SUMMARY

Sports hold a prominent place in the modern world life. Millions of people participate in sports activities, watch and read about them and spend billions of dollars annually on sports related activities and equipments (Freeman, 1980). This had perhaps lead to the competitive elements in sports. Physical education and sports emerged has a long historical background. It is a process that has taken place, and still taken place in various informal and formal ways. In every culture from the time of primitive 'man' to the present modern era, either directly or indirectly physical activities have played a vital role in the lives of all people.

THE PROBLEM

From the above rationale the problem may be stated as under:

CONFLICT MANAGEMENT OF SPORTS COACHES OF VARIOUS ORGANIZATIONS IN RELATION TO THEIR ORGANIZATIONAL HEALTH

OBJECTIVES OF THE STUDY

The main objectives of the present study are as under:

- To study the conflict management of sports coaches of various organizations.
• To study the organizational health of sports coaches of various organizations.

• To study the relationship between conflict management and organizational health of sport coaches of various organizations.

• To study the significant difference between graduate and undergraduate sports coaches on conflict management.

• To compare the conflict management of rural sports coaches of various organization with their urban counterparts.

• To compare the conflict management of male sports coaches of various organization with their female counterparts.

**HYPOTHESES**

Following hypotheses are formulated keeping in mind the objectives:

1. Conflict management of sports coaches of various organizations positively related with their organizational health.

2. There exists a significant difference between graduate and post-graduate sports coaches on
conflict management.

3. There exists a significant difference between sports coaches residing in rural and urban areas of Haryana.

4. There exists a significant difference between male and female sports coaches of various organization.

DELIMITATIONS OF THE STUDY

1. This study was delimited to a sample of 240 sport coaches randomly drawn from the state of Haryana.

2. The sample of the study delimited to coaches from the Haryana state.


4. This study was based on the perceptions of the sport coaches regarding conflict management and organizational health along with some demographic variables.

TOOLS USED

Research is based on the collected data. This data is collected by applying certain tools. A researcher goes for a particular type of tool after judging its criteria like validity, reliability, practicability etc. Keeping in mind these criteria the researcher decided to go in for the
following two standardized psychological tools to measure conflict management and organizational of sports coaches of various organizations in the present study:

- Background Information Form (BIF) developed by the investigator himself.
- Conflict Management Questionnaire (CMQ) by Uday Pareek (1990)
- Organisational Health Questionnaire (OHQ) by Miles Indian adaptation by Darji and Dongre

**STATISTICAL TECHNIQUES USED**

The raw data of the subjects on the three variables were subjected to t-test to transform into information. Further the mean scores of different groups on selected variables such as achievement motivation, intelligence and personality characteristics have been depicted in Bar Graphs.

With this background, we may now turn to the next chapter of analysis and interpretation.

**MAIN FINDINGS**

(i) **Findings based on correlation**

Co-relational findings between conflict management and organizational health of sport coaches is presented
in the table form 4.1 to 4.10.

Findings based on co-relation between conflict management and organizational health of sport coaches

➢ There is a significant positive relationship between organizational health and conflict management of sport coaches.

Correlation between conflict management (dimension wise) and their organizational health dimension i.e. Goal Focus’.

➢ There is no significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

➢ There is a significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

➢ There is no significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Appeasement’.

➢ There is no significant positive relationship between Goal Focus dimension of organizational health of
sport coaches and their conflict management dimension i.e. ‘Defusion’.

➤ There is significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

➤ There is no significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

➤ There is significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

➤ There is significant positive relationship between Goal Focus dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

➤ There is significant positive relationship between organizational health dimension of ‘goal focus’ of sport coaches and their conflict management (total).

Correlation between conflict management (dimension wise) and their organizational health dimension i.e.
'Communication Adequacy'.

- There is no significant positive relationship between Communication Adequacy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

- There is a significant positive relationship between Communication Adequacy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

- There is no significant positive relationship between ‘Communication Adequacy’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Appeasement’.

- There is no significant positive relationship between Communication Adequacy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Defusion’.

- There is no significant positive relationship between Communication Adequacy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

- There is a significant positive relationship between Communication Adequacy dimension of
organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

➢ There is significant positive relationship between Communication Adequacy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

➢ There is significant positive relationship between Communication Adequacy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

➢ There is significant positive relationship between organizational health dimension of ‘communication adequacy’ of sport coaches and their conflict management (total).

**Correlation between conflict management (dimension wise) and their organizational health dimension i.e. ‘Optimal Power Equalization’**.

➢ There is no significant positive relationship between Optimal Power Equalization dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

➢ There is a significant positive relationship between optimal power equalization dimension of
organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

- There is no significant positive relationship between ‘optimal power equalization’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Appeasement’.

- There is significant positive relationship between Optimal Power Equalization dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Defusion’.

- There is significant positive relationship between Optimal Power Equalization dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

- There is a significant positive relationship between Optimal Power Equalization dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

- There is significant positive relationship between Optimal power Equalization dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.
➢ There is no significant positive relationship between Optimal power Equalization dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

➢ There is significant positive relationship between organizational health dimension of ‘optimal power equilisation’ of sport coaches and their conflict management (total).

Correlation between conflict management (dimension wise) and their organizational health dimension i.e. ‘Cohesiveness’.

➢ There is significant positive relationship between cohesiveness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

➢ There is a significant positive relationship between cohesiveness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

➢ There is no significant positive relationship between ‘cohesiveness’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Appeasement’.
➢ There is significant positive relationship between ‘Cohesiveness’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Diffusion’.

➢ There is significant positive relationship between ‘Cohesiveness’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

➢ There is a significant positive relationship between ‘Cohesiveness’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

➢ There is significant positive relationship between ‘Cohesiveness’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

➢ There is significant positive relationship between ‘Cohesiveness’ dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

➢ There is significant positive relationship between ‘Cohesiveness’ dimension of organizational health of
sport coaches and their conflict management as a whole.

- There is significant positive relationship between organizational health dimension of ‘Cohesiveness’ of sport coaches and their conflict management (total).

**Correlation between conflict management (dimension wise) and their organizational health dimension i.e. ‘Morale’.

- There is significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

- There is a significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

- There is no significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Appeasement’.

- There is significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension
i.e. ‘Diffusion’.

➤ There is significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

➤ There is a significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

➤ There is significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

➤ There is no significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

➤ There is significant positive relationship between morale dimension of organizational health of sport coaches and their conflict management as a whole.

Correlation between conflict management (dimension
wise) and their organizational health dimension i.e. ‘Innovativeness’.

- There is no significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

- There is a significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

- There is significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Appeasement’.

- There is significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Diffusion’.

- There is significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

- There is no significant positive relationship between
innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

- There is significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

- There is significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

- There is significant positive relationship between innovativeness dimension of organizational health of sport coaches and their conflict management as a whole.

**Correlation between conflict management (dimension wise) and their organizational health dimension i.e. ‘Autonomy’**.

- There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

- There is a significant positive relationship between
autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Withdrawal'.

- There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Appeasement'.

- There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Diffusion'.

- There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Confrontation'.

- There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Arbitration'.

- There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management
dimension i.e. ‘Compromise’.

➢ There is no significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

➢ There is significant positive relationship between autonomy dimension of organizational health of sport coaches and their conflict management as a whole.

Correlation between conflict management (dimension wise) and their organizational health dimension i.e. ‘Adaptation’.

➢ There is significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Resignation’.

➢ There is a significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Withdrawal’.

➢ There is significant positive relationship between adaptation dimension of organizational health of


sport coaches and their conflict management dimension i.e. ‘Appeasement’.

- There is significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Defusion’.

- There is no significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

- There is significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

- There is significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

- There is significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.
There is significant positive relationship between adaptation dimension of organizational health of sport coaches and their conflict management as a whole.

*Correlation between conflict management (dimension wise) and their organizational health dimension i.e. 'Problem Solving'.*

- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Resignation'.
- There is a significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Withdrawal'.
- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Appeasement'.
- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. 'Compromise'.
dimension i.e. ‘Diffusion’.

- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Confrontation’.

- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Arbitration’.

- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Compromise’.

- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management dimension i.e. ‘Negotiation’.

- There is significant positive relationship between problem solving dimension of organizational health of sport coaches and their conflict management as a whole.
DISCUSSION OF THE RESULT:

The findings of the present study reveal that there is significant positive relationship between conflict management and organizational health of different sample groups. This finding is supported by Foster (Choudhary, 1994), Kim, (2005), Ellis, (2006), Fleming, (2007), (2007) though their findings indicated that there is a positive relationship between conflict management and organizational health of sports coaches. But the findings of the Jindal, (1990), Kumar, (1994), (1996) showed different result like there is no relationship between conflict management and organizational health of coaches.

(ii) Findings based differential analysis

*Difference between graduate and undergraduate sport coaches on conflict management*

- There is significant difference between graduate and post-graduate sport coaches on conflict management in general. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

- There is significant difference between graduate and
post-graduate sport coaches on resignation dimension of conflict management. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

- There is significant difference between graduate and post-graduate sport coaches on conflict management with respect to withdrawal. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

- There is no significant difference between graduate and post-graduate sport coaches on conflict management with respect to appeasement. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

- There is no significant difference between graduate and post-graduate sport coaches on conflict management with respect to defusion. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

- There is significant difference between graduate and post-graduate sport coaches on conflict management with respect to confrontation. However the coaches
those giving coach in post-graduate level were better in managing the conflict situation in sport.

➢ There is no significant difference between graduate and post-graduate sport coaches on conflict management arbitration. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

➢ There is significant difference between graduate and under graduate sport coaches on conflict management with respect to compromise. However the coaches those giving coach in graduate level were better in managing the conflict situation in sport.

➢ There is significant difference between graduate and post-graduate sport coaches on conflict management with respect to negotiation. However the coaches those giving coach in post-graduate level were better in managing the conflict situation in sport.

**Difference between urban and rural sport coaches on conflict management.**

➢ There is significant difference between urban and rural sport coaches on conflict management. However, the coaches belong to urban areas were better in
managing the conflict situation in sport.

➢ There is significant difference between urban and rural sport coaches on conflict management with respect to resignation dimension. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

➢ There is significant difference between urban and rural sport coaches on the dimension withdrawal of conflict management. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

➢ There is no significant difference between urban and rural sport coaches on the dimension of appeasement of conflict management. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

➢ There is no significant difference between urban and rural sport coaches on the dimension of diffusion of conflict management. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

➢ There is significant difference between urban and
rural sport coaches on the dimension of confrontation of conflict management. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

- There is no significant difference between urban and rural sport coaches on the dimension of arbitration of conflict management. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

- There is significant difference between urban and rural sport coaches on the dimension of compromise of conflict management. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

- There is significant difference between urban and rural sport coaches on conflict management with respect to negotiation dimension. However, the coaches belong to urban areas were better in managing the conflict situation in sport.

**Difference between male and female sport coaches on conflict management.**

- There is significant difference between male and
female sport coaches on conflict management.

- There is significant difference between male and female sport coaches on conflict management dimension ‘A’ i.e. resignation. Again, the male coaches were better in managing the conflict situation in sports.

- There is significant difference between male and female sport coaches on conflict management dimension ‘B’ i.e. withdrawal. Again, the male coaches were better in managing the conflict situation in sports.

- There is no significant difference between male and female sport coaches on conflict management dimension ‘C’ i.e. appeasement. Again, the male coaches were better in managing the conflict situation in sports.

- There is significant difference between male and female sport coaches on conflict management dimension ‘D’ i.e. defusion. Again, the male coaches were better in managing the conflict situation in sports.

- There is significant difference between male and
female sport coaches on conflict management dimension ‘E’ i.e. Confrontation. Again, the male coaches were better in managing the conflict situation in sports.

➢ There is no significant difference between male and female sport coaches on conflict management dimension ‘F’ i.e. Arbitration. Again, the male coaches were better in managing the conflict situation in sports.

➢ There is significant difference between male and female sport coaches on conflict management dimension ‘G’ i.e. compromise. Again, the male coaches were better in managing the conflict situation in sports.

➢ There is significant difference between male and female sport coaches on conflict management dimension ‘H’ i.e. negotiation. Again, the male coaches were better in managing the conflict situation in sports.

**Discussion of the result:**

The findings of the present study indicate that there is significant difference between male and female physical
education teachers on role performance. This findings is supported by Sinha, (1988), Kumar, (2004), Litton, (2006), where the findings of the Booker, (2003), Fleming, (2004) is contradicted with the present study.

**IMPLICATIONS**

The most outstanding characteristics of any research is that it must contribute something new to the development of the area concerned. The present piece of research has its implications for coaches working at different organizations, the policy planners of sports, the curriculum framers of physical education and the parents of sportspersons.

In the present study it has been found that there is a significant correlation between conflict management and organizational health of sports coaches. In this regard the following strategies can be adopted so as to develop the organizational quality among sports coaches.

So far as conflict management is concerned all the concerned authorities should keep in mind the following points so as to develop the organizational health among sports coaches:

(i) Emphasizing the coaches to supplement their
coaching with latest technology so that sportsperson receipt skills of sports effectively.

(ii) Counsel the sports coaches not to bother about family disputes and problems but to concentrate on their coaching which will enhance their understanding skill.

(iii) Curriculum of the physical education should be community need based that will generate interest of the physical education students.

With regard to solve the conflict situation among sports coaches, the following suggestions can be made.

The sports coaches should make clear, the importance of psychological aspects of sports persons by taking the different examples of mentally sound sport persons and their achievement. The life stories of successful personalities of sports can be included in the syllabus so as to boost their level of mental health.

(iv) Conflict management can be solved among sports coaches in sports itself by giving counseling.

(v) Conducive environmental experiences and opportunities should be provided to the sports coaches to widen their psychological development.
(vi) Sports authority should encourage the sports coaches to achieve better in coaching ability so that they may be able to take up of responsibilities. Such maturity in coaching will enhance and sharpen coaching ability among sports coaches.

5.3 SUGGESTIONS FOR FURTHER RESEARCH

➢ A correlation study of leadership behavior of physical education teachers and their adjustment.

➢ A cross cultural study of strategies employed to role performance of developing and developed countries.

➢ A comparative study of role performance and personality factors of physical education teachers representing different S.E.S.

➢ A study of some factors associated with role performance behavior of physical education teachers.