

## IS THERE A LINK BETWEEN DUAL MODEL PASSION AND INTENTION TO LEAVE? THE ROLE OF EMOTIONAL EXHAUSTION AS A MEDIATOR AMONG ATHLETIC COACHES

Ayesha Mussarrat

Director, Intellectual Edge Consultancy SDN BHD B2-1902,

TTDI Adina Jalan Judo Seksyen 13, 40100 Shah Alam

Selangor Malaysia

Email: [ayeshamussarrat@intellectualedgeconsultancy.com](mailto:ayeshamussarrat@intellectualedgeconsultancy.com)

### —Abstract—

Coach turnover has a significant effect on both athletes and athletic organisations. The goal of this study was to examine the association between two distinct types of passion, namely harmonious passion (HP) and obsessive passion (OP), and college athletic coaches' turnover intention (TI). Additionally, this study explored the relationship between passions and intention to turnover, utilising emotional exhaustion (EE) as a moderator. A total of 353 athletic coaches in the Jordan completed the online survey, which examined their OB, HM, and EE mediation toward TI. EE was found to be linked with HP negatively but favourably with OP. In turn, EE was positively related to TI. Additionally, this research established the underlying influence of EE on both the OP HP toward the TI relationship and the OP HP toward the TI connection. Our research has established the crucial impact of HP and OP on the TI and wellness of athletes' coaches.

**Keywords:** Obsessive passion, Harmonious passion, Turnover intention, Motivation, Leadership, College sports, Coach dismissals.

### 1. INTRODUCTION

Passion, defined as "the strong inclination toward highly valued and personally meaningful activities that one enjoys, finds self-defining, and to which one devotes significant energy and time" (Robert J Vallerand, 2008), is a significant psychological variable that has piqued the interest of scholars and practitioners alike (Gielnik et al., 2015). Earlier research has established that workplace passion has a significant impact

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on a variety of employee outcomes, including improved job performance, increased employee creativity, increased feelings of commitment to the task, improved interpersonal relationships, and job satisfaction, across a range of occupational settings (Houlihan et al., 2015; Liu et al., 2011). Additionally, practitioners have observed that employees passionate about their work are more likely to achieve their personal goals. It is vital to execute various short- and long-term strategies and goals for the organization (Bruch et al., 2003). The research on the importance of passion (leadership), more specifically on the coach's role, is critical to ensuring that the environment requires coaches to devote a significant amount of personal resources, such as energy and time, to achieving individual victories or team and additional development goals (McNeill et al., 2017). Indeed, prior research indicates that coaching requires a high level of excitement. It directs coaches to achieve more successful outcomes and focus on their assigned duties (Lee et al., 2021; Turner et al., 2018). When we consider the significant consequences for athletics coaches' turnover intentions and feelings of well-being, the importance of understanding the role of passion in coaching becomes evident. Coaching has historically been a time-consuming and demanding occupation (Raedeke, 2004), with a high degree of unpredictability associated with match results, a heavy workload, strong encounters within interpersonal relationships, and most likely the pressure of demonstrating consistent winning performance. (Bentzen et al., 2014; McNeill et al., 2017). As a result, the rising turnover of coaches should raise red signals. Unfortunately, coaching turnover is costly (Bentzen et al., 2014), has a detrimental effect on organisational outcomes such as programme culture, team dynamics, and team performance, and is detrimental to athletes' well-being by reducing their confidence and raising their anxiety (Shipherd et al., 2019). Despite these detrimental consequences, prior research has been unable to analyse coaches' TI to leave their schools or find the mediating mechanism contributing to this. We anticipate that passion is a necessary and integral component of coaching. It may reduce an athlete's coach's TI to leave his job. It has been demonstrated that a stronger sense of passion assists organisational leaders in overcoming obstacles in difficult circumstances (Patel et al., 2015). It generates internal resources and motivates employees to demonstrate a higher level of commitment to their jobs (Cardon et al., 2009). On the other hand, the relationship between desire and its repercussions is more intricate than it looks at first glance. There are two types of passions: OP and HP, and their effects might be either negative or positive (Robert J Vallerand, 2008). While a coach should be enthusiastic about developing players, achieving winning performance, and achieving organisational goals, when a situation is detrimental, such as becoming obsessive, it can diminish an employee's sense of well-being and negatively affect their job-related attitude such as intention to leave. As a result, it is vital to grasp the relationship between passions and either beneficial or negative coaching outcomes. Additionally, past research on the influence of TI-related passion has not established a mediating link between various types of passion and TI (Gong et al., 2020). The author hypothesises that EE, defined as a condition of emotional exhaustion and job overwhelm (Maslach et al., 2001), may operate as a mediating factor

between these correlations. We chose EE as the mediator because it is one of the athletic coaches' most frequently encountered concerns daily (Bentzen et al., 2016a). Additionally, the literature on general employment and coaching has frequently (Bentzen et al., 2016b) been viewed as the highest-quality product (Donahue et al., 2012), p. 345 additionally, the basic portrayal of burnout disorder (Piko, 2006). This study examines the relationship between two distinct types of passion, obsessive and harmonious, and the intention of college athlete coaches to leave their positions in Jordan. Our research reveals that EE is a mediator between two distinct types of passion, including the OP, HP, and TI models. Additionally, our research aims to evaluate the associations between OB and EE, HP and EE, and EE TI, as well as the mediating effect of EE on each OP-TI and HP-TI interaction.

## 2. REVIEW OF LITERATURE

### 2.1 The Different Aspects of Passion

'Passion' refers to an intense attraction to the behaviours in which an individual places a high premium, takes pleasure, and invests significant energy and time (Robert J Vallerand et al., 2003). Passion contributes to numerous aspects of one's life by providing purpose and meaning and pushing the employee to engage actively in activities relevant to the enthusiastic area. Nonetheless, dualistic passion accepts that it might have negative consequences on occasion, as it is founded on two distinct forms: OP and HP. OP has been described as the mandatory encouraging component that compels individuals to engage in their allocated jobs of achievement, whereas HP has been described as the optional encouraging component that compels individuals to perform their given works of achievement (Robert J Vallerand et al., 2003). The consequence of one's passions varies according to the type of passion that predominates in one's life (Mageau et al., 2009). The division between OP and HP is due to the internalisation approach used by employees. This is a perceived type of passion conditional on the environment's acceptance of the individual's autonomy (Mageau et al., 2009). Employees with OP usually feel obligated to engage in activities to acquire something from them, rather than entirely focusing on the enjoyment derived from the actions. The majority of OP is passive, resulting from needs for self-esteem and social acceptability. For example, while employees with OP may engage in enthusiastic behaviours, they are motivated by internal compulsions. They finally lost control of passionate acts, including a sizable portion of employees' identities, resulting in conflicts over other facets of life (Mageau et al., 2011; Mageau et al., 2009). On the other hand, employees with a higher degree of HP are more likely to assign significance and worth to their tasks and pursue them for autonomous reasons, such as the joy and satisfaction they derive. Employees who exhibit a high degree of harmonic passion are more likely to avoid overpowering emotions and regard their actions as manageable and significant (Mageau et al., 2011). In terms of sports contexts, the majority of research on the role of passion has concentrated on employees such as sports industry employees and athletes

on athletic teams, as well as the consequences of passion on various forms of athlete outcomes (Marc-André K Lafrenière et al., 2008; Robert J. Vallerand et al., 2007). Robert J Vallerand et al. (2006) researched athletes and discovered that those who have a harmonious type of passion experience more pleasant and positive emotions than those who have an obsessive type of passion. Subsequent research has substantiated these empirical findings. According to Philippe et al. (2009), OP is related to unpleasant emotions, whereas HP is associated with good emotions. The findings suggest that unpleasant emotional experiences in athletics might worsen athlete burnout symptoms, which is a significant discovery (Bentzen et al., 2016a; Robert J. Vallerand et al., 2007). Curran et al. (2011) found that HP perceived by young athletes is inversely related to EE, whereas OP is unrelated to EE. Additionally, they discovered that self-regulation acts as a mediator between HP and EE. Although athletes' degrees of passion is related to their weariness and their emotional experiences mediate between passion and exhaustion, the outcomes vary significantly. In terms of the relationship between company effectiveness and the presence of both types of passion, prior research indicates that passion implies a high degree of achievement through intentional practice (Robert J Vallerand, 2008; Robert J. Vallerand et al., 2007). For example, OP is favourably associated with organisational outcomes such as occupational commitment and interpersonal OCB, the most significant professional sports leagues (Swanson et al., 2017). According to prior research (McLean et al., 2012), Coaches have a strong passion for and devotion to their sports and occupations, but excessive sports involvement may result in stress and burnout (Bentzen et al., 2016b). The majority of research on coaches' passion has focused on either interpersonal outcomes, such as athletes' happiness or the quality of the coach-athlete relationship, or on specific coach behaviours, such as autonomous positive activities and the types of feedback offered by coaches (Carpentier et al., 2014; Marc-André K. Lafrenière et al., 2011). For example, Marc-André K. Lafrenière et al. (2011) discovered that administering the HP predicted autonomous-supportive actions positively associated with athletes' pleasure and the reliability of the coach-athlete connection. By contrast, coaches who possess an OP are favourably associated with regulating behaviours. Moen et al. (2018) recently discovered that coaches' interests have a detrimental effect on their well-being by positively promoting three types of burnout. In comparison, OP is significantly and positively associated with burnout via adverse consequences.

## 2.2 The Association among OP, HP, and EE

EE is a subtype of occupational burnout. Maslach et al. (2001) describe the tiredness that occurs due to the rapid depletion of emotional resources. Emotionally weary individuals are frequently physically and psychologically exhausted (Maslach et al., 2008), and persistent emotional exhaustion can have profound implications such as poor job performance, self-esteem, and self-efficacy (Rutherford et al., 2009). Thus, coaching has long been incorporated into burnout syndrome (Olusoga et al., 2019), as the profession entails external pressure to win, inevitable failure due to unpredictable competition

consequences, and intense human relationships (Raedeke, 2004), all of which can exhaust coaches' emotional and mental energies. Previous research has established a link between the two types of passions and EE via several critical systems, including workplace conflict, satisfaction, ruminative thinking generated by each passion, emotions, post-work recovery experiences, and the extent to which employees engage in physical actions (Caudroit et al., 2011; Robert J Vallerand et al., 2003). For example, a previous study indicates that obsessive and harmonious passions generate diverse types of emotions, with harmonious passion generating pleasant sensations such as enjoyment and amusement and obsessive passion generating negative emotions such as depressive moods of frustration and guilt (Caudroit et al., 2011; Robert J Vallerand et al., 2003). While emotional exhaustion is positively associated with unpleasant feelings and negatively associated with pleasant emotions, OP and HP may be independently associated with EE.

Along with experienced emotions, HP is adversely associated with workplace conflict and positively associated with job satisfaction, indicating that it can promote and decrease EE. Caudroit et al. (2011) discovered that HP was adversely associated with family or work interference between teachers and positively associated with after-work leisure activities. However, only family or work-related interference is positively correlated with OP. Additionally, Donahue et al. (2012) observed that HP was adversely associated with rumination and favourably associated with post-work recovery experiences, showing that EE has both a negative and a positive effect. Finally, Burke et al. (2008) observed that individuals with OP are more likely to become engaged in their employment and unable to let go of their obligations, thereby increasing their risk of burnout. We claim the following hypotheses based on this prior evidence:

H1: OP is positively associated with EE.

H2: HP is negatively associated with EE.

### 2.3 The Association Among EE and TI

TI has been defined as how individuals explore new jobs and weigh their current responsibilities against other alternatives before deciding whether to stay or leave (Mobely, 1982). According to earlier research, the turnover intention of an employee was the strongest predictor of actual turnover behaviour (Carsten et al., 1987). In terms of coaching, current statistics from the United States stated that 18.9% of college football head coaches had left their institutions (Rohrbach, 2016). As is the case with the top European football associations, there is a high coach turnover rate. (van Ours et al., 2016). Jordan is also receiving verse. Coaches are leaving collegiate athletics in droves due to a lack of passion and an abnormal amount of stress. As previously stated, coach turnover is detrimental to coaching effectiveness, athlete well-being, and team operation (Bell et al., 2013; Shipherd et al., 2019). It is vital to establish strategies for deterring coaches from quitting. EE that results in job dissatisfaction during job performance (Ha

et al., 2011) develops into a sluggish and sceptical mood, resulting in apathetic, aggressive, and cynical attitudes toward others, a loss in workplace productivity, and, as a result, a rapid career shift (Ha et al., 2011). This is because emotionally weary coaches are more likely to experience exhaustion, impatience, and tension, all of which reduce coaching confidence and involvement, prompting some to consider quitting their job. Numerous empirical research has established a positive correlation between EE and job-related TI for college athletic coaches (Lee et al., 2016) and human service personnel (Ducharme et al., 2007). As a result, we propose the following hypothesis:

H3: EE has been associated positively with TI.

#### **2.4 The Indirect Role of Passions on TI**

This study aims to evaluate whether the OP and HP of athletes' coaches were significantly associated with EE and TI using a variety of approaches (see Figure 1). According to the findings of a previous study, elevated HP levels are positively associated with increased job satisfaction and happy sensations but negatively associated with family/work interference and rumination. According to a study, employees who receive a bonus are more likely to participate in leisure activities and post-work recovery events. By contrast, OP connected to work is associated with family/work conflict and workplace conflict, but not with rumination. As a result, this factor is implicated in mediating the OP and EE associations and the HP and EE associations. While athletic coaches with a high HP may experience a decrease in EE due to those psychological treatments, coaches with an OP may experience the opposite emotions. Furthermore, because EE contributes to weariness, irritation, tension, and poor job satisfaction, athletic coaches are more likely to consider quitting their employment (Donahue et al., 2012; Lee et al., 2016). As a result of the preliminary findings, the following possibilities are advanced:

H4: EE acts as a mediator in the interaction between OP and TI

H5: EE acts as a mediator in the interaction between HP and TI.

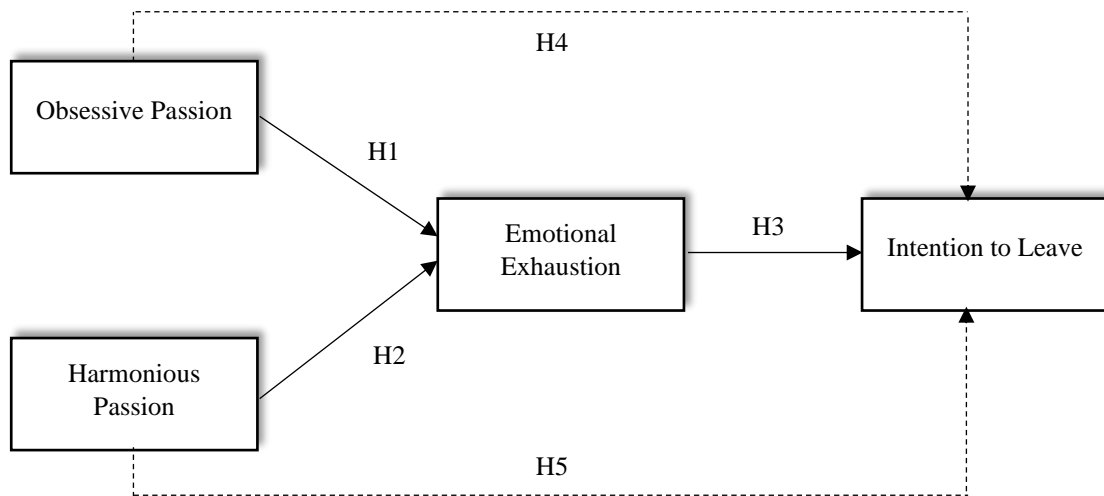
### **3. METHODOLOGY**

#### **3.1 Participants and Process**

On August 20, 2021, an email survey was sent to athletic coaches at Jordanian colleges. After obtaining authorisation from the higher education's research ethics regulations, the researcher used a business site to track college athletic coaches' email addresses. Due to a lack of specialised coaches in the company's files, we initially collected data on physical education teachers and then used the advanced contracting strategy to obtain samples of athletic coaches. As a result, all of the participants in this study were coaching and teaching simultaneously. The researchers utilised Qualtrics to send an email with information about the research purpose and survey criteria as part of the pre-



announcement procedure. After a week, each participant who participated in the survey received another email with the survey link. This email includes information on the various forms of informed consent. However, the second email was received one week later, along with a reminder email from the researchers. The study began with 430 athletic coaches and ended with 1500 participants, a response rate of 21.5%.



**Figure 1.** Theoretical Model

Additionally, the researchers deleted a significant number of responses, approximately 129, due to missing data. As a result, the final sample size was 301, with a response rate of 20.07%. This resulted in the arrival in Jordan of 301 college athletic coaches from various states. The sample's mean age was 41.80 years, with 57.8% males and 42.2% females holding master's degrees. The participants' average coaching experience was 14.45 years, ranging from 1 to 41 years.

### 3.2 Instruments

**Obsessive Passion and Harmonious Passion:** The short version forty-four of the Passion Scale was used to examine the diverse forms of the passion displayed by athletic coaches (Robert J Vallerand et al., 2003), which measures the intensity of OP and HP. Each sub-scale contains six indications. Respondents were asked to assess their agreement on a five-point scale ranging from 1 state strongly disagree to 5 states strongly agree. Internal consistency dependability has already been established as acceptable (Trépanier et al., 2014), and it was confirmed in the current analysis with Cronbach alpha values of 0.89 for OP, 0.83 for HP, and .71.

**Emotional Exhaustion:** The emotional tiredness of athletic coaches was quantified using a five-item condensed version of the Maslach Burnout Inventory sub-scale (Maslach et al., 2001; Riley et al., 2018). The specific EE subscale was chosen since it is generally viewed as defining burnout characteristics (Maslach et al., 2001). On a five-

point Likert scale ranging from 1 for "never" to 5 for "every day," respondents were asked to assess their agreement. Riley et al. (2018) reported a Cronbach's alpha of 0.81, while our current study reported a Cronbach's alpha of 0.82.

**Turnover intention:** Three factors were used to determine the TI of athletic coaches (Meyer et al., 1993). On a five-point Likert scale, respondents were asked to assess their agreement; the TI scale was generated by averaging the replies to all questions. In previous research (Kilo et al., 2016), the scale demonstrated internal consistency reliability of 0.83; our study depends on a sample of sports coaches and a Cronbach's alpha of 0.91.

### 3.3 Data Analysis

Before the primary analysis, data were screened using the SPSS 25 software package. Following the establishment of core ideas, a two-stage procedure was used to evaluate the measurement model via concurrent confirmatory factor analysis (CFA) and to verify the given hypotheses via structural equation modelling (SEM) (Anderson et al., 1988). Three professors of sport management independently validated the questionnaire's content validity by assessing the questionnaire's item composition and sustainability. The questionnaire was supplemented and checked in light of the findings of content validity. Additionally, confirmatory component analysis was done to determine the construct validity of questionnaires (Brown, 2015). Additionally, the researchers attempted to improve the instrument's reliability and logic by checking convergent validity during the CFA process. The model's convergent validity was determined by examining its factor loadings, composite reliability (Donahue et al.), and average variance extracted (AVE) values (O'Rourke et al., 2013). Additionally, discriminant validity was determined by comparing the square root of the average variance recovered to the correlations between the latent components suggested (O'Rourke et al., 2013). After determining the suitability of the measurement model, our research used SEM to determine correlations between the postulated latent components.

## 4. RESULTS OF THE STUDY

### 4.1 Descriptive statistics and Correlational analysis

As shown in the Table 2, respondents demonstrated a moderate to low degree of OP (mean = 2.77; standard error = 0.716), HP (mean = 3.52; standard error = 0.847), EE (mean = 3.44; standard error = 0.870), and TI (mean = 2.62; standard error = 0.910). In addition, OP was correlated positively with EE ( $r = 0.450$ ,  $p < 0.01$ ), and TI ( $r = 0.602$ ,  $p < 0.01$ ). Likewise, EE was positively associated with TI ( $r = 0.430$ ,  $p < 0.01$ ). Furthermore, the correlation values showed that all constructs were correlated as predicted, with HP being negatively correlated with OP ( $r = -0.266$ ,  $p < 0.01$ ), EE ( $r = -0.401$ ,  $p < 0.01$ ), and TI ( $r = -0.373$ ,  $p = .001$ ) (see Table 2).



The assessment of structural equation modelling (SEM) entails a two-step process, i.e., measurement and structural models (Anderson et al., 1988). Before testing the inner model's proposed paths, we used confirmatory factor analysis (CFA) to examine how measurement model observable constructs define the designated constructs.

**Table 2. Descriptive and Correlational Analysis**

Variable	Mean (SD)	OP	HP	TI	EE
Obsessive Passion	2.77(.716)	<b>1</b>			
Harmonious Passion	3.52 (.847)	- .266**	<b>1</b>		
Turnover Intention	2.62 (.910)	.602**	-.373**	<b>1</b>	
Emotional Exhaustion	3.44 (.870)	.450**	-.401**	.430	<b>1</b>
Note(s): ** Correlation significant at 0.01 level (2-tailed).					

## 4.2 Measurement Model

The minimum threshold values for measuring the outer model's goodness of fit indices are as follows:  $\chi^2/df$  less or equal to 3 (Schreiber et al., 2006), NFI should be greater than 0.90 (Hu et al., 1999), CFI should be higher than 0.90 (Hooper et al., 2008), GFI should be greater than 0.90 [98], TLI should be higher than 0.90 (Hu et al., 1999), and RMSEA should be less or equal to 0.08 (Hu et al., 1999). The outer model's goodness of fit findings indicates the following values:  $\chi^2/df = 2.342$ ; NFI = .908; CFI = .964; GFI = .931; TLI = .959, and RMSEA = .049, respectively. (Fornell et al., 1981) recommended for determining the convergent validity of the outer model. Firstly, evaluate the reliability of the measures item. The second step is to evaluate composite reliability (Donahue et al.). Thirdly, to evaluate the average variance extracted (AVE). We assessed item reliability using standardized factor loadings on the variable's indicators (Zaman et al., 2019). All underlying variables had standardized factors loading higher than .50, demonstrating good constructs' convergent validity. The CR and Cronbach alphas of the constructs are higher than .70, demonstrating sufficient reliability of the measurement models (see Table 3). The values of AVE for the variables are greater than the required threshold of .50, indicating that the constructs have discriminant validity (see Table 3).

Moreover, as Henseler et al. (2015) proposed, this research reports discriminant validity at this point by utilizing the Hetrotrait-Monotrait (HTMT) ratio. However, if the value of the HTMT ratio exceeds .85, there is a severe problem with discriminant validity (Franke et al., 2019). The HTMT values are smaller than the .85 cutoff, indicating that discriminatory validity was preserved.

## 4.3 Structural Model

As illustrated in Figure 2, the presented hypotheses were evaluated using the structural equation modelling approach. This method is preferable for determining causal relations

(Bagozzi et al., 1988). Importantly, this technique minimizes measurement errors and tests several relations simultaneously (Zaman, 2020).

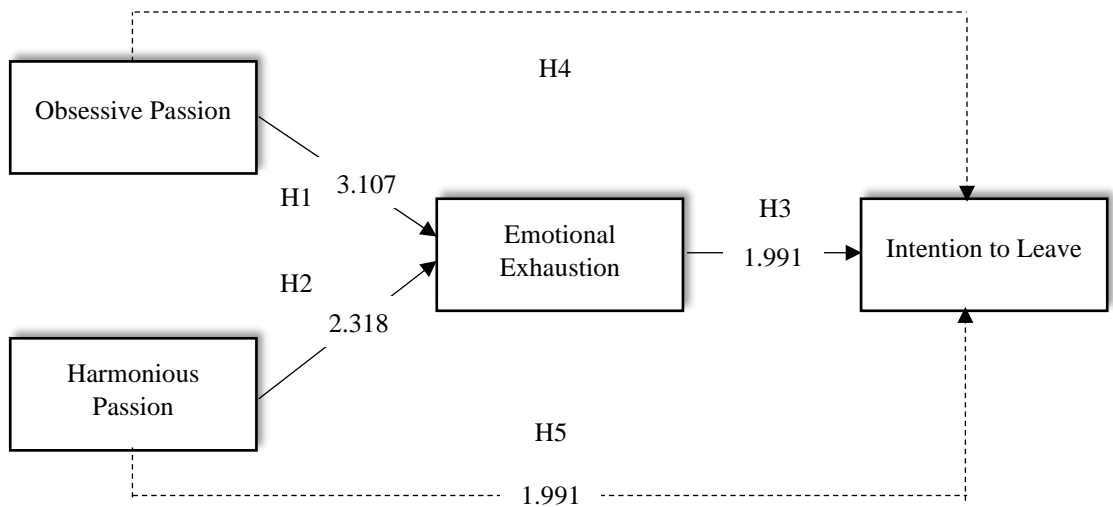
**Table 3. Reliability and Validity of the Measurement Model**

Variables	Indicators	Loading	Alpha	Convergent Validity	
				CR	AVE
Obsessive Passion					
	OP_1	0.711	0.804	0.841	0.549
	OP_2	0.676			
	OP_3	0.720			
	OP_4	0.689			
	OP_5	0.720			
	OP_6	0.748			
Harmonious Passion					
	HP_1	0.729	0.869	0.897	0.652
	HP_2	0.782			
	HP_3	0.731			
	HP_4	0.649			
	HP_5	0.681			
	HP_6	0.730			
Turnover Intention					
	TI_1	0.847	0.888	0.910	0.711
	TI_2	0.799			
	TI_3	0.875			
Emotional Exhaustion					
	EE_1	0.746	0.874	0.908	0.723
	EE_2	0.769			
	EE_3	0.822			
	EE_4	0.824			
	EE_5	0.776			

**Table 4. Discriminant Validity (HTMT)**

Variables	TI	HP	EE	OP
Turnover intention				
Harmonious passion	0.283			
Emotional exhaustion	0.540	0.460		
Obsessive passion	0.483	0.513	0.319	

The findings of inner model indicate adequate fit indices, such as  $\chi^2/df = 2.943$ ; RMSEA = 0.062; CFI = 0.931; TLI = 0.918; NFI = 0.910, and GFI = 0.911, showing an adequate model fit (Hooper et al., 2008). In addition, as illustrated in Figure 2, OP was positively correlated with EE (beta = 0.521 and  $p < 0.05$ ) and HP was negatively correlated with EE (beta -0.182 and  $p < 0.05$ ), therefore supporting H1 and H2. Moreover, EE was positively associated with TI (beta = 0.593 and  $p < 0.05$ ), confirming H3. The findings of the underlying mechanism revealed that EE completely mediated the association between OP and TI (beta = 0.271 and  $p < 0.05$ ), as well as HP-TI association (beta = -0.121 and  $p < 0.05$ ) and thereby supporting H4 and H5 (see Table 5).



**Figure 2.** Structural Path Model

Note: (—) line indicates direct relationships and (-----) line indicates indirect relationships

**Table 5.** Path Model Results

H	Paths	B	SD	t-value	p-value	Decision
H1	Obsessive → passion Emotional exhaustion	0.521	0.152	3.107	0.000	Supported
H2	Harmonious → passion Emotional exhaustion	-0.182	0.114	2.318	0.031	Supported
H3	Emotional → exhaustion Turnover intention	0.593	0.160	3.251	0.000	Supported
H4	OP → EE → TI	0.271	0.131	2.592	0.010	Supported
H5	HP → EE → TI	-0.121	0.107	1.991	0.046	Supported

## 5. DISCUSSION

The findings of this study have significant theoretical consequences. OP was positively connected with EE, whereas HP was negatively associated with EE. Although a small amount of research has been performed to ascertain why OP and HP vary in EE, few reasons have been offered. Sobel (1982) discovered that constant rumination over vigorous activities could impair immersion, lowering a person's positive emotional and physical well-being. Carpentier et al. (2012) discovered a correlation between both types of passion, immersion and rumination experiences and reported that HP had a beneficial effect on employees' well-being when combined with emotional, immersive experiences. While OP was not found to be a significant predictor of immersion in vigorous activities, it was found to be a significant predictor of immersion in other activities. Rather than that, this is positively correlated with rumination, which is adversely related to well-being. However, employees with a high level of HP can pursue passions while keeping a higher level of lovely sentiments, life satisfaction, and emotional attachment (Ratelle et al., 2004). On the other hand, individuals with OP have a strong sense of compulsion toward tasks, leading to conflict, destructive emotions, a lack of immersion, and an elevated amount of rumination (Mageau et al., 2011; Ratelle et al., 2004).

Additionally, HP encourages employees to be adaptable in their careers, allowing them to switch occupations after hours. Thus, EE can be avoided by engaging in recreational activities and returning to work fully recovered and invigorated the following day. Researchers have noted a knowledge gap on the role of passion within firms and its implications for leadership settings (Patel et al., 2015). This study, however, contributes to the increasing body of leadership research by emphasising the significant relationships between passion, EE, and the TI. By contrast, the positive correlation between OP and EE could result from the unfavourable emotions caused by OP. Philippe et al. (2009) discovered a positive association between sportspeople's remarkable passion and negative feelings. Due to the proclivity of unpleasant tiredness to contribute to job burnout, namely the EE component, OP may have contributed to the EE component of this research. In this study scenario, OP of athletic coaches is more likely to experience negative emotions when presented with unavoidable losses and dealing with the media, parents, and athletes, leaving them fatigued and depleted of energy. This study adds to the body of knowledge on coaching by revealing how varied forms of passion affect the chance of athletic coaches suffering emotional weariness. Indeed, previous sports literature has emphasised the positive features of obsessive passion since it has been linked to favourable attitudes about work, such as organisational citizenship behaviours and dedication among sports personnel (Raedeke, 2004). This study provides a fair review of obsessive passion characteristics, noting that they may assist sports organisations concerned with coaches' well-being.

Additionally, the positive association between EE and TI may exist due to EE's negative attitude toward employment. [Schneider \(1987\)](#) discovered that individuals were more involved and stayed longer in organisations that matched their unique aims, interests, beliefs, and personalities since such organisations can increase job satisfaction. On the other side, this indicates that employees may be more willing to leave organisations that do not offer increasing job satisfaction. EE is a strain that can intensify negative workplace attitudes, such as job discontent and feelings of loss, strengthening the urge to leave ([Abraham, 1999](#); [Lee et al., 2018](#)). Thus, athletic coaches who are constantly exposed to a variety of factors that contribute to emotional exhaustion, such as media, dealing with parents, workloads, and the pressure to win, become dissatisfied with their jobs to the point of contemplating quitting, resulting in the slew of issues mentioned previously in this section.

Additionally, our research found that each type of passion was closely connected with TI via the EE mechanism, emphasising the crucial significance of passion in managing coaches' TI. HP was inversely associated with EE but positively associated with TI. As a result, HP can reduce TI by mitigating the effects of EE. By contrast, OP was linked to EE, resulting in a rise in TI. As a result, TI is more likely to increase when OP is enhanced, as emotional exhaustion can occur. According to previous research, the turnover intention is influenced by group-level factors such as transactional and transformational leadership, organizational-level factors such as change and organisational environment, and individual-level factors such as emotional abilities (such as emotional labour and emotional intelligence) and organisational commitment ([Lee et al., 2016](#); [Wells et al., 2011](#)). Nonetheless, this research indicates that coaches' passion may significantly impact their intention to leave. As a result of adding OP, HP, and EE as critical antecedents of TI, our study significantly contributed to the current coaching literature.

## 6. IMPLICATIONS

Numerous coaching studies have enhanced our understanding of the coaching experience and our attempts to create the most significant possible coaching environment. The current study's findings reveal that HP is negatively connected with TI via EE's mediation effect. Consistent with the findings, athletic departments should invest additional resources in enhancing the working environment for sports coaches to nurture their HM, which helps employees' well-being and increases the likelihood of coaches remaining at the college. For example, a study reveals that when employees are exposed to a social situation that fosters autonomy, they are more likely to feel HP ([Mageau et al., 2011](#)). This can be accomplished by empowering sports departments to allow coaches to speak up and offer their thoughts during the decision-making process, significantly impacting coaching approaches ([Gao et al., 2019](#)). Athletic coaches can model an empowering leadership style by distributing more authority, expressing confidence in their employees' abilities, and offering numerous strategies and

suggestions to improve employee work performance. This may be true in situations that elicit such work environments (Gao et al., 2019).

In comparison, management at the top and bottom levels may undermine coaches' sense of autonomy, lowering their HP and increasing their OP. Thus, when management departments seek to manage their coaches by checking for errors, issuing explicit instructions, over-stylizing their duties, and assigning team goals, the coaches may experience powerlessness, resulting in a fall in HP and an increase in OP. In turn, greater focus should be placed on developing treatments aimed at boosting the HP of sports coaches. As a result, future coaching counselling programmes should incorporate teachings on developing HP and minimising OP to help coaches avoid EE and TI throughout their teaching careers. Here, coaches should understand the distinction between HP and OP and the repercussions of each to urge them to pursue HP rather than OP. Coaches must be aware of how their personal experiences with HP shape their perception of sports as exciting and challenging rather than dangerous.

## **7. THE STUDY'S LIMITATIONS, FUTURE RESEARCH DIRECTIONS, AND CONCLUSION**

The cross-sectional form of this investigation precludes attributing causality to the findings. Additionally, this study used a questionnaire to ascertain each participant's HP, OP, and TI assessment. While self-administered surveys are an excellent tool for collecting data, respondents' prejudices may generate a risk of distorting the relationships between dimensions. To build causal-effect linkages and, more precisely, to assess the proposed variables, quasi-experimental study designs with random selection are required, as is the acquisition of qualitative data via in-depth interviews to supplement the comprehensive data.

Numerous extensions to the model used in this study are possible. For instance, future research should examine a variety of factors affecting coaches' college TI, including personal characteristics such as political skills, coaching experience, and personality, employment characteristics such as the reward system, level of college support, and win-loss record, and college characteristics such as location and size of the college. Additionally, numerous other mediators are supplied, such as self-esteem, unpleasant or positive emotions, and basic needs satisfaction. Finally, our research has revealed that HP is a passion that promotes health. This is crucial to determining whether determinants, external to the coach's setting such as perceived leadership style and surroundings, or internal to the coach's setting such as personal drive and self-confidence, may predict the HP of coaches' settings.

Additionally, our study collected data from college coaches in Jordan, limiting the generalizability of its conclusions. Numerous college coaches in Jordan volunteer, serve as teachers and instructors, have significant community support, and compete against



intense competition. However, because this is primarily a Jordan paradigm, college coaches who work with college athletes from other nations may differ. These distinctions may arise due to the intensity of OP or as a result of both passions.

To make generalizable statements regarding the importance of passion, the future study may examine the dynamics of each type of passion for individuals in other countries. Finally, the researchers studied the detrimental coaching impacts of passion, such as intention to leave and emotional tiredness. However, the prior study indicates that both types of passion can positively affect job performance in each type of sport and general organisational contexts. Future research should study the relationship between numerous organisational effectiveness and coaching passion aspects, such as team records and mediating variables. As a result of their findings, the researchers concluded that the predominant form of passion among sports coaches might either enhance or decrease their desire to leave coaching. HP may aid coaches in avoiding TI by lowering EE, whereas OP has the opposite effect. As a result, athletic departments should be aware of the many passions and how they influence coaches' TI judgments.

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