CHAPTER-VI

SUMMARY, CONCLUSION AND SUGGESTIONS

VI.1 Summary :

Physical Education and Sports has been used by society for many ages to safeguard its welfare and ensure the development of the individual. It also emphasised to prepare the youth for the defence of the community and for nurturing a sense of loyalty to the group. Physical education and sports promotes the efficient function of the body and facilitate during the progress of the pupils growth and development of skills, the shaping of its attitude and habits for socially approved ends necessary to a balanced life. Physical education and sports being human natural phenomenon, has the potential of providing means of self-expression for 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 scientific trend in sports is to proceed in a scientific manner and to achieve the level of performance. The achieved success in sports gives a great sense of fulfilment and satisfaction to a player, society and nation as whole.

The Government of Himachal Pradesh have been paying same attention so as to improve the standards of sports and physical education. A number of schemes for providing financial assistance to outstanding sportsmen have also been introduced. Moreover, the Himachal government has created special sports wings in some schools and colleges for grooming sports talent and preparing the students for higher level competitions. However, a feeling gets created in the mind of the people that the government has no paid serious attention for improving standards of sports and physical education. Though
the government has prepared several schemes and programmes for the
development of sports and physical education. Yet much more requires to be
done.

To excel in competitive sports in Himachal Pradesh, Sports Department was constituted under Education Department of the State. But in
the year 1982 a separate Sports Department was established and sports cell of education department was brought under this department from the
education department to give promotion to the sports in the State.

No, State, society, association, organisation 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 separation the status of sports in Pradesh has been low as compared with other states 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 Himachal Pradesh hope to build up honourable image in the country of sports.

In collaboration with SAI, District Sports Coaching Centre have been established in every district head quarter, besides a regional coaching centre at Mandi. Regular coaching is providing to the sports persons in all these centres. The government of India and the Government of Himachal Pradesh have been paying same attention so as to improve the standards of sports and
physical education.

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

1. To analyse the existing administrative set up and to suggest changes for making the organisation more efficient and effective.

2. To evaluate the desirability of the multiplicity of sports organisations in the government.

3. To examine the various sports policies and their impact on the development of sports.

4. To make an assessment of the personnel policies and to suggest ways for further improvements.

5. To highlight the present patterns of relationship between the secretariat and directorate as also between the directorate and its field agencies.

6. To understand and evaluate the perceptions of sports personnel regarding the sports policies and programmes in Himachal Pradesh.

Methodology:

To study the above objectives both primary and secondary data was used. For primary data, a survey of sports administrators and coaches was conducted on a well-designed and pretested questionnaire. The data was collected from various Sports Office in the State. For detailed study census was done in case of administrators and coaches. But the responses of 21 administrative officials and 56 coaches were received and the study was limited to this sample. The multiple-choice 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 ascertain 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, records of
the various sports offices were not properly maintained, and, therefore, the
Sports Department could not be used properly.

Administrative Set-up of Sports Department

Sports Department is headed by a Director who is also ex-officio
Additional Secretary of the Department. The Officer is drawn from IAS cadre.
Director is assisted by a Joint Director and a Deputy Director at the state head
quarter and they are responsible for supervising the process of implementation
of various schemes and programmes of the department. The Sports
Department has its field offices at the district levels. The district level
organisation is headed by a district sports officer who is selected by the
Himachal Pradesh Service Commission as per criteria laid down in recruitment
and promotion rules of department amongst the renewed sports persons.

The district sports officers are assisted by sports officers, junior
sports officers, coaches, etc. The district agencies of any department,
particularly the sports department, are basically action oriented institutions.
It is expected of them that they will execute the policies of the directorate with
highest efficiency and appreciable effectiveness. The field officers and sports
persons revealed the fact that the district officers have not been in a position
to give their best due to several factors. One such factor was increasing
interference by the headquarter, and very limited delegation of authority to
the district sports officers.
VI.2 Conclusions and Suggestions:

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

A. Conclusions:

1. The study depicts that there is no relationship between length of service of the administrators and administrative effectiveness. This probably is due to the fact that the administrators who have less than eight years' experience have no other system while those who have more than eight years' experience have seen the administration before the creation of department and as such they found the present system more effective as compared to before creation of the department. Coaches showed indifferent attitude towards effectiveness of the system. Majority of the coaches were satisfied with the administrative effectiveness. All above shows that neither administrators wanted to change the system neither the coaches want any change in the administrative system.

2. 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 8 years' experience. Majority of the coaches were satisfied with the independence provided to them. Comparatively, administrators were not satisfied with the independence provided to them. The level of dissatisfaction was highest amongst the administrators 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.

3. Majority of the administrators having either technical education or university education supported the views that delegation powers 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 feel that a more decentralised policy be adopted for delegation of administrative and financial powers. They furthers opined that the technical staff in the field 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.

4. Administrators are not satisfied with the existing recruitment policy
but coaches are satisfied with the present recruitment policy. Administrators are not satisfied because before creation of department promotion from within was followed and after creation of department more emphasis is given to open selection. It has also been observed in case of coaches that no new appointments has been made since 1984. Some coaches have been appointed on contract basis with the fixed salary of Rs. 4000/-. 

5. Coaches have expressed satisfaction with the qualification laid down for their recruitment but the administrators are not satisfied with the qualification laid down for the recruitment.

6. There is no proper promotion policy for the coaches. No coach has been promoted who have been recruited and joined the sports department since 1984. Coaches are not satisfied with the promotion policy. Majority of the administrators are not satisfied with the promotion policy because of limited promotion avenues and there is stagnation in this present set-up.

7. The study indicates that length of service is not associated with the transfer policy. Most of the administrators were of the opinion that transfer policy was meant to increase the effectiveness and efficiency of the sports department. Coaches were 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 individual's interest and to accommodate political pulls and pressures. They also feel that there is no definite and pressures. They also feel that there is no definite guidelines for transfer policy.
8. More or less all the respondents are satisfied with the pay scale. A coach is eligible for promotion from junior coach (5480-8925) to senior coach (5800-9200). But there is no promotion from JSO to coach since the establishment of the sports department. They are more or less satisfied. They are feeling neglected as there is no new recruitment in the sports department since 1984 in the coaches cadre. 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 8 years experience because of inadequate promotional avenues.

9. Length of the service is not associated with the training programmes of the administrators. Majority of the Administrators and coaches were in favour of training programmes like orientation/refresher courses. They perceived that training helps in inculcating administrative skills. These programmes also broaden their professional knowledge and increase their functional capacity.

10. There is no proper coordination between sports Department and secretariat. The Administrators were in favour of separate and distinctive office and files of Sports Department and Secretariat. More powers be given to the Sports Director for better functioning.

11. Majority of administrators working in the Sports Department expressed that there is no coordination between coaches and administration.

12. The administrators and coaches expressed dissatisfaction with programmes and policies of Sports Department with regard to the promotion of sports. The length of service is not associated with the programmes and policies of the Sports Department. There is not
significant relationship between years of experience and impact of policies and programmes of the department in the promotion of sports and games.

13. The administrators and coaches are of the opinion that Director, Joint Director, Deputy Director and D.S.O. should be specialist because of having technical experience and sports backgrounds only then they can have better understanding. Administrative staff and coaching staff felt that the department should consist of more technical persons than generalists. At present the Director of Sports is generalists. Consequently they do not understand the significance of sports and games and have less involvement with the technical people.

14. Majority of the coaches expressed dissatisfaction as far as budget allocation is concerned. The dissatisfied coaches were of the opinion that budget is not allocated game-wise. They have to depend upon the higher authorities for minor sanctions etc.

15. Most of the coaches expressed that playing facilities required for the promotion of sports are inadequate. There is no relationship between length of service and facilities available. The environment is not conducive for sports and games.

B. Suggestions:

From the above analysis, the following suggestions have been made to improve the working of Sports Department of Himachal Pradesh. It will improve the efficiency of coaches and also sports standard at various state and national levels of the sportsmen/women.

1. Administrators and coaches working in the sports Department
should be given more freedom to work for effective and efficient administration. The powers should be decentralised at the distinct level so that they can execute their proposals as well as allocate budget provisions at their own level.

2. It is suggested that the department should consist of more technical persons and eminent sports persons. Only those member should be recruited/appointed who are technical and having knowledge of sports and games.

3. It is suggested that the pay scales of coaches should be made time scale instead of one basic pay scale at the time of appointment. For better efficiency their pay scales should be improved. Further, steps should be taken to remove the stagnation at the senior level.

4. It is suggested that there should be proper coordination among administrators and coaches. Every distt. should have one DSO.

5. 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.

6. Separate budget should be provided to each DSO game for their activities.

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

8. It is also suggested that more candidates should be sponsored by government/department with sufficient incentives to attract competent sports persons to the field of coaching.

9. It is also suggested that sports department should take a number
of actions to encourage the development of sports in rural areas stressing particularly in the acquisition or improvement of playgrounds in these areas

Implications:

Composition of Department needs thorough revision. At present the composition is in favour of non-technical persons. Whereas it should be in favour of technical persons. Study reveals that there is duplication of functions/activities of Sports Department of Himachal Pradesh. This policy needs revision for smooth functioning and better achievement. The study reveals that there is a lack coordination. If there could be coordination, the sports performance level of the state may improve. Personnel policy needs revision because lot of frustration has cropped up among the staff regarding pay-scale, promotion policy, seniority etc.