANF, ; Data Collection- Performed by ANF and WYM

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