

# EVALUATE THE JOB PERFORMANCE ACCORDING TO THE EUROPEAN EXCELLENCE STANDARDS (EFQM) FOR CLUB FOOTBALL COACHES

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## ABSTRACT:

*Everyone must realize that we are facing an age that faces challenges in all aspects of management, social, economic and sports. These challenges have emerged as a result of the advancement of modern technology and global development in order to achieve excellence.*

*In order to achieve excellence, organizations must focus on global standards, specifications and proven models in many developed countries. Examples of these models are the European Model Excellence (EFQM), which is a global model applied in European countries as well as adopted by many Arab countries for the high level of quality and excellence of job performance. In sports, in particular, the performance of the game represents the compass that guides the trainers and determines the right direction in which they must go to achieve excellence in the administrative aspect. Administrative excellence plays an important role in the survival of the organization and its development in its performance in adapting to the surrounding circumstances and conditions. It helps coaches in facing contemporary problems and challenges of the future, and sports teams in different tasks, types and sizes face many issues and problems that require their leaders and trainers need to excel in thinking and decision-making appropriate. The researcher's knowledge of the sources and previous studies and opinions of experts and specialists in the subject of training for clubs clubs football shows the emergence of some obstacles in the implementation of training plans (daily and seasonal) by the trainers, in addition to the emergence of some weaknesses of administrative coordination of the requirements of their activities during the preparation and competition.*

*It also shows the lack of interest of the trainers in modern management and the reluctance to deal with the routine and the lack of excellence in the management of tasks and decisions in accordance with global models and the use of a scale of performance in accordance with European standards of excellence EFQM*

*- Recognition of the degree of performance in accordance with the standards of European excellence EFQM for football coaches in the halls of the Middle Euphrates.*

*- Determine the standard levels of performance according to the standards of European excellence EFQM for football coaches in the halls of the Middle. Euphrates. The areas were:*

*- The human field: players (first and Premier League) for the clubs of the provinces of the Middle Euphrates (Babel-Najaf-Karbala-Qadisiyah-Muthanna) in the form of galleries.*

*.The temporal domain: from (17-2-2019) to (10-4-2019) -*

*- Sphere: Clubs clubs provinces of the Middle Euphrates (Babel-Najaf-Karbala-Qadisiyah-Muthanna) in the pavilion of galleries.*

- *Methodology of research and field procedures: The researcher used the descriptive method (in the survey method) to suit the nature of the problem and the sample was chosen in a deliberate manner and they are players clubs clubs of the Middle Euphrates (Babel - Najaf - Karbala - Qadisiyah - Muthanna) in football halls of the Premier League and the first degree, (152 players). The steps to implement the research included the distribution of the scale on the sample and then the collection, tabulation and statistical processing of the data.*

- *Displaying and Interpreting Results: This section includes displaying and interpreting the results in tables.*

- *CONCLUSIONS AND RECOMMENDATIONS: The researcher concluded that there is no interest in establishing a measure of the performance of the members and employees of the club from the players and employees in terms of the existing administrative system. The researcher recommended the development and enhancement of the adoption of the European quality model and excellence in the management of clubs.*

**Keywords:** Measurement and Evaluation - Sports Management

## INTRODUCTION

There is a need to follow the sound scientific foundations in the selection process in order to raise the scientific level. Therefore, it is necessary to use the objective tests and objective measurements to achieve the good test. It is the scientific method of providing human resources that have the appropriate preparations for achieving excellence. If the tests and measurements provide us with the opportunity to obtain information about a phenomenon, the calendar enables us to use this information in decision making, and this confirms the correlation between testing and measurement on the one hand and evaluation on the other.

The calendar means "issuing judgments on the value of objects, subjects or persons, and also extends to the concept of improvement, modification or development" (23: 1)

Here we must realize that we are facing an age that is facing challenges in all aspects of administrative, social, economic and sports. These challenges have emerged as a result of the advancement of modern technologies and world development in order to achieve excellence.

In order to achieve excellence, organizations must focus on global standards, specifications and proven models in many developed countries. Among these models is the European Excellence Model (EFQM), which is considered a global model and applied in European countries as well as adopted by many Arab countries for the high level of quality and excellence of the job performance.

Hence, we highlight the importance of job performance, which is still being given attention by specialists as the ultimate outcome of all activities.

The job performance represents the compass that guides the trainers and sets the right direction for them to achieve excellence in the administrative aspect. Administrative excellence plays an important role in the survival and development of the organization. It helps in adapting to the conditions and surrounding life. Contemporary problems and challenges of the future, and sports teams in different tasks and types and sizes face many issues and problems that require their leaders and trainers need to excel in thinking and decision-making appropriate.

In this context, the importance of the research is highlighted by the development of an objective evaluation tool for the performance of the European standards of excellence, the EFQM reflects the actual reality of FFA football coaches in the Middle Euphrates clubs, which should be invested in order to improve the level of futsal in the Middle Euphrates clubs in our teams.

**Problem Search:**

The researcher learned about the sources and previous studies and opinions of experts and specialists in the subject of training for Futsal Clubs show the emergence of some obstacles in the implementation of training plans (daily and seasonal) by the trainers, in addition to the emergence of some weaknesses of administrative coordination of the requirements of their activities during the preparation and competition.

It also shows the lack of interest of the trainers in modern management and the reluctance to deal with the routine and the lack of excellence in the management of tasks and decisions in accordance with global models and the use of a scale of performance in accordance with European standards of excellence EFQM.

**:Research Objectives**

- Recognition of the degree of performance in accordance with the standards of European excellence EFQM for football coaches in the halls of the Middle Euphrates.
- Determine the standard levels of performance according to the standards of European excellence EFQM for football coaches in the halls of the Middle Euphrates.

**:Research Areas**

- The human field: - Players (First and Premier League) of the clubs of the provinces of the Middle Euphrates (Babel-Najaf-Karbala-Qadisiyah-Muthanna) in football halls.

The temporal domain: - from (17-2-2019) until (8/4-2019). -

- Sphere: - Clubs clubs provinces of the Middle Euphrates (Babel-Najaf-Karbala-Qadisiyah-Muthanna) in football halls.

**:Definition of terms**

Job performance: - is the implementation of the employee for his work and responsibilities entrusted to him by the organization or the body to which his job is linked and takes into account the results achieved by the employee in the organization. (14: 20

-The European Excellence Model (EFQM): - Known as the outstanding practice in managing the organization and achieving results. The organization can then reach the level of excellence management if it adheres to the management ideas and patterns based on the principles designed in the model. (486: 3)The performance of skill is a key factor in most sporting events and has an active role in the performance of the basic skills of handball. It enables the player to perform the motor duty and thus achieve its goal. The accuracy of the motor duty involves constriction of the muscles involved in performing this motor duty in a manner that ensures the performance of the motor duty smoothly and less. Effort, and skill performance reflects the ability of the individual to direct voluntary movements towards a specific goal as well as the accuracy of handling and correction in handball.

As well as the scientific progress in sports is overlapping with other sciences through which the achievement of high achievements, and as training is linked to the technical and physical aspects that lead to internal and external changes, the advancement of the level of sports players handball depends on how the player responded to these physical requirements, On the effectiveness of the performance of the skill depends on

the performance of the player and the outcome of the score in favor of a score, and as the handball needs high effort to perform complex skills, this will lead to changes that may affect the outcome of the game in terms of good performance or weak, Research the effectiveness of pre- and post-effort skillful performance so that trainers can train handball players well and appropriately for the purpose of engaging players in real competition.

**MATERIALS AND METHODS:****Research Methodology:**

Because of the nature of the research and its objectives, as well as the problem posed by the researcher to use the descriptive method (in the method of survey) to suit the nature of the problem. The research approach is "scientific scientific steps followed by the researcher to solve a particular problem and fit the research methodology with the goals and the problem to address them" (81: 4)

**Search community and sample:**

The research community is all individuals or people who are the subject of the research problem. They are players of the clubs of the Middle Euphrates provinces (Babel, Najaf, Qadisiya, Karbala, Muthanna) in the Futsal Football League for the Premier League and the first class (152 players). The research sample is the means by which the results can be generalized to the research community. The research sample included:

:Exploration sample

The sample of the survey was determined by the intentional method of the clubs covered by the research. The sample number (15 players) was 9,868% of the total population.

:Sample rationing

The sample included (105) players and 69.07% of the research community.

**Means of gathering information, tools and devices used in research:**

The researcher used the following research tools:

- Observation.

.the interview -

.- Sources and references

.Measure for performance measurement -

.Survey of the opinions of experts and specialists -

.Data registration form -

Equipment used:  
- Electronic Calculator.

**Field research procedures:**

Performance measure:

After reviewing the scientific sources and references, the researcher adopted the performance measurement scale according to the Rana Turki Naji standard in 2019. The scale consists of 41 paragraphs divided into 9 axes (abilities / leadership, policy and strategy, human resources, partnerships and resources. The results of the human resources, the results of the society, the results of the society, the main outputs of the performance (and the alternatives of the scale, five alternatives) are fully applicable, apply very much, apply sometimes, apply little, do not apply completely), and give the weights of alternatives (1,2,3,4) , 5) respectively, and the total scale of the scale was (41-225) and mean 123.

**Exploration Experience**

In order to obtain reliable results, the researcher was required to carry out an exploratory experiment on 19-3-2019 corresponding to Thursday on a sample of 15 football players. The goal of the exploratory experiment was as follows:

- .Checking the ease of the scale paragraphs of the sample -
- .Difficulties facing the researcher and the assistant staff -
- .Ensuring the adequacy of the working team -
- .Calculate the time it takes to conduct the main experiment -

Scientific foundations for tests:

:Honesty

Use the virtual honesty by presenting the scale to a group of experts and specialists in the field of tests and sports psychology to express their views on the validity of the performance measure according to the European standards of excellence EFQM results have resulted in agreement on the scale by (90%)

Stability

To verify the stability of the scale, the researcher used the midterm split method of the EFQM. As shown in Table (1)

Table (1): Shows the values of the stability coefficient of the performance measure according to the European Excellence Standards (EFQM)

Coefficient of stability after correction by equation	Stability coefficient value	variable
		Performance measurement

**Main experience**

The performance scale was applied according to the European standards of excellence (EFQM) consisting of 41 paragraphs on the members of the sample of the standardization of 105 players, who are participating in the research during the two days of Thursday and Thursday (27-28 / 3/2019) at ten o'clock in the morning and the same conditions and instructions received Mentioned. After completing the main experiment, the researcher collected the data for the individuals of the research sample and arranged them in tables for statistical analysis.

**Statistical means**

The researcher used SPSS to process data.

**RESULT AND DISCUSSION:**

The statistical data were processed using the computation of the computational and standard deviations of the measurements that were proposed for analysis, as well as the calculation of the standard torsion and error coefficient to facilitate the analysis and verify that the size of the sample is appropriate and that it represents the studied society:

Table (2): Shows the arithmetic mean, the standard deviation and the value of the spindle coefficient of the performance measurement according to the European Excellence Criteria (EFQM) in the sample

Torsion coefficient	standard deviation	Mediator	Arithmetic mean	variable
-0.083	6.852	130	129.81	Performance measure

Table (2) shows the arithmetic mean and the standard deviation of the EFQM for the sample. The table shows that the torsion value did not exceed  $\pm 1$  and this indicates the normal distribution of data.

Table (3): Shows the arithmetic mean, the standard deviation and the calculated value of the computed mean and the mean of the performance measure according to the European Excellence Criteria EFQM

Statistical significance	sig	Calculated T value	standard deviation	Arithmetic mean	The mean medium	variable
moral	0.000	10.194	6.852	129.81	123	Performance Meter

$0.05 \geq$  Significant if SIG

Table (3) shows the differences between the arithmetic mean and the mean mean. The calculated value is 10.194 and the error rate is 0.000 which is less than the error level 0.05. This means that there is a significant difference between the mean mean and the arithmetic mean of the sample and for the arithmetic mean. The performance of the job according to European standards of excellence EFQM and attributed the researcher to the aspirations of the coaches and their wishes and experiences through their participation in training courses in addition to adopting new ideas in the face of problems and knowledge of their shortcomings to address and avoid future occurrence and strengthen the strengths as well as the researcher attributed the reason for that The extent of the trainers' flexibility in dealing with different situations, even if they are contrary to their ideas and opinions, in order to achieve their goals. As well as the extent of the influence of the personality of the coach and the extent of his ability and efficiency to take responsibility for the training of the players.

- Building standards for the functional variable according to the European Excellence Standards (EFQM)

The test or scale of the researcher provides the raw grades on the variables being investigated. If "obtaining these grades is easy, the difficulty lies in how they are interpreted and the meanings and connotations of them" (5: 193)

After the researcher tried to derive the samples of the main sample of the experiment, the results of the statistical scale were processed by extracting the arithmetic mean and the standard deviation and then using the relay method for the purpose of setting the standard tables. The researcher adopted the relation of finding the standard:

$T_{scale} = \text{arithmetic mean} \pm \text{constant constant}$ .

As the arithmetic mean in this law represents the score (50) in the standard score tables because the modified standard is: )50 (standard deviation and standard deviation (10). "The fixed figure represents the number given or added to the arithmetic mean of each test" (274: 6)

This method is one of the best methods used to find standard grades that give an extension to the highest grades.

Table (4): Shows the standard scores corresponding to the raw grades of the EFQM

I have a research sample

Raw grades	Standard grades	Raw grades	Standard grades	Raw grades	Standard grades
121.65	38	135.93	59	150.21	80
120.97	37	135.25	58	149.53	79
120.29	36	134.57	57	148.85	78
119.61	35	133.89	56	148.85	77
118.93	34	133.21	55	147.49	76
118.25	33	132.53	54	146.81	75
117.57	32	131.85	53	146.13	74
116.89	31	131.17	52	145.45	73
116.21	30	130.49	51	144.77	72
115.53	29	129.81	50	143.09	71
114.17	28	129.13	49	143.41	70
114.17	27	128.45	48	142.73	69
113.49	26	127.77	47	142.05	68
112.81	25	127.09	46	141.37	67
112.13	24	126.41	45	140.69	66
111.45	23	125.73	44	140.01	65
110.77	22	125.05	43	139.33	64
110.09	21	124.37	42	138.65	63
109.41	20	123.69	41	137.97	62
		123.01	40	137.29	61
		122.33	39	136.61	60

:Building Standard Levels

The researcher defined the standard and the relevant levels of the grade of performance according to the European Excellence Criteria (EFQM) and extracted the data extracted from the EFQM in the sample for the purpose of comparing the percentages achieved in the natural distributions with the optimal proportions in the natural distribution as shown in the presentation next one:

Table (5): Standard grades build their limits and ratios corresponding to the standard levels of the EFQM

Normative levels are their limits and ratios												
Very weak		Weak		Acceptable		Average		good		very good		
30-21		40-31		50-41		60-51		70-61		80-71		
2.145%		13.585%		34.135%		34.135%		13.585 %		2.145%		
0.2574		1.6302		4.0962		4.0962		1.6302		0.2574		
Raw grades have their limits and proportions											variable	
110.09-116.21		116.89-123.01		123.69-129.81		130.49-136.61		137.29-143.41		144.09-150.21		Scale the performance Career
%	the number	%	the number	%	the number	%	the number	%	the number	%	the number	
4.76%	5	14.28%	15	35.23%	37	33.3%	35	9.52%	10	2.85%	3	



By comparing the percentages achieved for the completion of the sample of the research sample, we find that the acceptable level has achieved the highest percentage of 35.23% of the performance measure, and the average level ranked second, achieving 33.3% in the sense that the highest percentages were limited to the level (acceptable and average) Their level (acceptable and average) in performance.

The level was good at 9.52%, which is very low compared to other levels. The level is very low, 14.28%, and the levels are very low compared to the other levels. As well as the lack of evaluation of their performance on a continuous basis as the trainer can know the strengths and weaknesses through continuous assessments that reflect positively on their performance and the lack of participation in international tournaments reduce their experience and update them on all developments in their field.

#### CONCLUSIONS:

- The Iraqi clubs have a role in encouraging team spirit and supporting them in the moral and material form that falls within their competence.
- There is no interest to develop a measure to measure the performance of the members and employees of the club players and employees in terms of the existing administrative system.
- There are efforts by trainers to develop their players psychologically and physically.
- Club coaches seek to achieve the goals set in the vision and mission of the club.

#### ENDORSEMENT:

- The research sample is limited to the level between the acceptable and the average means that members of the research sample need to raise the level of their performance.
- Adoption of the standards and levels contained in the research in evaluating the performance of trainers.
- benefit from the results of the study for the purpose of standing on the level of development.
- Develop and enhance the professional compatibility of employees in sports clubs.

- Develop and promote the adoption of the European Quality and Excellence Model (EFQM) in club management.
- Encourage similar studies on samples of trainers for individual and group games.

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