SUMMARY, CONCLUSIONS AND RECOMMENDATIONS
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Summary

The purposes of the study were to investigate the degree of burnout among coaches and to identify factors which may contribute to burnout. More specifically, the study attempts to evolve a measure of burnout which could be applied exclusively to sport coaches in Indian setting, to estimate the extent of burnout experienced by sport coaches, to estimate the extent of the influence of the motivational orientations, alienation, role conflict and tension of the individuals on burnout.

A Burnout Inventory (BI) was developed by the present investigator exclusively for the present study to be applied to sport coaches in Indian setting. Depleted energy reserves, Acute anger, Lack of creativity, Cynical attitude, Deep pessimism, Avoiding decisions, Obsession with problems, Escape activities, Physical illness, Chronic exhaustion and Psychological fatigue are identified as 14 dimensions of the BI. The BI contain 112 items selected after item analysis. BI has adequate reliability, face validity and external-criterion validity.

A Role conflict Differential (RCD) Technique developed by Narayanan (1983d) was adopted to obtain a direct measure of role conflict among the coaches in this study. The RCD was adopted based on the job analysis of the coaches. The RCD for coaches contains 75 items and has adequate reliability and validity.
Other instruments used in this investigation include Probabilistic Orientation Questionnaire (POQ), M-C Social Desirability Scale (M-C SDS) Trait Alienation Questionnaire (TAQ), State Alienation Scale (SAS), and Job Related Tension Index (JRTI). All the coaches included in the sample were working in different District Sports Councils, Tamil Nadu, at the time of this investigation.

The sample for the present study comprises of 102 coaches identified through purposive sampling technique.

Item analysis, product moment correlation, sign test, profile analysis and multiple step-up regression analysis were used appropriately to develop the inventory and to test the hypotheses.

The ogive plotted from the scores of the individuals on the BI reveals that of the 102 coaches 11 individuals (10.78%) fall in top 10 percentile and 32 individuals (31.37%) fall in bottom 10 percentile.

Very high degree of depleted energy reserves, acute anger, job dissatisfaction, obsession with problems, chronic exhaustion and psychological fatigue, high degree of lack of creativity, cynical attitude, jadedness, avoiding decisions and escape activities and moderate degree of sleep disturbances, deep pessimism and physical illness constitute the burnout syndrome experienced by the coaches prone to burnout.

The findings of the study further reveal:

- Burnout is significantly and positively related to trait alienation, state alienation, role conflict and to job related tension; negatively related to probabilistic orientation, and not related to social desirability.
The High and the Low Groups on probabilistic orientation, trait alienation, state alienation, role conflict and job related tension significantly differ on burnout.

- The High Groups on trait alienation, state alienation, role conflict and job related tension have higher burnout when compared to the Low Groups on trait alienation, state alienation, role conflict and job related tension.

- The High Groups on probabilistic orientation has lower burnout when compared to the Low Group on probabilistic orientation.

- The High and the Low Groups on Social desirability do not significantly differ on burnout.

- The High and the Low Groups on burnout significantly differ on probabilistic orientation, trait alienation, state alienation, role conflict and on job related tension.

  - The High Groups on burnout has greater trait alienation, state alienation, role conflict and job related tension when compared to the Low Groups on burnout.

  - The High Group on burnout has lower probabilistic orientation when compared to the Low Group on burnout.

  - The High and the Low Groups on burnout do not significantly differ on social desirability.

- The High and the Low Groups on probabilistic orientation, social desirability, trait alienation, state alienation, role conflict and job related tension on the 14 dimensions of burnout remain parallel to each other. The overall experiences of the two groups remain at the same level and of the same value.
- 81.51 percent of the variance in burnout is explained by the linear regression on the job related tension variable. Probabilistic orientation, alienation and social desirability add jointly an increment of only 2.02 percent of the variance already explained by job related tension.

Conclusions

The findings of this study permit the following generalizations.

1. Burnout could be measured through self reports. In Indian setting, the burnout syndrome among coaches constitutes depleted energy reserves, acute anger, lack of creativity, cynical attitude, jadedness, job dissatisfaction, sleep disturbances, deep pessimism, avoiding decisions, obsession with problems, escape activities, physical illness, chronic exhaustion and psychological fatigue.

2. Around 10% of the coaches experiences considerable burnout; around 30% of the coaches are likely to be feeling least burnout.

3. Certain motivational orientations, alienation, role conflict and job related tension contribute to burnout.

   Probabilistic orientation is significantly and negatively related to burnout. However it least explains the variance in burnout. Social desirability is not significantly related to burnout and least explains the variance in burnout. Alienation is significantly and positively related to burnout. But, it least explains the variance in
burnout. Role conflict is significantly and positively related to burnout. Job related tension is significantly and positively related to burnout and mostly explains the variance in burnout.

The findings of the present study seem to fit into the Cherniss transactional model of burnout. The stress and strain in the coaching job leads to an imbalance between resources and demand and ultimately lead to burnout among a section of the coaches. The demands on the coaches, like organizational goals and administrative assignments, expectations of the boosters, parents and administrators seem to subject the coach to stress in the Indian setting also. The immediate short-term emotional responses to imbalance among the coaches reported in this study includes low probabilistic orientation, high alienation, high role conflict and high job related tension. In the third stage a number of changes in attitude and behaviour occurred. At this stage the individual experiences depleted energy reserves, acute anger, lack of creativity, cynical attitude, jadedness, job dissatisfaction, sleep disturbances and deep pessimism. S/he begins to avoid taking decisions and often obsessed with his/her problems. S/he tends to escape from his/her activities and experiences physical illness, chronic exhaustion and psychological fatigue.

**Recommendations**

The findings of the present study have a number of implications for reducing and preventing burnout and further research on burnout in coaches.
Coaching is identified as a helping profession and also a stressful occupation. Studies investigated the phenomenon of burnout among psychologists, elementary and secondary teachers, public school teachers and nurses also reveal that only less percentage of individuals are burnedout. Among 255 psychologists only 6.3% of the Ss are reported to be burnedout (Koahill, 1987). A study of 275 elementary and secondary teachers shows that 10% of them were experiencing stress leading to burnout (Scholansker, 1986). In another study of 319 public school teachers, it was reported that 18% of them have high emotional exhaustion, 14% were highly depersonalized and 26% frequently experienced lack of personal accomplishment (Birmingham, 1985). In a study of 186 nurses, 10.75% of them were burnedout (Wilson, 1985). In the present study around 10% of the individuals fall in top 10 percentile in ogive plotted from the scores of the individuals on BI. However the percent of the burnedout people in coaching profession is less, it is important to consider that "burnout can be infectious, in the sense that one person's burnout contributes an additional source of stress and frustration of his/her coworkers and others with whom s/he interacts in other ecosystems" (Carroll & White, 1982,p.46). Hence, reducing and preventing burnout in an organization is essential.

The burnedout individual is found to have low probabilistic orientation, high alienation, high role conflict and high job related tension. When a coach experiences a stress-related deterioration in performance, the organization may identify the inappropriate behaviour and attitudes of the coaches and may advise to seek therapy for his/her problem. The organization may also provide stress management training to increase the coach's level of stress tolerance.
Since sport is institutionalised in India, it has many adverse effects. Coaching is a helping profession, and the professional helpers entered their career to make a living and to help their clients, not to serve an impersonal bureaucracy. In meeting meaningless regulations, and coping with bureaucratic inertia, coaches lose their energy and begin to burnout. Participation in decision making has a significant effect on burnout (Cherniss, 1980a). Sport organizations could increase employee communication and participation in decision making to reduce burnout.

At present coaches are found to be engaged both in coaching and in doing organizational and administrative tasks. This causes overload and overload is found to have significant effect on burnout (Cherniss, 1980a, Capel et al., 1987). To reduce overload of the coaches, the existing vacancies could be filled up and the duties of the coaches could be restricted only to engage in coaching. For doing organizational and administrative tasks separate staff could be appointed in each District Sports Councils.

The sport organizations could organize seminars to coaches discussing the symptoms, causes and prevention of burnout.

The Burnout Inventory used in the present study as a measure of burnout needs to be further refined and validated. Further research is needed to examine the levels of burnout experienced by the coaches. Studies could also be conducted to investigate the burnout experienced by the women coaches and to investigate differences between men and women coaches in experiencing burnout. Further research with regard to Cognitive Affective Model (Smith, 1986) of coaches' burnout may reveal
the nature, causes and consequences of burnout within a cognitive-affective model of burnout.

Finally, a strong recommendation is made for further research on coaches with regard to effective coping with burnout. Further study on burnout may provide insight into the nature of burnout and indicate new directions for effective coping.