CHAPTER II

REVIEW OF RELATED LITERATURE

Review of literature provide ideas, theories, explanations or hypothesis valuable in understanding and formulating the problem and to identify research procedures and statistical techniques employed by others and reviews help the researchers to justify the inclusion of specific techniques in his study, so that his results are placed in proper connection with the published body of knowledge.

The investigator found lack of studies pertaining to Stress, Burnout, Sports Commitment and Perceived Organizational Support in India scenario was not available and this study may throw light on the subject, which is yet to be explored. Some of the relevant research findings which have bearing on the present study are selected and the same have been listed in this chapter.

Holland (1979) examined the effects of officiating high school basketball on referees. Holland found referees' heart rates were higher for playoff games than during regular season games, and heart rates were higher during confrontations with coaches than during crowd booing and technical. Also, it was found that most of the referees were overweight. The researcher concluded that referees should condition themselves so they can withstand their increased heart rate levels, especially during play-off time.

Conti and McClintock in 1983 conducted a study on physical stress among officials who examined the heart rate of football referee during a college game. They found that psycho-physiological stress seemed to have been the main cause for increases in the referee's heart rate, and suggested that officials should have annual maximal ECG tests and participate in regular aerobic activity. The need for this type of testing and training for officials was further reinforced by the recent on-field death due to severe heart disease of Major League Baseball umpire John McSherry (Kaplon, 1996).

A group of studies were conducted which examined the main sources of stress in officials from various sports.
Mitchell, Leonard, & Schmitt, 1982 in their study examined the perception of National Hockey League referees and Major League Baseball umpires about their fans and players. The study established that both groups viewed fans as being basically unsympathetic to the roles of officials, but the officials also believed that the fans added more zeal to the games. With regards to the players, the umpires were less complimentary in their descriptions of the baseball players than the hockey referees were with their player.

Phillips (1985) conducted a study to examine the attitudes of high school basketball referees fans, coaches and players. Results showed that the officials believed that fans had the worst behavior of the three groups, but that all groups were generally neutral in their perspective towards officials. However, the study also found that the referees did not accurately recognize the behavior of the different groups. Also, the officials did not evaluate their own refereeing ability in relation to the behavior of the groups.

Taylor and Daniel developed the Soccer Officials' Stress Survey (SOSS) in 1987 to examine the major causes of stress in soccer referees. They identified six main factors which can create stress in soccer officials, including Interpersonal Conflicts, Fear of Physical Harm, Time Pressures, Peer Conflicts, Fear of Failure, and Role-Culture Conflicts (lack of recognition of good refereeing).

Anderson and Williams (1988) found that when situational demands are greater than an individual's mechanism to adjust with the situations, the stress response will be elicited. Physiologically, the stress response can lead to an increase in muscle tension, a narrowing of the visual field, and an increased level of distractibility. All of these factors may have significant adverse effects on official’s performance. The stresses caused by constant questioning of the officials abilities and judgment does seem to have a physical effect on the referees and umpires.

Taylor, 1989 study on soccer referees found that they exhibited a very high turnover rate and subsequently there was shortage of officials in Ontario soccer, as well as in rugby and baseball. The main reasons quoted for the officials' desire to quit refereeing were perceived stress, burnout, and a lack of job satisfaction. It was found
that older officials, having higher levels of certification, reported the highest levels of satisfaction with their roles.

Adrian H. Taylor et al. in 1990 investigated the role of burnout as a mediating affective response between perceived stress and dropout intentions among soccer officials over the course of a soccer season. The mailed Ontario Soccer Officials’ Survey included 30 stressor items, a 16 item version of the Maslach Burnout Inventory, and 5 items to assess turnover intentions. Data from the 529 officials (42%) who responded at T1 (3 months into the season) and 4 months later (T2) were reported. From a cross-sectional path analysis, fear of failure, role-culture conflict and interpersonal conflict were shown to have only indirect effects, through burnout, on turnover intentions. Age was negatively related to burnout. A longitudinal path analysis suggested that total perceived stress and burnout had only indirect effects on turnover intentions. Stress had a direct negative effect on burnout while burnout appeared to have a direct positive effect on perceived stress over time.

Taylor, Daniel, Leith, and Burke (1990) was revised the SOSS with the new form being titled the Ontario Soccer Officials Survey. Rainey (1995) modified OSOS for his study on baseball and softball umpires. He made minor changes to the survey to adapt it to the sports of baseball and softball. Rainey's study found that the factors of Fear of Failure, Fear of Physical Harm and Time Pressures emerged from the umpires’ responses.

Scanlan and colleagues in their series of studies, tested their Sport Commitment Model on a vast range of youth sports. Their samples included 140 competitive swimmers (N=77) and recreational badminton players (N=63), 178 little league baseball (N=83) and softball (N=95) players, and 1342 competitive male football players (N=553), high school soccer players (N=616, 322 male, 294 female), and female volleyball players (N=173). They gave youth athletes the Athletes’ Opinion Survey, which they created as a means to assess sport commitment and its predictors. In addition to sport enjoyment emerging as the strongest predictor of sport commitment, their findings also suggest that personal investments, involvement opportunities, and social constraints are positively related to sport commitment (Scanlan et al., 1993a, 1993b; Carpenter et al., 1993; Weiss & Weiss, 2005). They also found that attractive alternatives are negatively related to sport commitment, with
sport commitment being lower for those athletes who reported a greater number of alternatives to sport.

Goldsmith and Williams (1992) revised the SOSS in their examination of football and volleyball referees. The revision was conducted to make the survey more appropriate for various sports. Five major factors which are capable of causing stress emerged from their findings. The factors of Fear of Failure, Fear of Physical Harm, and Time Pressures were similar to those causes found in the Taylor and Daniel study. The two remaining factors in the Goldsmith and Williams study were termed Pressure Game (a lack of recognition for good officiating), and Verbal Abuse by Players and Coaches.

Tammy Kay Hall (1993) examined the applicability of the Sport Commitment Model for a group of elite, professional athletes. The model proposes that an athlete's commitment will increase as sport enjoyment, personal investments, social constraints, and involvement opportunities increase and will decrease with an increase in involvement opportunities. The influence of identification as an athlete, a determinant of commitment not included in the original model, was also examined. One hundred and eighty three professional football players from the Canadian Football League (CFL) (n = 121) and National Football League (NFL) (n = 69) participated in the study. Each subject completed a modified version of the original questionnaire developed to test the constructs in the Sport Commitment Model (Scanlan, Simons, Carpenter, Schmidt, & Keeler, 1993) during a team meeting. Internal consistency reliabilities for the final items in all seven scales were acceptable. Confirmatory factor analysis indicated marginal overall fit (AGFI = 0.757) demonstrating good construct validity and discriminate validity for each scale. Zero-order correlations between commitment and its predictor constructs were significant and in the hypothesized direction for all predictor constructs except social constraints. The correlation between commitment and social constraints was negative and non-significant. The simultaneous regression analysis results found the predictor constructs accounted for 38% of the variance in commitment. Identification uniquely accounted for the most variance followed by enjoyment, involvement alternatives, and involvement opportunities. Only personal investments and social constraints did not contribute a significant amount of unique variance to sport commitment.
Raedeke (1997) examined burnout and commitment in 236 swimmers aged 13-18 years old. The swimmers completed surveys that were derived from several burnout questionnaires in addition to Scanlan et al.’s (1993a, 1993b) Athletes’ Opinion Survey to assess sport commitment. Raedeke found that the swimmers were either attracted to their sport, entrapped in their sport, or low committed to their sport. These athletes who had low commitment also reported low enjoyment, benefits, and personal investments with their sport, as well as high costs and more attractive alternatives than other athletes. Thus, Raedeke (1997) supported Schmidt and Stein’s (1991) prediction that an athlete who is low-committed generally has a greater chance of dropping out of his or her sport because of lack of commitment due to low enjoyment and greater attractive alternatives.

Carpenter and Coleman (1998) tested the Sport Commitment Model on elite youth cricket players in (N=78). With Scanlan’s (1996) and Brustad’s (1996) work in mind, they added social support as a new construct of the model. They found that sport commitment was significantly predicted by sport enjoyment, recognition opportunities, social opportunities, and social support. Increases in each of these factors led to increases in sport commitment, while decreases in these factors led to decreases in sport commitment (Carpenter & Coleman, 1998).

Carpenter and Scanlan (1998) tested the Sport Commitment Model to determine whether changes over time in the determinants of sport commitment would still predict sport commitment. They conducted a longitudinal study of high school soccer players (N=103) over a 5-7 week period. They found that players who had a decrease in sport enjoyment and involvement opportunities also reported a decrease in sport commitment. Their results also showed that players whose involvement opportunities increased also reported an increase in sport commitment.

Kaissidis - Rodafinos et al (1998) while studying Australian and Greek basketball referees, found overall mean amounts of stress were 'moderate' for both samples, there were some differences in amounts of stress of particular stressors. For example, Australian referees considered arguing with players, calling a technical foul and making a controversial call more stressful compared to their Greek counterparts and Greeks apprehend the existence of media to have longing effect and stressful compared to Australian counterparts. Kaissidis - Rodafinos conclude "qualitative
statistics unveil differences in expected intensity of stress ... this was attributed to sociological and cultural differences between subjects" (1998).

Jeffrey Martin, 1999 in his study examined the relationships between stress predictors, stress, and burnout in female high school athletic directors (N = 52). Significant negative correlations between stress and hardiness and between stress and number of social support providers were found. Significant positive correlations between stress and time concerns, personnel concerns, and program success (e.g., winning) subscales of the athletic directing issues scale were also found. Subjects high in hardiness and with adequate social support networks, who also reported few athletic directing issues, were likely to report minimal stress. Significant positive correlations also indicated that stress was related to the burnout dimensions of emotional exhaustion, depersonalization, and personal accomplishment. Based on our results we supported and extended Kelley’s (1993; 1994) model of stress and burnout with a population of female athletic directors.

Wann, Schrader and Carlson (2000) found that participants were more likely to direct aggression towards the officials than at the opposition. These two studies call attention to the stressful nature of officiating minor hockey and how much of the previous research has identified sport official stressors and recommended future research on their coping skills. Researching the coping skills of minor hockey officials has been problematic, as there is no consensus on the relationship between experience and stress for officials.

Weiss and Weiss (2003) found that there were three types of commitment profiles that were emerging for the gymnasts. The first two types of commitment, attraction- and entrapment-based, were expected. Those gymnasts who were attracted-committed viewed other activities as unattractive and had great amounts of personal investments in their sport. They also experienced high positive regard from parents and coaches with little or no pressure to continue to participate. Those gymnasts who were entrapped were similar to those entrapped athletes in Schmidt and Stein’s (1991) model; however, these entrapped gymnasts reported high levels of attractive alternatives. High attractive alternatives with entrapped commitment has also been seen in swimmers, although the swimmers also reported less personal investment as well (Raedeke, 1997). Weiss and Weiss (2003) also found a third level of
commitment that they termed “vulnerable gymnasts.” These athletes had high personal investment in their sport, but had moderate levels of enjoyment, benefits, costs, and attractive alternatives. These athletes are believed to be in a constant struggle with participation (Weiss & Weiss, 2003). By experiencing both the positive and negative aspects of participation in their sport, these vulnerable gymnasts have the potential to become either attractive- or entrapped-committed (Weiss & Weiss, 2005). This idea of a “vulnerable” athlete further explains the need to examine sport commitment in other populations beyond youth athletes. If an athlete’s commitment has the potential to change, then why not examine it longitudinally?

Tsorbatzoudis, et al. in 2005 conducted a with the purpose to examine sources of perceived psychological stress among certified Greek team handball referees. For this purpose, participants evaluated the intensity of 17 acutely stressful game situations on two occasions within a period of seven months. To explore the factor structure of the Handball Officials Sources of Stress Survey, 84 team handball officials completed the questionnaire. The analysis yielded a 4-factor structure (Evaluation, Fear of Physical Harm, Interpersonal Conflicts, and Fear of Appearing Incompetent), which accounted for 70% of the total variance. Age, education, rank, and years of experience as a handball player were unrelated to the referees' scores on the survey. To confirm the factor structure, 93 handball officials completed the survey seven months later. A confirmatory factor analysis supported the factorial structure of the scale. Sources and intensity of stress for handball referees are comparable to those identified in previous studies of referees' stress in other team sports.

Weiss and Weiss (2005) conducted a follow-up study one year later to see if the commitment levels and commitment types of the gymnasts changed. They used the same measures as their 2003 study and were able to obtain 63 of the gymnasts from the original study to participate in the follow-up. They also mentioned that with the help of coaches, they were able to obtain current participation data for 117 of the 124 original gymnasts Weiss & Weiss, 2005). From the results of their studies, Weiss and Weiss (2003, 2005) found that gymnasts’ commitment type was related to their participation behavior one year later. This commitment type was reliably associated with social support from parent and coaches and social constraints from parents and teammates (Weiss & Weiss, 2005). They also found that vulnerable and entrapped
commitment profiles were more susceptible to change in commitment type over time than was attracted commitment, and attracted gymnasts reported higher levels of sport commitment than entrapped and vulnerable gymnasts. While this was a longitudinal study, more research should be done to examine sport commitment and its potential changes as the athlete ages.

Shelley Holden Bradford (2006) conducted the study to identify the degree of burnout experienced by current and former head varsity high school coaches in Florida. The sample included 78 current and 46 former head varsity high school coaches. Burnout was assessed by the three burnout subscales of emotional exhaustion, depersonalization, and personal accomplishment on the Maslach Burnout Inventory (MBI). Results of Chi-Square analyses indicated a significant relationship between coaching status and levels of burnout on the MBI subscales of emotional exhaustion and personal accomplishment. More specifically, former head coaches were more likely to experience higher levels of burnout on the MBI subscale of emotional exhaustion than current coaches. Minor sport coaches were more likely to experience high levels of burnout on the MBI subscales of emotional exhaustion and depersonalization than major sport coaches. The ANOVA revealed a significant main effect for coaching status and a significant main interaction effect for coaching status and sport classification based on the subscale of personal accomplishment. No significant difference was evident on all levels of burnout based on gender and current and former coach status.

Pamm Kellett, David Shilbury, 2007 in their study found that Umpires (or referees) are essential for the ongoing production of organized sport. It has been widely argued that abuse of umpires by players, coaches, and spectators are ubiquitous and aversive, therefore engendering attrition. Cognitive behavioral theory specifies that attrition and continuation are best understood by identifying the ways that stimuli are interpreted. In this study, 22 umpires of professional and semi-professional Australian Rules football were interviewed to determine what they think of abusive behavior, and what they find to be rewarding about umpiring. Findings showed that umpires routinely reframe abuse, considering it to be a normal part of their role. Abuse was not deemed to be particularly aversive, and there was no evidence that it contributes to attrition. On the other hand, umpires enjoyed the social
Kim D. Dorsch, David M. Paskevich, 2007 conducted the study to explore the influence that certification level has on the sources and intensity of ice hockey officials’ experiences of stressful events. 421 officials from six certification levels from Canadian ice hockey participated in this study. A 15-item Hockey Officials Sources of Stress Inventory (HOSSI) was used to gather data for the study. Overall, the intensity of the stressors identified was moderate. The three events consistently among the top five rated stressors across certification level were making a controversial call, difficulty working with a partner official, and confrontation with coaches. Further examination of the subscales of verbal and physical abuse and fear of mistakes by means of a MANCOVA (using age and officiating experience as covariates) showed significant differences to exist among certification level for each subscale, \( F(10,786)=5.175, p<0.0001 \) and \( F(10,786)=7.546, p<0.0001 \), respectively. Results indicate that officials in the lowest level of the officiating ranks (level 1) experience less stress than the other levels of officiating. Also, levels 1 and 6 officials experience more stress from fear of mistakes than from abusive events. These findings suggest that intervention programs need to be cognizant of the differences in the stressful experiences based upon certification levels.

Gray et. al in 2008 investigated the relationship organizational commitment has with perceived relatedness among fellow officials, also their intention to continue among track and field officials. About 75 officials from Athletics Canada filled and completed 18-item organizational commitment survey. They also filled and completed personalized items from Basic Psychological Need Satisfaction Scale, which evaluates the amount of meaningful connection observed by track & field officials among themselves. The track & field officials surveyed observed nominal
commitment to Canadian Athletics but had an optimal commitment to track and field.

Jordan Boyst. P (2009) examined sport commitment among collegiate athletes. Based on Scanlan et al.’s (1993) Sport Commitment Model, the relationship among sport commitment, sport enjoyment, personal investments, social constraints, and involvement opportunities were obtained using a modified version of the Athletes’ Opinion Survey. The notion of “have to” commitment and “want to” commitment was also examined in this sample by determining their relationship to factors presented in a modified version of the Exercise Commitment Scale (i.e., satisfaction, social constraints, involvement alternatives, personal investments, social support, and involvement opportunities). Surveys were administered to 101 collegiate soccer players (59 men, 42 women). Results of correlations and stepwise regressions revealed that involvement opportunities was the strongest predictor for sport commitment, whereas satisfaction was the strongest predictor for “want to” sport commitment. Findings from this study suggest that factors associated with sport commitment among collegiate athletes are different than prior research with youth athletes. Future research should address these differences in sport commitment between youth and collegiate athletes.

Mike Vioght (2009) conducted a study to know how officials cope with stress and the techniques they employ. Vioght through national soccer official organization, administered questionnaire packets to over 200 officials. Questionnaire packets included sources of stress and ways of coping questionnaires. The top sources of stress experienced by the officials included ‘conflict between officiating and family demands,’ ‘making a controversial call’ and ‘conflict between officiating and work demands.’ The top acute coping strategies utilized by the officials included ‘thought hard about steps to manage’ and ‘asked fellow officials what they did’ (problem-focused strategies). Other results indicated the importance of officials’ learning and implementing numerous stress management interventions, including time management, restructuring unproductive thoughts, physiological relaxation techniques, communication training and mental skill training techniques such as imagery, relaxation breathing and self-talk.
Gencay Selcuk and Okkes Alpaslan Gencay (2011) conducted the study to determine the prevalence of professional burnout experienced by Turkish judo coaches and to compare possible differences in the three burnout dimensions based on coaching experience in years and satisfaction status of their sport administrators. The data were obtained by using a three section questionnaire including a socio demographic data form and the Turkish version of the Maslach Burnout Inventory from 65 judo coaches working in the Turkish Judo and Kurash Federation. Data was analyzed through descriptive statistics (mean and standard deviation) and one-way ANOVA tests. The study showed that judo coaches have medium level burnout experience. The results also showed that there were significant differences in the emotional exhaustion levels of judo coaches based on coaching experience in years and satisfaction status from their sport administrators. Burnout appears to be a problematic issue for judo coaches. When coaches begin to feel emotionally depleted, they distance themselves from athletes, and experience a reduced sense of meaning about their work; it is likely to affect the quality of the athletic experience for both the coach and the athletes.

Ankebe Kruger et al, 2012 conducted a study to determine the contribution of selected stressors to the level of stress experienced by South African soccer officials. Forty-two South African Football Association (SAFA) accredited officials, attending a training camp in Potchefstroom, participated in this study. The group comprised of 40 male and two female officials. The average age of the officials was 37.52 (± 6.09) years, and the period for which they were accredited as a SAFA official ranged from 2 to 27 years. The Ontario Soccer Officials’ Survey (OSOS) was used to determine the perceived levels of stress. The results indicated that fitness concerns were rated as the highest contributor to the stress experienced followed by role-culture conflicts, fear of failure, peer conflicts, interpersonal conflict, time pressures and lastly, fear of physical harm. The Spearman Rank Order Correlation showed a high correlation between the number of years the officials were accredited with SAFA and the total level of stress they experienced. Furthermore, the results indicated that 60% of the officials, who served as an accredited official for longer than 12 years, experienced five to seven stressors, which contributed to the total level of perceived stress.
Mirjamali E., et al, in 2012 conducted a study with a purpose to identify the stress factors in international and national referees in Iran. For this purpose, 252 referees (104 international and 148 national) out of all national and international referees of soccer, volleyball, basketball and handball in Iran participated in this study. The sources of stress survey (SOSS) questionnaire was used to collect data. This questionnaire included 29 questions. The statements of 15 faculty members were used in order to determine its validity and its inner reliability was proved by 30 referees ($r=0.93$). The data were statistically analyzed by factor analysis and Friedman test, Mann-Whitney U and Kruskal-Wallis (P$\leq0.05$). Using exploration factor analysis, six factors were identified: interpersonal conflicts, personal and technical performance, fear of judgment mistake, evaluation of performance, time pressure and personal problems. Among these six stress factors in referees, factor of personal and technical performance, evaluation of performance and fear of judgment mistake had the highest effects on stress of referees. The male referees compared to female ones, international referees compared to national ones and soccer referees compared to other fields had higher stress in their personal and technical performance. However, no significant difference was observed between frequency factors of stress in referees and their level of education. The results of this study indicated that three stress factors, namely personal and technical performance, evaluation of performance and fear of mistake were reported as the highest stress factors in referees; therefore, it is recommended that the referees try to promote their technical and performance related affairs.

Erin Bormann (2013) examined the Sports Commitment Model amongst coaches. Specifically, coaches’ commitment to sport and its predictors were assessed from the perspective of the coaches themselves. This was conducted in both a team and an individual sport participation environment. Coaches’ sport commitment was examined during the respective sports season in order to allow all coaches a chance to participate, using current experience to draw upon when they completed the survey. A sample of 92 coaches from Australia and New Zealand, who participate in various sports, completed an anonymous online survey which assessed commitment to sport dimensions and six of the predictor constructs. Results from a series of 3 separate linear regression analyses provided initial evidence about the factors that explain coaches’ functional, obligatory, and behavioral commitment to sport. It was found
that Functional Commitment was significantly predicted by higher Sport Enjoyment, Involvement Opportunities, and Personal Investment. Obligatory Commitment, on the other hand, was predicted by higher Social Constraints and lower Involvement Alternatives. Finally, Behavioral Commitment was predicted by higher Personal Investments and Social Support.

Forbes and Livingston (2013) argued that officials with different levels of experience and certification experience different stressors. They observed that new, inexperienced officials were probably likely to quote stress and psychological factors (e.g. verbal abuse, threat of abuse) while experienced long-serving officials were more likely to indicate career or family demands as their primary reason for leaving officiating. Importantly, regardless of experience level, organizational factors emerged as secondary yet omnipresent contributors to these decisions. The authors found that inexperienced officials often leave officiating because of stress factors, while more experienced officials leave because of external factors like career or family needs. No matter the source or magnitude of the stress, many of the researchers recommend that officials develop newer or better strategies to cope with sources of stress that arise from officiating. While this is an important and sensible recommendation, very little research has examined the role of organizational support in addressing these sources of stress. This leads the current research to the first gap in the literature, which is research regarding the role of a sport organization in supporting its officials.

Shafiei, M., et al, (2013) conducted a study to determine of stress rate and burnout of referees in team and individual sports. 400 samples whom were national or international male referees in football, basketball, wrestling, and table tennis fields randomly selected according to Morgan table. Data collecting was done by demographic questionnaire, Maslash occupational burnout questionnaire (MI3I), stress field finding questionnaire for referees (SOSS). Validity of questionnaire by Chronbakh was (a=0.86) (burnout) occupational stress questionnaire gained a=0.91 validity. Results showed significant difference between referee burnout in selected team and individual sports, but there wasn’t significant difference between referee stress rates in selected team and individual sports. There was significant relationship between stress rate and burnout among referees of team and individual sports. There
were also significant differences in national & international referee’s burnout. There was significant difference among national and international referees about stress rate, too.

Jamali, M, Jabari, N (2014) conducted a study to know the sources of stress and job burnout of the referees. The sample composed of 103 referees in Iranian football premier league. Questionnaire packets included sources of stress questionnaire and burnout inventory. Data analyses consisted of Pearson correlation and multiple regressions with the significant level of 0.05. Results showed that job burnout was positively correlated with confrontation, interpersonal conflict and role conflict. However, job burnout was not related to pressure game, fear of failure and time pressures. Interpersonal conflict and role conflict predicted job burnout. Confrontation, pressure game, fear of failure and time pressures did not predict job burnout.

Seungmo Kim (2017) conducted a study with primary purpose of the current study was to examine the relationships between distributive justice and sports referees’ job satisfaction and career commitment through perceived organizational support (POS). Although sports officials are a key element of sports along with athletes and coaches, little research has empirically examined such officials’ psychological well-being as critical human resources based on a vocational approach. A sample of 212 part-time and full-time paid referees from 12 sports in Hong Kong, participated in a questionnaire pertaining to distributive justice, POS, job satisfaction, and career commitment. The results of this study revealed no direct effects of distributive justice on job satisfaction and career commitment. However, the results indicated that distributive justice could indirectly influence referees’ job satisfaction and career commitment via organizational support.

Shawn M. Eckford (2014) examined the extent to which minor hockey officials perceive organizational support (POS) from the minor hockey system, and to compare POS among minor hockey officials according to demographics. A total of 261 minor hockey officials were surveyed with the Survey of Perceived Organizational Support (SPOS). Results indicated significant differences according minor hockey official experience, certification level and extra-role performance. The findings are discussed in relation to POS and human resource management literature,
and recommendations are made as to how administrators can better support these officials.

Mabasa Fumani Donald, Ngirande Hlanganipai, Shambare Richard (2016) investigated the relationship between perceived organizational support (POS), job satisfaction (JS) and organizational commitment (OC) in an institution of higher learning. The mediating effect of job satisfaction on the relationship between perceived organizational support and organizational commitment was tested. Self-completion questionnaires were administered to a sample of (n=302) participants. Structural equation modelling techniques were used to test the hypothesized relationships. Results indicate strong significant positive correlations among the variables. Furthermore, findings of the study demonstrate that job satisfaction mediates the relationship between perceived organizational support and organizational commitment. The results also showed that there is a significant relationship between perceived organizational support and job satisfaction. A significant relationship between perceived organizational support and affective commitment, as well as continuance commitment was also noted, but no significant relationship between perceived organizational support and normative commitment was found. Results showed a significant positive relationship between job satisfaction and affective commitment, as well as continue.

Many research studies on sport officials’ have elaborated how stress levels have made the refereeing profession stressful for the sport officials. The study conducted on minor hockey officials of Canada by Dorsch & Paskevich in 2007, Alonso-Arbiol, Falco, Lopez, Ordaz, & Ramirez in 2005 on Spanish soccer referees, Kaissidis, et,al. in 1998 on basketball referees from Greek and Australian and Goldsmith & Williams in 1992 on American football and volleyball officials have all showed emergence of significant levels of stress from game action, players, coaches and the audience. Goldsmith & Williams in 1992, Fucini in 1979, Sawyer in 1981 and Trudel & Cote, 1996; Zoller in 1985, Anshel & Weinberg, 1995 and Goldsmith & Williams in 1992 have shown that interpersonal conflict, fear of physical harm and fear of failure has major and significant factors. This is due to the mockery, abuse that a sports official is subjected too, which is most often not seen in any other profession. From these studies we can assume that officials in different sports share familiarities
were in sports officials apprehend the factors of stress from the same sources and also in same magnitudes, which were complimented by Dorsch and Paskevich’s in 2007 on stressors among minor hockey official, Alonso-Arbiol et al. in 2005 on stressors among Spanish soccer referees and Goldsmith and William’s (1992) sources of stress for American football and volleyball officials.

Sheri D. Huckleberry (2011) examined the viability of the Coaches’ Commitment Model (CCM) with soccer coaches. The theoretical framework of the SCM provided a mechanism to understand the determinants of soccer coaches’ commitment to coaching, as the modified measurement model met satisfactory model fit (χ2 = 753.5 [df = 215], CFI = .954, NNFI = .946, RMSEA = .039, and SRMR = .0388). While the structural model failed to converge, this does not mean the SCM is not a viable theoretical framework for coaches. The theory behind the models (i.e., SCM and CCM) is that enjoyment, involvement alternatives/other priorities, personal investments, social constraints, involvement opportunities/valuable opportunities and social support predict coaches’ commitment. The soccer coaches in the study seem to express their lifelong involvement in sports, thus their commitment to coaching. Overall, they have been long time athletic participants and consider themselves more than just novice coaches. Additionally, the opportunity to coach and work with athletes was the strongest predictor of coaches’ commitment. Furthermore, these coaches not only value the opportunities to work with their athletes, they enjoy coaching.

Lynn Ridinger (2015) conducted an investigation to understand what motivates individuals to enter into and remain active in officiating, their resilience, and their perceptions of the support they receive from their sport organizations in Canada. A total of 1073 (806 males, 267 females) active officials from 37 different sports provided individual responses to a demographic questionnaire, the Sport Motivation Scale, the 8-Item Survey of Perceived Organizational Support, the Connor-Davidson Resilience Scale and by responding to a series of open-ended questions. Independent four-way (i.e. age, sex, sport category, setting) analysis of variance procedures revealed a number of significant differences, with younger officials (i.e. 15 years or less) more extrinsically motivated than their older counterparts (F(10,832) = 3.19, p < 0.0001), males displaying higher levels of intrinsic
motivation to experience excitement in the role than females (F(1832) = 5.69, p < 0.02), and females demonstrating higher and lower levels of a motivation (F(2832) = 3.16, p < 0.04) in comparison to males in urban and rural settings, respectively. The officials in this study were highly resilient, with only 7.8% of the sample yielding resilience scores below the population norm. Younger officials (i.e. under 20 years) demonstrated higher levels of perceived organizational support than those in older age groups (F(10,831) = 1.99, p < 0.03), while females displayed significantly lower mean perceived organizational support scores in urban environments and higher mean perceived organizational support scores in rural settings than males (F(2831) = 4.53, p < 0.01). The results provide a baseline against which future studies of sports officials may be compared.