CHAPTER VI

SUMMARY, CONCLUSIONS AND SUGGESTIONS

6.1 Summary

Physical health is the fundamental requirement of every person. The development of the nation in social, economical, scientific, literary and cultural spheres depends on its people. Peoples' well-being should not be viewed in isolation from overall goals of the development. Thus, physical education and sports have become an integral part of human life in the present society to produce physically fit and mentally alert people. It is not limited only to the development of individuals but has other dimensions also. A healthy citizen is an asset to the country, while a sick person is a burden. Physical Education and Sports have rightly been defined as gaining of life for children and renewal of adults' physical vigour. The vacuum created by present scientific progress which requires far higher standard of mental and physical development can only be eliminated if we accept sports as a part of our daily life.
Standard of India in the international field of sports is startling. Prior to independence no organised effort was made by the British empire to encourage physical education and sports. Only the Government of India after independence took some decisions. Also the leaders of the nation started thinking of promoting physical education and sports at all levels. To fulfil this the Sports Council of India was formed in 1952 to look after the interests of sports in the country and in 1959 Physical Education Institute at Gawalior was established by the Government of India for training the physical education teachers for schools and colleges. Some of the associations in different games were also formed. To excel in competitive sports, National Institute of Sports was established in 1961 for providing specialists' training to persons who will further train boys and girls in particular games on scientific lines.

No country, society, association, organisation or institution can effectively work without a disciplined and orderly administration. A well-organised and independent organisation can ensure sound and efficient working in all services. The organisation establishes standard practice by working out detailed procedure, trains its employees for special jobs and transmits
authoritative decisions downward for implementation. Division of labour, source of authority and establishment are the major principles in the formulation of strong organisation.

Since independence the status of sports in India has been low as compared with other countries and this is all because there is no proper planning and implementation of the scheme by policy framers. It is very necessary that physical education and sports are well organised for the community, as only through such course of action can India hope to build up honourable image in the world of sports.

The National Institute of Sports was inaugurated/established in the year 1961 at the advice of the All India Council of Sports for bringing up the persistent low standard of sports and games in India. Before this there was no such institute; only Raj Kumari Amrit Kaur coaching scheme was in existence. The institute was working under the Society for National Institutes of Physical Education and Sports and the Chief executive of the Institute was Director General based at Patiala.

In the year 1985 the Society for National
Institutes for Physical Education and Sports was abolished and the institute along with its allied centres was merged with the Sports Authority of India. In 1987 on the suggestion of Arun Singh Committee report the function of the institute were curtailed and this was made merely Sports Academic Wing with its three different centres at Calcutta, Bangalore and Gandhinagar with Chief Executive officer, i.e. Director General, at Delhi. The functions of the Academic Wings are mainly training of coaches and research and development work relating to sports.

Keeping in view the importance of physical education and sports, a study was conducted with the following objectives:

1. To study the organisational structure of the Sports Academic Wings of Sports Authority of India;
2. To scrutinize the various functions and programmes of Sports Academic Wings;
3. To examine the personnel and financial administration (Budget) of the Wings; and
4. To evaluate the training programme of the Sports Academic Wings.
Methodology

To study the above objective both primary and secondary data was used. For primary data, a survey of sports administrators, scientists, coaches and trainees was conducted on a well-designed and pre-tested questionnaire. The data was collected from various Sports Academic Wings. For detailed study census was done in case of administrators, coaches and scientists. But the responses of 52 administrative officials, 30 scientists, 45 coaches and 98 trainees were finally received and the study was limited to this sample. The multiple-choice and dichotomous questions were formed to collect the necessary information. The simple tabular analysis was applied in quantitative results. Further, chi-square test was applied to test the goodness of fit and test of independence. In addition to this t-test and ranking were also applied to assertain the significance of differences in responses and importance of the variables respectively. The study has certain limitations, for example, the coaches were not willing to fill up the questionnaire, the records of the various wings were not properly maintained, and, therefore, the same could not be used properly.
Administrative Set-up of Sports Academic Wings

The Sports Academic Wing is headed by Executive Director (Academic) who is directly under the control of Director General of Sports Authority of India based at New Delhi. The Executive Director is assisted by Regional Directors for the various Wings, at the Sports Authority of India Netaji Subhash National Institute of Sports, Patiala. The Executive Director is assisted by Dean (Teaching), Dean (Sports Science), Dy. Dean/Director, Dy Director (Administration), Dy. Director (Finance), Registrar. The main functions of these wings are training of coaches, running orientation and refresher courses, and research and development in sports sciences. At the Academic Wings Master's course in sports, Regular course, certificate course and orientation and refresher courses are being run. The institute is divided into two faculties i.e. faculty I and faculty II. The faculty I is headed by Dean (Teaching -- applied sciences) and faculty II by Dean Sciences (basic sciences). The academic affairs of these wings are controlled and guided by scientific council General Assembly which is headed by Executive Director (Sports Academic). The members are from the teaching staff, both applied and basic sciences. Further the members are Regional Directors of South,
East, West wings, Dean Laxmibai National College of Physical Education Gawalior and some eminent sports administrators and educationist.

6.2 Conclusions and Suggestions

From the present study the following conclusions are drawn and accordingly suggestions are made:

6.2.1 Conclusion

The administrator opined that the length of service is not associated with the level of satisfaction with regard to 'freedom to work'. The level of dissatisfaction was more in the case of those administrators having more than 10 years' experience. Similar inference was drawn in the case of scientists. Majority of the coaches were not satisfied with the independence provided to them. Comparatively, scientists were more satisfied with the independence provided to them, followed by administrators and coaches. The level of dissatisfaction was highest amongst the coaches regarding the independence provided to them to work freely. As the experience of Administrator increases he becomes more efficient. This efficiency can be increased by organising training programmes. The above analysis reveals that the present organisation structure is more
centralized, resulting in dissatisfaction among the administrators, scientists and coaches.

The study depicts that there is no relationship between length of service of the administrators/scientists and administrative effectiveness. This is probably due to the fact that the administrators/scientists who have less than five years' experience have not experienced any other system while those who have more than five years' experience have seen the administration before and after the merger. They compare the pre-merger and post-merger systems and feel the pre-merger system was more effective than the present one. Further, they expressed that their proposals/plans are evaluated by non-technical persons. There are so many channels. By the time it reaches the Director General or Board of Governors the basic essence of the scheme is completely changed and it becomes difficult to implement the same at the department level. The administrators expressed highest dissatisfaction with the existing administrative system, followed by scientists and coaches. Coaches showed indifferent attitude towards effectiveness of the system. Coaches generally have no say in the administration and are not directly involved with the administration, resulting in an indifferent attitude. Majority of the administrators having either
technical education or university education supported the views that delegation helps in avoiding delays, increasing efficiency and helps in prompt decision-making. As the experience of administrators increases the view that delegation helps in increasing efficiency and avoiding delays becomes stronger. Relatively, administrators having university education were more inclined towards delegation than the administrators having technical education.

The study indicates that length of service is not associated with the satisfaction level of administrators regarding delegation of authority. Probably it is due to inadequate powers delegated to them. Further as the length of service increases the powers delegated to the administrators do not increase and this leads to dissatisfaction. The main cause seems to be due to centralised administration.

Half of the administrators expressed dissatisfaction with the present delegation of powers. All the administrators are in favour of greater delegation of powers irrespective of the level of experience. Administrative staff with technical education or university education feels that a more decentralised policy be adopted for delegation of administrative and
financial powers. They further opined that the technical staff at the Academic Wings and non-technical staff at the Head Quarter do not have harmonious relationship which generally creates more confusion. There is duplication of work and the present system is very costly. There is no proper coordination between Sports Academic Wings. The administrators were in favour of separate and distinctive offices and files of SAI and Sports Academic Wings. More powers be given to the Executive Director (Academic) for better functioning.

Further, there is no proper coordination between administrators, scientists and coaching/teaching wings. The study reveals that even senior administrators are not taking any interest in building a proper coordination in these wings. The main cause of dissatisfaction among the scientists is due to poor co-ordination between coaching/teaching and science faculty. The scientists stated that the coaches do not associate them in research activities and vice versa. Further there is ego problem in scientists and coaches. The Sports Authority of India has also not given due importance to the science faculty. The coaches do not like the presence of scientists while they are coaching. They think that most of the scientists have no sports background so they cannot be of
any use in the field and they do not like to associate them. Further, coaches think that their presence will undermine their authority and they will be degraded in front of the students.

The administrators, scientists and coaches feel that before merger the functioning was better because technical people were engaged in decision-making. Before merger the powers were centralised with the the Director General and the Joint Director General who were stationed at Patiala, and they were technical persons and had sports background. But after the merger more channels were introduced which leads to red-tapism. Further, at different channels bureaucrats/non-technical persons have been posted who have no sports background and they generally do not establish rapport with the technical persons. The Executive Director (Academic) is a technical post but his powers are very limited and he has no financial powers and cannot work independently. All the powers of recruitment, selection, training, transfer etc. are with the Director General of SAI at Delhi. Executive Director (Academic) has no such powers. Previously these powers were with the heads of the these Academic wings. Consequently, the role of technical people in decision-making is reduced to a very low level.
The administrators, scientists and coaches expressed dissatisfaction with programmes and policies of Sports Academic Wings with regard to promotion of Sports. In the case of administrators, this aforesaid opinion becomes more and more firm as the experience increases. The level of dissatisfaction was relatively lower in case of coaches because they are not permanently based at the Academic Wings. Their posts are transferable and they do not stay for long periods in the Academic Wings.

Both administrators and coaches were not satisfied with the recruitment policy because before merger promotion from within was followed and after merger more emphasis is given to open selection. It has also been observed in case of coaches that no new appointments has been made for the last so many years because of paucity of funds, and affecting their promotion in the higher scale as it is based on percentage basis (quota system).

Majority of administrators and coaches have expressed dissatisfaction with the qualifications laid down for their recruitment. The level of dissatisfaction was higher in case of administrators having more than 10 years experience because of limited promotion avenues and there is stagnation in this present set-up.
Coaches expressed dissatisfaction with the promotion policy. Dissatisfaction is more in senior coaches than in junior coaches. This is because from Grade III to Grade II they get promotion easily because of relatively higher quota. From Grade II to Grade I and finally selection grade the promotion quota goes on decreasing and very few coaches get the selection grade.

Majority of the administrators stated just satisfaction or no satisfaction with the present pay scale. The level of dissatisfaction is higher in the case of administrators having more than 10 years experience because of inadequate promotional avenues.

None of the coaches expressed dissatisfaction with pay scale. The coaches expressed satisfaction because of time scale but senior coaches expressed dissatisfaction due to quota or percentage based promotion policy.

The scientists were also not satisfied with the present pay scales. The post of Senior Scientific Officer is practically the last promotion with a pay scale of 3700-5000. Further they feel that in case of administrators the scale goes to 5700-6300 whereas in their case the scale goes upto Rs. 3700-5000.
Majority of the Administrators and coaches were in favour of training programmes like orientation/refresher courses. They perceived that training helps in improving their efficiency and helps in inculcating administrative skills. These programmes also broaden their professional knowledge and increase their functional capacity.

So far as transfer policy of SAI is concerned, most of the administrative staff and coaches reported being just satisfied with the existing transfer policy. In their opinion the transfers be made so that effectiveness and efficiency of the department be increased. The dissatisfied administrators and coaches revealed that transfers are made to protect individuals' interest and to accommodate political pulls and pressures. They also feel that there is no definite guideline for transfer policy.

The administrators, scientists and coaches were of the opinion that the Director General, Executive Directors, Regional Directors and Directors should be specialists and the Academic Wings should be managed by such specialists.

The majority of the coaches and scientists
expressed dissatisfaction as far as budget allocation is concerned. The main cause of dissatisfaction in case of scientists is due to evaluation of their proposal by non-technical staff at the headquarter resulting in cuts in the budget or the proposal being turned down. The dissatisfied coaches were of the opinion that budget is not allocated department/game-wise. They have to depend upon the higher authorities for minor sanctions etc.

The study reveals that none of the scientists is working on the psychological motivation aspects of the players which is one of the important key factors and is being neglected. Most of the scientists further expressed that facilities required for research, teaching and laboratories are inadequate. There is no relationship between length of service and facilities available. The environment is not conducive for research work.

Scientists perceived that research has helped a lot in improving the sports activities and is beneficial for the sports. They were pained to express that a very negligible number of scientists have been associated with Indian teams. But those who were associated with the Indian teams opined that there is no significant change in the performance because the coaches and the federations/associations undermine their ability.
Moreover, their association with the teams was simply on papers or for a very short period. Further, the authorities have not so far realised the importance of scientists and their contribution in improving the efficiency of the teams.

Most of the trainees were satisfied with the facilities and infrastructure provided to them except at Gandhinagar Academic Wing it being a new centre. The dissatisfied trainees also mentioned that the facilities are insufficient and there is no coordination between coaches, teaching and science faculty. Most of the trainees expressed satisfaction with the content of the training programmes. Those who are not satisfied reported that the diet given is not proper and upto the mark, training programme is not systematic, coaches favour individuals and the training schedule is irregular.

Majority of the trainees showed satisfaction at both theoretical and practical training imparted to them. However, the dissatisfied lot reported that lectures delivered are not to the point, very lengthy, and are not supported with audio-visual aids so far as theoretical part of the training is concerned. In case of practical training, they reported that the time allotted for practical training is very short, coaches are not aware
of the latest techniques, and linkage between theory and practical is lacking.

Further they revealed that most of them are not getting any incentive during the training period. Those who are getting incentive they are also not satisfied with the incentive because it is not sufficient and is not given regularly or timely.

Majority of the respondents expressed satisfaction with the admission procedure. The dissatisfied trainees opined that admission procedure is faulty because merit is ignored, there is no check for backdoor entry and there is too much reservation.

Most of the trainees were of the opinion that boarding and lodging facilities are sufficient. The trainees who are not satisfied with the boarding and lodging facilities reported that the quality of food is poor, it lacks amenities and the food does not contain caloric values according to games.

The trainees observed that there is a proper coordination between coaching/teaching and science faculty. They were of the opinion that research is beneficial as it increases knowledge on scientific lines and efficiency.
The study further reveals that most of the trainees have shown their satisfaction as far as the whole training programme is concerned. The dissatisfied were of the view that the programme is very short and there is no coordination between theory and practical.

6.2.2 Suggestions

From the above analysis, the following suggestions have been made to improve the working of Academic Wings of Sports Authority of India. Ultimately it will improve the efficiency of coaches and trainees and also physical and sports standard at various national and international levels.

1. Presently the board consists of bureaucrats/non-technical persons who do not understand the significance of sports and physical education, hence they are least interested in sports activities. It is therefore suggested that the board of governors should consist of more technical persons and eminent sports persons.

2. The Sports Academic Wings at Calcutta, Banglore, and Gandhinagar should not be under the control of Regional Director as he has multifarious activities and he is not in a position to devote much time to
the Academic Wings. These wings should be headed by independent administrators who should solely look after the Academic Wings and should be directly responsible to Executive Director (Academic).

3. Administrators, scientists and coaches working in the Academic Wings should be given more freedom to work for effective and efficient administrations. The powers should be decentralised at the Academic Wings so that they can execute their proposals as well as allocate budget provisions at their own level.

4. It has been observed that even the coach in-charge does not have minimum infrastructure facilities. It is suggested that for better efficiency and status, they should be provided basic facilities.

5. Presently the institute is governed by SAI which is directly under the control of the Government of India. For better functioning it is suggested that the institute/Academic Wing be given autonomous status or status of deemed university.

6. Teaching faculty should be permanent and should have a separate cadre.

7. The institute is producing a number of trained coaches every year but they are not fully absorbed because of lack of positions. It is suggested that training of coaches be linked to requirement so as
to avoid unemployment and save money; also, human resource development approach be followed.

8. It is suggested that there should be proper coordination among administrators, scientists and coaches. Also coaches should be associated with the scientists in the field and vice versa.

9. Separate budget should be provided to each game department for their activities.

10. It is suggested that the pay scales of scientists and coaches should be made time scale instead of percentage quota promotion to higher scale. For better efficiency their pay scales should be improved. Further, steps should be taken to remove the stagnation at the senior level.

11. Before opening a new centre, adequate infrastructure facilities should be created first so that the institute can work smoothly.

12. It is also suggested that more candidates should be sponsored by government/industrial houses/institutions with sufficient incentives to attract competent sports-persons to the field of coaching.

13. The admission criteria for trainees should be very selective so that only competent persons are selected as training involves a lot of funds.

14. It is also suggested that courses should be designed
in such a manner that the trainees can easily adopt the course keeping in view the qualifications of the trainees. Theoretical lectures should be supported by audio-visual aids.

15. Scientists should also be associated with national teams so that the training can be imparted to these teams on scientific lines, keeping in view the international standards.

16. It is also suggested that boarding and lodging facilities should be improved. Diet should be provided keeping in view the games' requirement.

17. The academic aspect needs improvement. The curriculum and syllabi need to be updated. Scientific equipment are to be procured in each of the zones at least to facilitate better working.
IMPLICATIONS

1. Composition of Board needs thorough revision. At present the composition is in favour of non-technical persons. Whereas it should be in favour of technical persons.

2. Study reveals that the merger which took place in the year 1985 resulting in dilution of functions/activities of Netaji Subhash National Institute of Sports. This policy needs revision for smooth functioning and better achievement.

3. Study reveals that there is a lack of inter-faculty coordination. If there could be inter faculty coordination, the sports performance level of the country will may improve.

4. There appears to be a wide gap between the personnel training and their placement, which is a major source of anxiety among the trainees. SAI should take into account this aspect so that, the gap between training of coaches and their placement be reduced.

5. Personnel policy needs revision because lot of frustration has cropped up among the staff regarding pay scale, promotion policy, seniority etc.