CHAPTER - I
BACKGROUND OF THE STUDY

1.1 INTRODUCTION:

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.

Today in the modern competitive sports every sportsman or sportswomen is in a race to excel others and competition has become a fundamental mode of human expression, as competitive sports is one of the very important factors by which national and international recognition and prestige is gained. Sports provide emotionally therapeutic outlets and taking part in sports
and games is a means to 'glow off steam'. Sports can be quite a tonic to nervous tired and frustrated individuals. Many students have welcomed the chance to practice or indulge in a game in order to get away from books and pressure of study. Participation in sports facilitates an individual to relax and relieve pressure of various kinds. Sports also help the advancement of one's own character. How to win pride 'without being proud? How to loose with disappointment, yet with grace (Borrow and McGee, 1979)? Sport is not only art or religion or moral ideals, but with all of these, it shares values which are at least humanly high and always human. Sports is a wonderful world. Those who are not active in sports, need to relies what they are missing? Those who are active must be encouraged to remain so. Sports should become an integral part of every one's life, for sports truly is a wonderful world. Sports has emerged into highly organized activity of human society. Sports is very important for preserving better growth and development of the organism (Kamlesh, 1983).

Physical Education makes an attempt to develop man in terms of his multidimensional personality. It brings out
the potential of an individual for his own self realization and incidentally for the development of society of which he is a member. Education is learning to learn, so that the individual continuously seeks to enlarge his intellectual and physical capabilities along with social adjustment and spiritual satisfaction. In its essence sports connotes zest for living and joy of living with optimism physical fitness to carry out one's task with reserve to meet emergencies, certain psychological traits are indicative of one's mental health and behavioral substrata for efficient functioning in one's society. Thus among many outcomes of sports, development physical fitness, skill proficiency and psychological characteristics for personal growth and social efficiency are most important ones and thus psychological characteristics themselves are the facilitators of education. The physical education profession is entering one of the most exciting, dynamics in its history. Traditionally, the physical education profession has been viewed as providing services within the educational field, specifically to the schools and to the schools aged population. However, within the last 15 years, the scope of physical education has expanded tremendously. Employment opportunities
grown from traditional career of teaching and coaching in the schools to teaching and coaching careers in non-schools settings, health and fitness related careers sports management career and sports media careers. This growth has been influenced by many factors. The fitness boom and the increases in leisure time has created a market for physical education programme to serve individuals of all ages and needs (Bucher and Wuest, 1987).

1.2 SPORTS IN INDIA: A Historical Background

Sports in India dates back to the ancient times with references found in the Vedas and Indus Valley Civilization. Archaeological excavations of Mohenjodaro and Harappa reveal that people indulged in some sort of physical activities and also played a variety of games using marbles, balls and dice. Hunting, swimming, boating and boxing were some of the sports played and nurtured in India in ancient times.

A mantra in the Atharva-Veda, says that, "Duty is in my right hand and the fruits, of victory in my left". These words hold the same sentiments as the traditional Olympic oath: "For the Honour of my Country and the Glory of Sport." The founders of Olympics had idea in
their minds when they were deciding on the various disciplines. There is a fascinating link between Greece and India which stretches back to 975 B.C. The passion for chariot-racing and wrestling was common to both the countries. It is more than likely that many of today's Olympic disciplines are sophisticated versions of the games of strength and speed that flourished in ancient India and Greece. Chess, Wrestling, polo, archery and hockey (possibly a fall-out from polo) are some of the games believed to have originated in India.

Yoga was an integral part of ancient Indian culture. Yoga was practice by almost every school thought to achieve spiritual and mental peace. It was forgotten by the people but now people have once again realized the importance of yoga.

The present scenario of coaches is also a part of traditional sports. The guru - shishya trend or the teacher - pupil relationship can be traced back to the times of Ramayana and Mahabharata. The gurus would take their shihyas under their custody and introduce them to archery, chariot racing, wrestling, hunting, horse riding, weight lifting, swimming and military tactics. The
weapons of war, for instance, the javelin (toran) and the discus (chakra), were frequently used in sports. Lord Krishna wielded an impressive discus or Sudarshan chakra. In Mahabharata, Guru Dronacharya wanted his pupil Arjuna to be best in archery. Bhima, Hanuman, Bhimsen, Jamvant, Jarasandha were some of the great champion wrestlers of that time. Today's fencing was popular in the ancient India in the form of sword fighting.

Buddhist literature is full of examples giving references to the importance of sports at that time. Lord Buddha himself was an ace in archery, chariot-racing and hammer-throwing. Renowned travelers like Fa Hien and Hiuen Tsang wrote about the various contemporary sports in Nalanda and Taxila in their travelogues. With the influence of Buddhism, art of self-defense also gained popularity in ancient India. More famous in the name of martial arts, it is still practiced through various dance forms especially in the southern part of India.

Games like chess, snakes and ladders, playing cards, polo, the martial arts of judo and karate had originated in India and it was from here that these games were transmitted to foreign countries, where they were further developed.
1.3 SPORTS COACHES IN INDIA

While India is quickly developing into one of the world's economic powerhouses, the prosperity has been slow to trickle down to local communities. Many provincial Indian schools have no physical education program whatsoever. They are still struggling to provide students with even a basic academic education.

The making of an *Underdog* sporting drama already has a history in Hindi film Industry with the likes of *Jo Jeeta Wohi Sikandar, Lagaan, Apne* and more recently *Chak De India*. India's national game Hockey which has lost its glory in the present scenario, is being taken up here as the backdrop of the narrative. It is inspired from the true story of Mir Ranjan Negi, former goalkeeper of Indian hockey team that lost miserably to Pakistan in the 1982 Asian Games final. The allegations that he took money from Pakistan for the concede goals made sure he never plays for the Indian Team again. Negi's sporting career seemed to hit a deadend until he gathered courage to coach Indian men and women hockey teams to redeem his pride.

Shah Rukh Iilian plays the Coach of the Indian
Women's Hockey team in Chakde India that goes on to win the Hockey World Cup, after rigorous training sessions and stringent mental stamina tests. He was given a chance to win back the lost glory and to clear the blot "put on his face" after the debacle of the final match against Pakistan.

And he does that quite convincingly. Making the girls feel the fact that mental toughness is more important than physical strength, he goes onto ruthless, rigorous training sessions. The "united we stand" formula makes its point to the girl-power, when we see them beating up a group of eve-teasers. The characterization of the sixteen players is also a meticulous job done with their distinct style and mannerisms. The girls from North-east portraying how the area is still alienated by the mainland India throwing attitude gives the plot a different flavor.

The film carries a very strong message of women's emancipation and women power. It will not be appropriate to call the film a feminist propaganda, but we can proudly call it a venture which glorifies the Indian women and the Indian national game.

At last, we can agree to the fact that Chak De is a
high-pitched pure sporting drama. With the zeal and ardor for sporting spirit and sportsmanship lives another life in CHAK DE! INDIA. We must thank the filmmakers for bringing a nearly forgotten sport Hockey into the limelight again. In fine, the film’s greatest worth is its interpretation on sexism in India and elevation of our national sport. Chak De! India.

1.4 CONCEPT OF CONFLICT MANAGEMENT

A number a writer has suggested approaches in reducing or resolving conflict within and among groups and there is a considerable similarity in their formulations. Further, they have emphasized that the approaches are not mutually exclusively and when considered over time, more then one approach may be employed for a given conflict episode.

Follet (1990) offered three ways of dealing with conflict domination. Compromise is a way to achieve a lasting solution to a conflict because the parties gave up something and some point the conflict sense, but in the long run it is not usually successful. Compromise involves each party giving up something so that the organizational activity that was interpreted can be continued. Follet did
not think of compromise as a way to achieve a lasting solution to a conflict because the parties gave up something and at some point the conflict would rise in another form. Integration, to Follet the only truly effective method of dealing with conflict, is a process by which the involve parties seek a new solution rather than staying within the confines of existing, mutually exclusive alternatives. In integration all parties to a conflict "win". The steps in integration including bringing the difference out in the open examination and evaluation, taking the demands of the parties and breaking them into their constituents parts or identifying the whole objective, and anticipating and preparing for response (Le trying to behave in a different manner so as to integrate the different interests). Even though Follet's position was that integration was the most fruitful approach to handling conflict, he recognized that it was difficult to achieve and in some conflicts it was not possible.

March and Simon (1985) suggested that four basic process by which an organization may react to conflict. Problem solving, persuasion, bargaining and 'politics'. In problem solving shared objectives are assumed, collection
of information is stressed, and emphasis is placed on identifying alternatives that meet the shared objectives. In persuasions it is assumed that the disagreements are over.

**1.5 PHYSICAL EDUCATION AND CONFLICT MANAGEMENT:**

Since the very inception of civilization the existence of physical education has been very much in vogue. In the beginning, man had to undertake a vigorous fight against the natural calamities. For the sake of meeting any unforeseen eventuality, time demanded from him to be physically fit and mentally alert. It was quite essential on his part to observe hard and strenuous routines in the adverse situations. The advise to keep his body and mind hale and hearty travelled for many centuries and this knowledge was transmitted from one generation to other.

In the recent past also, one could keenly witness olden heads imparting advice to their younger lots; for instance, they would preach them to get up early in the morning, go for long walks, do little exercises etc. But in reality what was all this? Certainly this kit containing readymade capsules was nothing else but exerting them the fundamentals of physical education. However, we were
not properly conversant with this word during that phase. It was only a matter of time when we jumped into new knowledge for improving and maintaining our health and coined it with a fresh word 'physical education'.

So the utility of physical education dates back to the presence of man on this earth. There are many stories which recall the maxim "survival of the fittest" which indirectly signifies the need and importance of physical education for all and sundry, the only thing differed in the past was the ways and means to impart physical education which of course were simple and straightforward. The scope of physical education does not fall within the limits of time as it starts with the conception of a child and remains with him till his death. In simple words, it goes from womb to tomb.

With the advent of scientific and technological advancement, the world of physical education has also undergone a tremendous change. Now events are properly datelined and records are maintained. Automation have been intruded in the arena of physical education and computers are widely used for many events. Sportsmen of today are far vigilant than those in the past as they keep
the regular track of their performance with the help of machines and electronic devices. Man has an earnest yearning to enjoy long and peace life with least ailments and aberrations.

Physical education assists him in realizing this objective in an undeniable manner. It is possible through regulating one's life on strict declines balanced between nourishing diet and normal exercises. So, one can realize one's ambition regarding keeping himself fit and free from deviations with the help of basic principles of physical education. Once and above all, physical education ensures harmonious development of individuals in all directions while making their life more purposeful and meaningful.

Conflict is a natural phenomenon in all the spheres. The world of physical education and sports is not an exception. Sportsmen experience conflicting situations quite often which have much to effect on their efficiency. Most of the sportsmen do try one or the other mechanism to avert their conflicts. But it depends upon the dexterity they acquire in using these mechanisms or strategies to manage their conflicts.
In India no serious efforts have been initiated to expose our sportsmen towards the nature, causes and strategies to cope with conflicts. There has been a repeated hue and cry about role of conflicts in the performance of sportsmen. Sometimes this role can be negative where has otherwise it can be positive also depending upon different situations.

Keeping in view their significance in the life and activities of sportsmen, it is essential that some deliberate measures should be taken up to introduce these conflicts in the wide world of physical education.

1.6 CONFLICT THEORY

Conflict theory is derived from a variety of conflict situations in industrial, economic, educational and financial organizations, international relations, race relations and family life. The four elements basic to the theory are:

(i) parties to the conflict,

(ii) the field of conflict,

(iii) the dynamics of the conflicting situations, and

(iv) management and control of the conflict.

Normally, there is a boundary beyond which the
system becomes destructive. A conflict system exhibits control. If it has feedback apparatus that can give signal when the dynamics of the conflict are approaching the destructive boundary and then it can set force into motion to reverse the movements and pull the conflict away from the boundary.

Conflict is like an iceberg, one should not be misled by top-portions of the iceberg but should search for the much latent conflict it has beneath the surface.

It must be remembered that an organization is a system of interdependent sub-system or groups. Conflict boundaries arise in interdependent types of situations and groups and systems in conflicts have to accept the position of other in good faith (trust). Conflict arises between specialist and hierarchical roles and between the faculty / scientists in educational and research institutions and the administrators. One group is committed to the attainment of technical excellence in its field and is professionally oriented; the other is wedded to the fulfillment of organizational procedures and organizational goals as it perceives them. A continuing type of balancing between conformity (represented by a
administration) and non-concinnity and creativity (represented by faculty / scientist) is an inevitable phenomenon in an educational/research institution. In such a situation the use of criss-cross panels or co-ordination committees with common goals, may provide the necessary perception of interdependence for a genuine solution. Free and complete communication of ideas and feelings should be encouraged.

Effective collaboration requires an honest confrontation of issues and willingness to learn to accept a student-role, and perhaps even to ignore earlier "successful" patterns of behaviour. If demands maturity and self confidence, but most of all it requires that even one has the potential to engage in problem solving.

1.7 CONCEPT OF ORGANIZATIONAL HEALTH:

Present thinking about organizational health is that it can be seen as a set of fairly durable second order system properties, which tend to transcend short-run effectiveness. A healthy organization in this sense not only services in its environment, but continues to cope adequately over the long haul, and continuously develops and extends it surviving and hoping abilities.
Steadily ineffective organization would presumably not be healthy on balance. "Health" implies a summation of effective short run coping. But it is noteworthy that an organization may cope effectively in the short run but at the cost of longer run variables.

Organizational structure is constituted by designing the various activities like task allocation, coordination and supervision. Organization's character influences the degree of personal freedom people have, the kinds of opportunities they have for advancement, the types of control imposed upon them, and even the way they think and feel about working in the organization. Organization in relation to the individual and the environment should be considered. While planning the managing aspects of the system, proper coping is required among the different factors, i.e. individual with the environment, organization with the environment and individual with the organization. Reciprocal relationships should be maintained between individual and organization.

Barnard (1938) conceived organizations as a system which embraced the activities of two or more persons coordinating their activities to attain a common goal.
where continuance of a successful organization depends upon two conditions: (i) accomplishment of the purpose of the organization, which is termed as 'effectiveness' and (ii) the satisfaction of individual motives. While Joseph (1973) conceived organization as a socio-technical system in which behaviour is influenced by a number of interrelated variables, including the individual predisposition of members, social structure, formal organization and the systems' external environment.

Organizational systems are in constant interaction with the environment and coping with the environment has a significant value for the survival of the organization. Organizations should place proper emphasis to develop proper strategy for coping with the environment. Some of the management people consider organization as a system having many sub systems which are based on leader's behaviour and human relationships. Schein (1973) defined organization in a different way i.e., an organization is the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal through division of labour and function, and through a hierarchy of authority
and responsibility.

Organizational health refers to organization's ability to identify and subject to the requirement for change influenced by internal as well as external determinants. Fordice and Weyl (1971) expressed their views about organization's health as "A healthy organization is one that has a strong sense of its own identity and mission and yet has the capacity of readily change." Life, growth and vitality are main factors which form the concept of health. Healthy organization should be a dynamic system coping with the environmental changes which are responsible for involving character coping in relation to environment affects the health of the organization. Though environmental disturbances may not affect the functioning of healthy organization as its innovative quality helps to take new activities which have a direct bearing on the coping ability.

Miles (1973) gave a more clear concept as "organizational health is a set of fairly durable and secondary system properties which tend to transient short term effectiveness". A healthy organization in this sense not only survives in its environment but continues to cope
adequately over the long run and continuously develops and extends it surviving and coping abilities.

Schein (1973) emphasized the importance of organizational health with developing psychology of organization. He is of the view that organizational health and effectiveness would depend ultimately upon the organization's ability to diagnose its own problems and to develop its own solutions. For maintaining organizational health the organizational management should be of combative nature so that culture of the organization could be managed in consideration with human value and groups of the organization. Culture supported behaviour is needed for good attainment process. In this direction, it would be pointed out that organization culture is the prevailing background fabric of prescriptions for behaviour, the system of belief and values, and the technology and task of the organization together with the accepted approaches.

If the culture supports behaviour obviating goal attainment, the result will probably be an ineffective organization.

Robert Dublin (1959) found that stability in
individual units and clusters of units in organization arise from internal work group bonds, and from mechanisms enabling constituent groups to present a united front to the organization in order to resist changes affecting the group as a whole. Even with the help of organizational health organizational behaviour could be studied.

Organizations are expected to make use of guidelines based on planned research in the area of organizational structure and design which will be helping them to maintain environmental coordination.

Organization has its own personality which sometimes suffers from the health point of view. It is necessary to diagnose the illness of the organization to provide it with appropriate treatment so that it may recover its health. Fordyce and Wey (1971) expressed about the characteristics of healthy and unhealthy organizations which included freedom of people to share difficulties, pragmatic problem solving, functional decision making, responsibility, sharing, respect of judgement of people, tackling problems of personal needs and human relationships, collaboration, joint effect in
crisis management, conflict management with openness, use of feedback, honest relationship voluntarism, flexible leadership, high degree of trust, acceptance of risk, learning for mistake, joint resolution of poor performance, functionalism of procedures, sense of order and high rate of innovation adaptability and joint management of frustration.

Dayal (1977) gave sign of ill-organizational health as, widely existing habits of sharing responsibility, alternating between defiance and submissiveness to authority, delays in work, prevailing tensions at all levels of management, 'gheraos' for trivial issues, intensity of unsuspected competition for positions, almost total lack of self appraisal. How to maintain organizational health or to renew the educational organizations is one of the important issues of educational management research which could be done by incorporating the various factors to form solid constructs of organizational health.

Pareek and Rao (1978) expressed that organizational health of any system depends upon several variables like the history of the organization, its formal structure, strategies used to achieve the objectives, philosophy, if
any or lack of it, the people that occupy leadership roles, socio psychological forces, people who join the system and interaction of all these. They gave dimensions of organizational health in terms of autonomy, collaboration and interdependence, creativity and productive behaviour, work motivation, functional openness and centrality as important dimensions of organizational health.

1.8 JUSTIFICATION OF THE STUDY:

The discipline of physical education and sports have been developing at a very fast pace. Physical Education though basically an integral part of general education has started claiming the status of a separate 'discipline'. Almost all physical educationists agree that physical education is an inseparable part of general education; it provides "wholesome experience" to the individual through the medium of large muscle activity. The outcomes resulting from 'vigorou's physical activity stimulates the growth and development and 'social' adjustment. Physical and mental experience forms a sort of 'inalienable' whole aiming to develop the whole child. Sports as recreation as well as competition are considered to be a part of physical education; they have existed as such through the ages.
The word sports are derived from two words - 'dis' and 'portere' - meaning "carrying away from work. It Sports are part and parcel of human as well as animal life. In the light of the factual knowledge, sports should not be viewed as a mere past time but as an extremely complex, behavioural issue and too much attachment with 'winning' has changed the entire concept of sports in the modem times. There has been a tremendous development going as in the discipline of physical education.

It is evident from the fact that a number of new areas are being developed under the gamut of this discipline. Sports management is one of such prominent area. It deals with the effective implementation of the pre determined objectives of sports.

A nation cannot develop without healthy and strong people and that is why contribution of sports has been widely acknowledged. This is done through imparting regular practice in various games and sports. People participate in various competitions and bring laurels not only to themselves but also to their organizations where they are attached. However, performance in sports depends upon a number of factors. For example, if
sportsmen are full of tension, anxiety or conflicts, then it will not be feasible for him to excel better. In a way their physical strength will be of no use if they are not mentally sound. Sporadic encounter of sportsmen with conflict! Conflicting situations has become common phenomena. Many international events are lost because of conflict emanating between the teams. Such incidents are often make headlines in leading media coverings and people too take keen interest in perceiving these issues while keeping a track of them. So absence of conflict cannot be denied even in the best team of the world. Needless to state that conflicts do have an impact on the performance of players. Sometimes full and pressure tactics cause conflicts while wrong or ill conceived decisions can also inflict conflicts.

Sometimes a sportsperson cannot perform to his ability when his team needs to win the competition. Behind the scene a lot of criticism is done which compel the sportsmen to perform below the level expected by his organization(s). There is an urgent need to look into the role and consequences of conflict in the realm of sports as its impact on the performance of the sportsmen cannot be
denied.

As eruption of conflict can be taken as natural phenomena similarly it's diffusing or management measures can be initiated on getting signals of conflicts. We call it conflict resolution system or conflict management. Whereas conflict resolution system resolves the conflict permanently, the conflict management purposes to diffuse the conflict for a transitory period.

There are some questions which haunt in our mind when we talk of management resolution system to be used by sportsmen, may be either consciously or unconsciously.

A serious scanning of the researches conducted in the area of management of sports/physical education reveals that very few studies have been conducted to study the conflict management of sportsmen of Haryana state. This inspired the investigator to take up a study on the conflict management of sports coaches.

For the sake of managing conflicts, it is believed that the contribution of educational institutions (colleges and Universities) where they are studying is also important as they encounter their teachers and friends who help them
in resolving and managing their conflicts. Moreover, their adjustment in daily life also has some bearing on their conflict management.

Keeping in mind all these prominent issues, it was considered essential to conduct a study on conflict management of sports coaches in relation to their organizational health of sports coaches of Haryana state.

1.9 THE PROBLEM

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

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

1.10 OPERATIONAL DEFINITIONS OF THE TERMS USED

Conflict Management

The process of employing various approaches for the sake of reducing or resolving conflict within and among groups may be considered as conflict management. For the sake of studying conflict management, eight strategies as suggested by Udaip Pareek are considered as basis for the study.

Sport Coaches: In the present study the sports coaches refers to the coaches of SAI and Govt.of Haryana
those were employed in every district of Haryana to coach different levels to sport persons.

**Various Organizations:** Here various organizations refers to the different educational institutions starting from school levels to university levels in Govt. Govt. aided and Private.

**Organizational Health:** Organizational Health is a set of fairly durable and secondary system properties which tend to transcend short term effectiveness. Living Organism is a system which maintains its own's personality. Similar is the case with the organization. A healthy organization is one that has a strong sense of its own identity and mission and yet has the capacity to change readily.

1.11 OBJECTIVES OF THE STUDY

The main objectives of the present study are as under:

1. To study the conflict management of sports coaches of various organizations.
2. To study the organizational health of sports coaches of various organizations.
3. To study the relationship between conflict
management and organizational health of sport coaches of various organizations.

4. To compare the conflict management of graduate sports coaches on conflict management with their post graduate coaches counterpart.

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

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

1.12 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.

1.13 DELIMITATIONS OF THE STUDY

1. This study was delimitied to a sample of 240 sport coaches only.

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

3. Further, the study was delimited to various organization like university, college level and school levels coaches.

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

5. The study was delimited to two variables i.e. conflict management and organizational health.

6. Again the study was delimited to two tools i.e. Conflict management questionnaire by Uday Pareek and organizational health questionnaire by Darjee and Dongre.