Chapter-II

REVIEW OF RELATED LITERATURE

The study of related literature implies locating, reading and evaluating reports of research as well as reports of casual observation and opinion that are related to the individual's planned research work.

A study of relevant literature is an essential step to get a good comprehension of what has been done with regard to the problem; under such study a review will bring in a new insight and will help the development of research procedure.  

The research scholar has made sincere efforts to locate the literature related to this study. The relevant publications gleaned from various sources are cited below:

Smucker conducted a study to analyze the job satisfaction of administrators employed in the sport industry. The area of satisfaction, which was researched, included overall satisfaction, satisfaction with pay, promotion, supervision, co-workers, and the work itself. The data were collected from sport administrators who were employed in the state of

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Florida and represented the three segments of professional sport, fitness and sport firms, and tax supported sport organisations. The results indicated that administrators experienced satisfaction with their overall employment, supervision, work and co-workers and neutral satisfaction with pay and promotion. When making referent comparisons, the greatest number of administrators chose to compare to other individuals working in similar organizations in the field for the facet of pay satisfaction. For the facets of people, promotion and work satisfaction, the greatest number of administrators chose to compare to "individuals working in their own organization." However for the facets of supervision satisfaction, the greatest number of administrators chose to compare to "past jobs". Those administrators making referent comparisons to "individuals in other organisations outside the field" were significantly less satisfied than those administrators making comparisons to "past jobs".

Yalcin\(^3\) conducted a study to empirically test the model of role preference, role congruence and job satisfaction among teacher-coaches at high school level. With this general thrust, the study (a) examined the relationship between perceived task characteristics and preferences for teaching or coaching, (b) assessed the extent to which differences in selected personality variables influenced the preferences for teaching or

coaching, (c) investigated the differences in these variables among subgroups defined by gender, major field of study and sport coached, and (d) examined the relationship between role congruence and job satisfaction. A total of 416 subjects (response rate 46%) participated in the study. The results indicated that male teacher-coaches preferred more to coach, whereas female teacher-coaches preferred more to teach. Moreover, football head coaches indicated greater preference to coach than basketball and volleyball coaches. Further, teacher-coaches who majored in sports related field preferred to coach, whereas teacher-coaches who majored in non-sport related field preferred to teach. It was noted that these statistically significant differences were of little practical significance because the associations between grouping variables and the dependent variables were rather weak. The expectations stemming from Chelladurai and Kuga's model that (a) individual difference factors and perceived task differences between teaching and coaching influence preferences for teaching and coaching, and (b) the congruence between preferred role and assigned role influence job satisfaction, were confirmed. The six personality orientations as measured by Holland's Vocational Preference Inventory (VPI) cumulatively explained 38% of the variance in preferences for teaching or coaching. The seven task characteristics as measured by Chelladurai et al scale explained 73% of the variance in preferences to teach or coach. Finally, the congruence
between preferred and assigned roles in teaching or coaching explained 16.6% of the variance in respondent's overall satisfaction with their jobs.

Burke et al.⁴ investigated basketball officials' perceptions of trait anxiety and state anxiety before, during (half time) and after a basketball game was conducted. 25 male high school and college basketball officials (mean age 43.92 yrs.) were administered a demographic questionnaire and basketball officiating modified version of the competitive state anxiety inventory –2. The subject completed the CSAI-2 within 30 min of the start, during half time and within 15 min after the completion of the game. Also after the game, the basketball officials completed a basketball officiating modified version of Sport Competition Anxiety Test. Results indicated that the officials reported feeling significantly less cognitive anxiety after a contest than before a contest. Also, no significant changes in self-confidence and somatic anxiety were observed across the 3 contest administrations. Comparisons were made between the official's scores with the norms provided with the CSAI-2 and SCAT.

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Sharma and Mann⁵ conducted a study to evaluate the job satisfaction among the scientists in SAI. The various factors on which job satisfaction was analysed were: length of service, administration, coordination, infrastructure etc. 30 scientists participated in the study. The conclusions were: (1) no association between length of service and the level of satisfaction with regard to freedom of work. (2) No relationship between length of service of scientists and the administrative effectiveness. (3) No proper coordination between administrators scientists and coaches/teacher (4) Scientists were not satisfied with their salaries (5) Scientists expressed dissatisfaction with programmes and policies of SAI with regard to promotion of sports. As the experience of the scientist increased the opinion become firmer.

Sedgwick, Cote and Dowd⁶ conducted a study to examine confidence-building strategies employed by Canadian high level rowing coaches. Ten coaches and ten rowers were interviewed to determine the behaviour and methods used by these experienced coaches. Some strategies such as coaches exuding self-confidence themselves, introducing mental preparation strategies and focusing on performance as opposed to outcome have been mentioned in the literature. A total of nine


new strategies emerged from the in-depth interviews. The most commonly cited of these novel concepts were maintaining an “arm’s length” relationship with athletes, co-ordinating logistics of training and competition. In conclusion, these rowing coaches appear to use a variety of strategies that are individualized, constructive, and realistic for preparing their athletes for training and competition.

Ogasawara ⁷ conducted a study to identify significant differences in job satisfaction and organizational and occupational commitments among coaches from Division I and Division III Universities in the United States of America and Japanese Universities. 271 Japanese coaches, 432 Division I coaches and 468 Division III coaches responded to a specially constructed satisfaction questionnaire. The Japanese coaches scored significantly lower than the American coaches in 7 of 11 facets. The American coaches tended to be more committed to their occupation than Japanese coaches, who were more committed to their organisations than the American Coaches. Further, both the American and Japanese coaches were more committed to their occupation then to their respective organisation. Finally, almost all of the facets of satisfaction were significantly correlated with both organisational and occupational commitments.

Blassingame\textsuperscript{8} conducted a study to examine the satisfaction levels of job related factors and non-job related factors on the retention of college physical education faculty in Texas. More specifically, this study examined: Satisfaction levels for job related factors and non job related factors of college physical education faculty: the relationship between satisfaction levels for job related factors and retention and non job related factors and retention: and the relationship between satisfaction levels for job related factors and non job related factors and their impact on retention. The questionnaire was mailed to 99 physical education faculties and 82\% response rate was achieved. The statistical analysis revealed that there was a lack of minority representation in this population. Physical education faculties were most satisfied with job related intrinsic factors of social service and creativity and least satisfied with extrinsic factors of compensation and institutional policies/practices. No significant differences in gender, academic rank and tenure status with regard to job related factors, non-job related factors and retention issues. There was a significant negative relationship between job related general satisfaction and retention, between job related intrinsic satisfaction and retention and between non-job related factors and retention. No significant relationship

\textsuperscript{8} Carol Lee Blassingame, "Satisfaction Levels for Job-Related Factors and Non-Job Related Factor Impacting the Retention of Physical Education Faculty at Four-Year Higher Education Institutions in Texas", \textit{Dissertation Abstracts International} 57:8 (Feb., 1997): 3438-A.
existed between job related extrinsic satisfaction and retention or between job related factors and non-job related factors.

Rainey and Winterich⁹ examined stress among American basketball officials. 723 basketball referees, including 56 women (mean age 41.9 yrs.) responded to a mail survey that assessed stress related to officiating. It was hypothesized that referees would report low to moderate mean stress and that a few would report high stress. Results showed means reported ratings were between "very little" and "moderate amount"; only 4% reported high stress. This was also true for female officials, although their mean stress score was somewhat higher than the men's. Findings suggest that most sport officials experience low occupational stress.

Yang¹⁰ conducted an investigation to examine the effects of perceived directors' leadership behaviours on job satisfaction of physical education instructors at Taiwan Universities. The secondary purpose of the investigation was to examine the relationships between selected demographic variables and physical education instructors overall job satisfaction. A total of 138 physical education instructors employed at

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¹⁰ Chih-Hsein Yang, “The Effect of Perceived Director’s Leadership Behaviour and Selected Demographic Variables on Physical Education Instructor’s Job Satisfaction”, Dissertation Abstracts International 55:12 (June, 1995): 3783-A
Taiwan Universities participated in the study. The study found (a) physical education instructors of Taiwan Universities were satisfied with their jobs in general and with administration/supervision, co-workers, career future, school identification, financial aspects, work conditions, amount of work and pupil-teacher relation, in particular; (b) there was significant positive correlation between physical education instructors overall job satisfaction and their perceived directors' consideration behaviour; (c) there was significant positive correlation between physical education instructors overall job satisfaction and their perceived directors' initiating structure behaviour; (d) there was no significant difference in overall job satisfaction between male and female physical education instructor; (e) there was no significant correlation between physical education instructors overall job satisfaction and their age total teaching years or teaching years at current school; (f) there was no significant difference in overall job satisfaction among physical education instructors with different academic ranks or highest educational degree; (g) physical education instructors gender, age, total teaching years, teaching years at current school, perceived directors' consideration behaviour and perceived directors' initiating structure behaviour accounted for 28% of the variance in overall job satisfaction; and (h) career future, work conditions, and workers were the three most promising subscales of the job satisfaction survey in predicting physical education instructors' overall job satisfaction.
Anshel and Weinberg\textsuperscript{11} compared the sources of stress for 70 American (aged 19-45 yrs.) and 62 Australian (aged 20-37 yrs.) male basketball officials. All subjects had 3 yrs of officiating experience in organized and competitive basketball. Subject answered questions on the Basketball Officials’ Sources of Stress Inventory (BOSSI). Results shows that referees from both countries perceived sources of stress similarly, confirming that several sources of stress appear inherent in basketball refereeing. However, they differed markedly on the extent to which verbal abuse from spectators and players, arguing with players, and making a wrong call was perceived as stressful. Some of the differences between American and Australian referees may reflect cultural background and experiences.

Morales\textsuperscript{12} conducted a study to examine the levels of job satisfaction/dissatisfaction and sensitivity among athletic managers employed by higher education institutions in Puerto Rico. Also, an examination of the relationship between the satisfaction and sensitivity variables was conducted. The sample consisted of 21 male and female athletic managers. To measure the managers’ sensitivity, all the head coaches (79 male and 35 female) were selected. The athletic managers


were found to be moderately satisfied with their job. The relationship with managers and workers, the amount of responsibility one is given, and one's immediate boss were the most important factors for individual analysis of male and female managers showed important differences between the two groups on the factors of physical work conditions, rate of pay and chance of promotion. The most important intrinsic and extrinsic factors for satisfaction were relationship with managers and workers, the amount of responsibility and immediate boss. The overall analysis of sensitivity showed that the athletic managers in Puerto Rico, as a group, are sensitive to their subordinates' needs. No correlation was found between the variables of satisfaction and sensitivity.

Green\textsuperscript{13} conducted an investigation to determine the relationship between high school athletic administrators' job satisfaction and job related stress. In addition, differences in the levels of administrators' job satisfaction and job related stress according to gender, years of experience, and school size were examined. Data were obtained from 371 high school athletic administrators employed in public schools from North Florida and South Georgia. Specifically, the subjects were head coaches who coached sports such as football, basketball, volleyball, softball and baseball. The following conclusions were made: (a) there is a positive

correlation between satisfaction and job-related stress; (b) gender appears to have an affect on job stress; (c) gender does not appear to be a factor in the perception of job satisfaction; (d) years of experience appears to have an affect on job satisfaction and job stress; and (e) school size appears to have an affect on job satisfaction and job stress.

Akindutire\textsuperscript{14} conducted a study to examine the determinants of job satisfaction in career expectation of coaches in Nigeria. One hundred predominantly male coaches, in various sports were randomly selected from 5 states in Nigeria. Majority of the coaches reported evidence of dissatisfaction with opportunity for decision-making, relationship with colleagues, and retirement provision. As part of determinants of job satisfaction, the married coaches were significantly more satisfied than their unmarried counterparts. There was significantly positive correlation between experience, number of promotion obtained and the level of job satisfaction, while a non-significant negative correlation was observed between age and level of job satisfaction.

Jambor, Weekes and Rudisill\textsuperscript{15} conducted a study on relationship between fitness capacity and anxiety levels in police officers. It was


hypothesized that cadets, officers with 5-7 years service and officers with 10 or more years service would differ on both fitness capacity and anxiety levels. An inverse relationship was found between fitness capacity and anxiety levels. It appears that lower levels of fitness were associated with higher levels of self-reported anxiety in all police officers. Cadets had the highest aerobic capacity and the lowest anxiety levels. Officers with 5-7 years service had the lowest aerobic capacity. Officers with 10 or more years' service had the highest anxiety levels. This study supports previous research relating exercise participation, fitness capacity and lowered anxiety levels. An inverse relationship exists between fitness capacity and anxiety levels. Further, the results, for high anxiety inducing professions, fitness levels and exercise programmes should be maintained in an effort to counteract job related anxiety.

Kenow and Williams\textsuperscript{16} examined the relationship between anxiety, self-confidence and evaluation of coaching behaviour. The two experiments examined F.L. Small and R.E. Smith's model of leadership behaviour in sport. The coaching behaviours (CBs) of male head coaches of a collegiate women's basketball team (n=11) were examined. The data supported competitive trait anxiety (TA) as an individual difference variable that mediates athlete's perception and evaluation of CBs. There

also was support for adding athlete’s state cognitive anxiety (SCA), state self-confidence, and perception of the coach’s cognitive anxiety to the model as individual difference variables. Players who scored high in TA and SCA anxiety and low in state self-confidence, and players who perceived the coach as high in SCA, evaluated coaching behaviour more negatively. Players perceived several specific coaching behaviour more negatively than did the coach, and drastically overestimated their coach’s self reported pre-game cognitive and somatic anxiety and under estimated his self-confidence.

Swain and Jones\(^{17}\) examined the relationship between sport achievement orientation and cognitive anxiety, somatic anxiety and self-confidence in a sample of male (n=60) track and field athlete. In the case of cognitive anxiety, the high competitive group exhibited no change across time; the low competitive group showed a progressive increase as the competition neared. In case of somatic anxiety, the low competitive group reported an earlier elevation in the somatic response. Significant main effects of both time-to-event and group were found for self-confidence. The findings revealed that the high competitive group, although reporting higher levels of self-confidence throughout the experimental period, reported reduced self-confidence on the day of

competition: in the low competitive group, self-confidence remained stable. These results suggest that the pre-competition temporal patterning of the multidimensional anxiety subcomponents differ as a function of competitiveness.

Boer\textsuperscript{18} conducted a study to determine significant differences exist between male and female high school coaches of women's basketball teams in the state of Colorado regarding their reasons for entering the coaching profession and the factors that affect job satisfaction in the coaching profession. The 265 head women high school basketball coaches in the state of Colorado, 160 coaches participated in the study. A significant overall gender difference existed between male and female coaches regarding the reasons for entering the coaching profession. Female coaches felt that "to become a role model for young, aspiring athletes" was more important than did male coaches. Male coaches ranked the reasons of "coaching gives me a feeling of self satisfaction", "to fulfill a personal desire to be competitive" and "to participate in the excitement and glamour associated with coaching" significantly higher than female coaches. Male and female coaches did not differ significantly overall with regard to the factors that affect job satisfaction in coaching.

profession. However, female coaches did significantly rank the individual factor of “the amount of stress from everyone” higher than male coaches.

Weiss et al.\textsuperscript{19} conducted a study to examine perceptions of ability and affective experiences of female coaches (N=28) following hands on coaching internship. Coaches were interviewed regarding the internship’s positive and negative aspects and their perceived strengths and weaknesses. Major themes characterizing the positive aspects of the internship were satisfaction of working with kids, development of coaching skills, social support and the fun; themes related to negative aspects of experiences were negative interactions with mentor coach, excessive time demands, low perceptions of competence, negative relationships with athletes, lack of administrative support, and overemphasis on winning. Perceived coaching strengths included major themes of interpersonal communication, motivation, teaching skills, knowledge of the game, discipline and balance of work and fun. Weaknesses were identified as inadequate sport related knowledge and skills, leadership skills, planning and management skills, physical skills, and injury prevention and maintenance skills.

Macdonald\textsuperscript{20} conducted a study to describe and analyze the relationship of job satisfaction of Chief Executives (CEOs) of National Sports organizations in Canada with their leadership behaviour (consideration and initiating structure); personal variables of age, education, administrative and athletic experience; and the organizational variables of the size and type of organization. It was found that CEOs were young, with 72% being 39 years of age or younger; well educated, with 90% having an undergraduate degree and 44% had graduate degree, and their median salary range was between $30,000 and $39,000 (51%). The CEOs were relatively satisfied with the different facets of the job. Sixty percent of the CEOs have been in their present position for three years or less and 90% for six years or less, which indicate high turnover rate. The findings indicated that the CEOs who were high in initiating structure and consideration behaviour were significantly more satisfied with their superordinate supervision and co-workers. The initiating structure behaviour was more useful than consideration in predicting the variance in satisfaction. No significant correlation was found between age, tenure, salary and the facets of satisfaction. A significant inverse relationship was found between level of university education and satisfaction with co-worker relations.

Freyberg\textsuperscript{21} conducted a study to analyze and compare five individual facets of job satisfaction as well as the overall satisfaction of NCAA women Athletic Directors at Division I and Division III institutions. The subjects participating in this study included 162 NCAA women athletic directors in Division I (n=80) and Division III (n=82). Data were collected through the Job Description Index (JDI). The data from the interviews were used to supplement the questionnaire results by providing more specific details concerning satisfaction perception. Results of the study provide evidence that women athletic directors are, in general, satisfied with their work. It was concluded that (a) Division I women athletic directors indicate positive job satisfaction with respect to work, pay, supervision and co-workers facets. They do not indicate positive perceptions with respect to satisfaction with promotion; (b) Division III women athletic directors indicate positive job satisfaction with respect to work, supervision and co-worker facets. They do not indicate positive perceptions with respect to satisfaction with pay and satisfaction with promotion; (c) Division I and Division III women athletic directors indicate positive overall job satisfaction perceptions and similar perceptions of work, promotion, and supervision facets satisfactions. Division I women athletic directors, however, indicate greater satisfaction with pay and

co-workers than Division III women athletic directors; (d) Satisfaction with work and satisfaction with supervision are the two facets which most strongly predict overall satisfaction for Division I and Division III women athletic directors. Satisfaction with pay is also a significant predictor of overall satisfaction for Division III women athletic directors.

Schreider\textsuperscript{22} conducted a study to investigate the job satisfaction among direct care staff at a 215 bed residential facility serving mentally retarded people. Various comparisons made on a number of demographic and personal characteristics of workers are summarized as follows (1) Full time and part time workers did not significantly differ in vocational needs, values and job satisfaction. (2) In terms of overall job satisfaction, significant differences were found for the variables of sex, age and educational level, but not for those of tenure, current college enrollment status or additional job status. (3) No significant overall job satisfaction differences were found between employees assigned to specific units serving behaviorally disordered residents and those assigned to regular workstations. (4) Finally, employees working with higher functioning residents reported significantly higher level of overall job satisfaction than did those who worked primarily with low functioning residents. This last

finding, however, was very confounded by major differences in workstations and related administrative practices.

Taylor\textsuperscript{23} conducted a study to predict athletic performance with self-confidence and somatic and cognitive anxiety as a function of motor and physiological requirements in six sports. 63 male and 21 female athletes from college varsity cross-country, running, alpine and Nordic skiing, tennis, basketball and track and field teams completed a questionnaire adopted from the sport. Competition Anxiety test that measured trait levels of self-confidence, somatic anxiety and cognitive anxiety. At 3-6 competitions during the season, the members of the cross-country running and tennis teams filled out a state measure of 3 attributes prior to competition. Subjective and objective ratings of performance were obtained afterwards, and coaches rating and seasonal team ranking were determined. Sports were along motor and physiological dimensions. Results indicate that all 3 psychological attributes were significant predictors of performance along both dimensions.

Braswell\textsuperscript{24} conducted a study to examine the job attitude of teacher-coaches as perceived by teacher-football coaches (n=283) and high school principals (n=43) and identify areas where role preference occurred. The teacher football coaches and the principals recorded the following results: (1) Teacher – coaches would identify significantly more job related tension in the teaching role than in the coaching role, and, (2) Teachers-coaches would identify significantly more participation in decision making job involvement, and job satisfaction from their coaching role than from their teaching role.

Fordham\textsuperscript{25} conducted a study to investigate the effects of perceived teacher stress and work environment complexity on job satisfaction of physical education faculty at Division 1-AA institutions. In addition, differences in the job satisfaction of physical educators who perceived high or low occupational stress and employed in a simple or complex environment were studied. Data used were obtained from 348 teachers at 81 institutions. The statistical analysis revealed a moderate effect between work environment complexity and work satisfaction. A moderate negative effect was exerted on work satisfaction by the stress variables. The


physical educators with lower work satisfaction and employed in a simple environment perceived more occupational stress than physical educators with higher job satisfaction. The data indicated that the perception of low occupational stress produces greater work satisfaction. The effect of perceived stress on job satisfaction appears to hold true, whether the physical educators worked in a simple or complex environment.

Reese\footnote{Shirley Green Reese, “Teacher Job Satisfaction and Job Stress of Urban Secondary School Physical Education Teacher”, Dissertation Abstracts International 47:1(July, 1986): 120-A.} conducted a study to determine the relationship between urban secondary school physical education teachers’ job satisfaction and job stress. In addition, differences in the levels of teacher job satisfaction and teacher job stress according to sex, age, years teaching and school size were studied. Data were obtained from 229 secondary school physical education teachers teaching in 85 urban schools in North Florida and South Georgia. The following conclusions were made: (a) There was a negative relationship between urban secondary school physical education teacher’s job satisfaction and job stress; (b) secondary school size above 1500 had an adverse affect on job satisfaction and job stress of secondary school physical education teachers; and (c) male secondary school physical education teachers tended to have a higher level of job stress than female secondary school physical education teachers.
Wezermes\textsuperscript{27} conducted a study to investigate and compare the levels of job satisfaction of physical education teachers and the levels of job satisfaction of teachers of other disciplines in urban and rural high schools in Jordan. The sample was composed of 208 full time teachers randomly selected from 88 urban and rural high schools in Jordan. The major findings were: (1) there were no significant differences in overall job satisfaction between physical education teachers and teacher of other disciplines in Jordan. (2) There was a statistically significant difference between physical education teachers in urban and rural schools in terms of overall job satisfaction. Teachers in rural schools were significantly more satisfied than those in urban areas. (3) The differences in overall job satisfaction between physical education teachers and teachers of other disciplines in urban schools were less than those in the job satisfaction of teachers in the rural schools. (4) The overall job satisfaction of teachers was not influenced by level of teacher's education experience, age or sex of teacher.

Christie\textsuperscript{28} conducted a study to determine the relationship between leadership skills and the variables locus of control and job satisfaction.


Factors of age, sex, grade and length of service as a supervisor were also examined for their relationship to leadership skill. The subjects for this study were 110 supervisors from a large federal agency. The findings were as follows: (1) There was a significant relationship between leadership skill and job satisfaction and no significant relationship between leadership skill and locus of control; (2) The significant relationship between leadership skill and job satisfaction disappeared when grade was partialed out; (3) when subgroups of age, sex, grade and length of service were analyzed, there was a significant relationship between leadership skill and job satisfaction only for, the subjects with 1-3 years of service as supervisors; (4) The variables investigated in this study contributed 19% of the total variance in explaining leadership skill and that age and length of service contributed significantly to leadership skill when all other variables were held constant. Overall, the results suggested that there was no consistent relationship between leadership skill and the variables selected for this study.

Davis\textsuperscript{29} conducted a study to examine the relationship between selected predictor variables (leader behaviour, organizational climate, professional orientation, and demographic factors) and overall job satisfaction the criterion variables. The data were obtained from 246 public

\textsuperscript{29} Frederick William Davis, “Predictors of Overall Job Satisfaction Among Public School Physical Educators”, Dissertation Abstracts International. 42: 12(June, 1982); 5055-A.
schools physical educators from Fairfield County, Connecticut. With significant predictors from organizational, individual and environmental components, the results suggest the multidimensional nature of job satisfaction. Five variables contributed to the predictive efficiency of overall job satisfaction: Esprit (morale) of the faculty, the professional commitment of the individual physical educator, consideration behaviour of the programme leader, Disengagement (non involvement), faculty behaviour (negatively correlated), and years experience in programme leadership. These five predictors explained almost 70% of the variance of overall job satisfaction collectively. The results denoted the importance of interpersonal relations and human relation-oriented leader behaviour to job satisfaction. Salary, age, sex, experience and responsibilities were not significant predictor variables. Participants reported being "somewhat satisfied" with their jobs in general, relations with co-workers, comfort, challenge and resource adequacy; and relatively less satisfied with financial rewards and promotions. No specific job facet rated "Very satisfied" or "not at all satisfied".

Mitrione\(^{30}\) conducted a study to explore the relationship between community mental health ideology, Job satisfaction, and managerial orientation in community mental health centers. One hundred and four

clinical and/or management staff from nine East Central Illinois Community Mental Health Centers served as subjects. Eleven hypotheses were generated in testing the relationships between the variables. The major findings of the study were: (1) Individual community mental health Ideology was significantly greater than perceived agency community mental health Ideology. (2) Both individual and perceived agency community mental health ideology were ineffective predictors of job satisfaction. (3) Individual community mental ideology was independent of individual and preferred executive director management orientations (4) Staff job satisfaction levels were significantly related to perceived executive director managerial orientation, were significantly, although minimally, related to individual managerial orientation and were independent of preferred executive director managerial orientation. Staff job satisfaction levels were independent of Executive Director's level of satisfaction with formal management preparedness. Supplemental analysis investigated the relationships between organizational effectiveness and experimental variables, sex differences in job satisfaction. Correlation matrix analysis showed no significant relationships between organizational effectiveness and experimental variable. ANOVA and t-tests showed that while there were no significant differences on job satisfaction levels between male and female staff, job satisfaction levels were significantly lower in agencies having female
executive directors and that male staff with female executive directors score significantly lower than staff of both sexes with male executive directors. Results showed that community mental health ideology had minimal predictive utility for organizational functioning and that staff job satisfaction levels could be best predicted through knowledge of staff perception of managerial orientation of the executive director. Results were interpreted to support the position that the importance of community mental health ideology had been over emphasized and that job satisfaction in community mental health centers could best be achieved through the application of more effective management practices.

Wittenauer\textsuperscript{31} conducted a study to identify satisfying or dissatisfying factors which could lead to job satisfaction and to faculty motivation in a higher education institution and to identify which demographic variables relate significantly to the ten attitude factors which Herzberg identified as either satisfier or dissatisfiers in his study leading to development of his two factor theory of motivation. Out of 200 randomly selected faculty members of Indiana University-Purdue University of Indiana Polis 58 percent responded. It was concluded that faculty members of a medically related campus of a major university vary greatly in their perceptions of satisfiers and dissatisfiers from those of subjects involved in Herzberg’s

findings in the application of the two-factor theory of motivation. Faculties were more satisfied. Some demographic variables were more closely related to satisfaction or dissatisfaction of faculty members than others. The closet relationship between demographic factors and levels of satisfaction or dissatisfaction tended to be in the five attitude factors variables identified by Herzberg as dissatisfiers. There appeared to be a close relationship between tenure and rank and the levels of satisfaction or dissatisfaction.

Wilcox\textsuperscript{32} conducted a study to develop and test an instrument for prediction of teacher effectiveness. Effectiveness was defined in the study by job satisfaction and perceived performance. Two hypotheses were developed to guide the investigation; Hypothesis One: motivation, central life interest, voluntarism, and personal and situational demographic variables were significant predictors of teacher job satisfaction. Hypothesis Two: Motivation, central life interest, voluntarism and personal and demographic variables were significant predictors of perceived teachers performance. The subjects in the study were 102 teachers from ten junior high schools Kansas school district. Stepwise multiple regression analysis was used to analyze the data. Hypothesis one was supported the three expectancy motivation formulas. Central life interests and voluntarism

were significant predictors of teacher job satisfaction. Partial support was
found for hypothesis two. The motivation models and organizational
complexity, demographic variables, were significant at the 5% level as
predictors of teacher’s performance. Numerous interesting and statistically
significant correlations between independent variables were also
identified. The research instrument did hold promise as a predictor of
teacher job satisfaction. The V room expectancy motivation models,
central life interests and voluntarism, as measured by research
instrument, were confirmed as predictors of teacher job satisfaction.

Fratzke\textsuperscript{33} studied the personality and biographical traits of superior
and average college basketball officials. The 16 PF (Form-A) was
administered to 25 superior and 28 average male officials who were
members of Indiana Collegiate Basketball Association. Performance
categories of superior and average officials were established by previous
ratings by fellow officials and inter collegiate coaches. Stepwise-multiple
discriminant analysis showed that superior officials were more self
sufficient, self-assured, self reliant and sensitive to outside social
demands than average officials. Superior officials also had significantly
more experience as college basketball participants than did their average
counterparts.

\textsuperscript{33} Mel R. Fratzke, “Personality and Biographical Traits of Superior and Average College
Alker, Straub and Leary\textsuperscript{34} studied the characteristic of professional basketball referees, which could differentiate their successful or unsuccessful performance on the court. The performance evaluation of the highest and lowest 85 officials of the Collegiate Basketball Officiating Association (CBOA) were analyzed and compared with their personality profiles as measured by California Psychological Inventory (CPI). Significant results were noted on 7 of the 18 subscales of the CPI. It is concluded that the scales may be useful in predicting superior inferior performance for collegiate basketball referees.

Raedeke, Warren and Granzyk\textsuperscript{35} used a commitment model to study why some coaches maintain their involvement while others discontinue coaching. For this study, 469 USA swimming age-group coaches completed a mail survey designed to assess commitment model construct, including coaching satisfaction, benefits, costs, investments, alternative options, social constraints and commitment. To test the commitment model, the structural equation modeling used to assess whether the model provided an adequate fit to the data for current and former coaches. Overall, satisfaction and investments were significantly related to commitment. Moreover, the standardized path coefficients


between benefits and costs and satisfaction were also significant. Multivariate analysis of variance and follow-up analysis revealed that current coaches reported higher commitment as well as less attractive alternative options, higher investments and higher social constraints compared to former coaches.