Chapter 3

The Review of Literature

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Chapter 3

The Review of Literature

3.0 Introduction:

A literature review is the evaluation of the literature on a particular topic. It gives an overview of what has been said on the subject previously. It gives idea about who the key writers are, what are the prevailing theories and hypotheses, what questions are being asked, what methods and methodologies are useful. A literature review is an evaluative report of information found in the literature related to your selected area of study. The review should describe, summarize, evaluate and clarify this literature. It gives theoretical base for the research and helps the author determine the nature of the research. In the literature review, only the works which are relevant are evaluated. The works which are irrelevant are discarded. A literature review is more than just a search of information. It goes beyond the bibliography. All the works included in the review must be read, evaluated and analysed.

The process of literature review includes the steps such as following:

1. Do the literature search
2. Find the literature
3. Read the literature
4. Write the short summary
5. Organize the summary
6. Write each section
7. Decide the order of presentation
8. Write the conclusion

The literature review done in the above manner following the process mentioned above is a complete review of literature.

The literature review should conform to the following points:
- Provide a context for the research
- Justify the research
- Show where the research fits into the existing body of knowledge
- Enable the researcher to learn from the previous theory
- Highlight the gap in previous study
- Show that the research adds to the knowledge of the field

Thus, review of literature is an important part of any research work. It provides ideas about the previous research work done in the field.

3.1 Meaning of Review of Literature:

A literature review is an evaluative report of the studies found in the literature related to the selected area. The review should describe, summarize, evaluate and clarify the literature. It should give theoretical basis for the research and help the author to determine the nature of his own research.

According to Cooper…..

“A literature review uses as its database reports of primary or original scholarship, and does not report new primary scholarship itself. The primary reports used in the literature may be verbal, but in the vast majority of cases reports are written documents. The types of scholarship may be empirical, theoretical, critical/analytic, or methodological in nature. Second a literature review seeks to describe, summarize, evaluate, clarify and/or integrate the content of primary reports.”¹

“In writing the literature review, the purpose is to convey to the reader what knowledge and ideas have been established on a topic, and what their strengths and weaknesses are. The literature review must be defined by a guiding concept (eg. your research objective, the problem or issue you are discussing, or your argumentative thesis). It is not just a descriptive list of the material available, or a set of summaries.”²

² http://libguides.library.cqu.edu.au/litreview
3.2 Review of Related Literature:

Aghion, Philippe, and Jean T., 1997 have focused on what leaders actually do to make the leaders voluntarily follow them. They believe that the leaders have superior information and they convey this information to the followers so that the followers are impressed. In their paper, they focus on this aspect of leadership. They believe that in the organization, the leaders have certain authority and hence, the followers follow them.3

Alexandris, K., Tsorbatzoudis, C., Grouios, G., 2002, said that motives for sport participation differ and a distinction can be made between the intrinsic (the pleasure of participating) and extrinsic (future rewards or punishment) motivation of men and women when engaging in a sport activity.4

Ames, A., and Ames, R., 1984, stated that a primary concern is the need for an understanding of differences in the ways in which individuals form perceptions of competence. There appear to be three main ways (or orientations) in which individuals judge their competence. Those with a competitive orientation tend to compare their abilities or performance to those of their peers. Those with a cooperative orientation tend to look for social approval while involved in group activities. Those with an individualistic orientation tend to focus more on their individual improvement and task master.5

Amis, J., and Silk, M., 2005, suggest that some related disciplines, such as leisure studies and sociology of sport, have progressed faster than sport management “in their acknowledgment of the value of different ideological, epistemological, and methodological approaches”.6

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Astride, C., H., Stated “Team Diversity and the Importance of Considerate Leadership that diverse teams might benefit the most from relational, considerate Leadership behaviors and an interaction between group diversity and considerate leadership behaviors shows that within diverse teams but not in homogeneous teams, high considerate leadership behaviors are positively related to work motivation and satisfaction.7

Barrow, J., 1977, presented an article on the variables of leadership. In his article, he noted that in many sports, the psychological changes in athletes are the direct result of coach’s leadership style. It means the leadership style has a great impact on the individual’s performance. The primary objective of the coach is to develop an understanding of the strategy of winning the game.8

Barnard, C., (1938), in his book titled “The Functions of Executive” says that the executive of a company provides the better leadership to the company. The CEOs of the company are able to provide better opportunities for the company’s growth. In contrast with Barnard, some authors argue that the CEOs cannot influence company’s growth because of the constrained environment and rigid structure of the industry.9

Beech, M., 2002, implied that management implies leadership, but that leaders need not necessarily be managers. He suggests that the role of a manager is to maximize the output of the organization by organizing, planning, staffing, directing and controlling; and that leadership is just one aspect of the directing function. Since football management is essentially a role that is likely to include leadership and coaching responsibilities, research evidence from both leadership and coaching domains are reviewed in his paper.10

Bennis, Warren, and O’Toole, J., 2000, asserts that the CEO of a company can make or break the company. CEO is the leader of the company. if he prepares good strategies for the company, the company will grow and if he fails to prepare such

good strategy, the company will decline. So, it is the responsibility of CEO to make the good fit between the company and its environment.\textsuperscript{11}

Bhalraj, J., Sr., has stated in his paper “Motivation theory” Applying motivation theories at workplace; both intrinsic and extrinsic aspects of the job must be considered. Intrinsic factors are directly related to the contents of a job while extrinsic factors are related to the context or environment in which the job is performed. Thus, motivation theories help in designing reward system, empowering players, improving quality of game.\textsuperscript{12}

Bloom, G., A., Schinke, R., J., and Salmela, J., H., 1998, suggested that the interpersonal dynamics at play between player and coach are complex and this complexity is also likely to extend to player and manager relations. Managers unable to communicate effectively with their players may inadvertently exacerbate problems due to a lack of understanding from their perspective. Perceptions and interpretation of information conveyed by the manager may have its origins in the formative stage of an individual’s development.\textsuperscript{13}

Carron, A., V., Widmeyer, W., N., and Brawley, L., R., 1985, mentioned that leadership and cohesion are the key elements of development of effective teams. The methods that the leaders use create high level performance of team. They noted that the team development is dramatically affected by the development an effective leadership style by the coach.\textsuperscript{14}

Chelladurai, P., 1978, in his unpublished doctoral thesis, asserted that it is becoming the global phenomenon to use sports psychology as a part of the winning of soccer team both at national level and international level. In the sports psychology, leadership is studied as the behavior of coach and captain. The behavior of both of

\textsuperscript{11} Bennis, Warren, and O’Toole, J., 2000, “Don’t Hire the Wrong CEO.” Harvard Business Review, PP., 170-176
\textsuperscript{12} http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1262271
them determines the performance of the team. Winning or losing of the team heavily depends upon the behavior of coach and captain.  

**Chelladurai, P., 1990,** developed the multidimensional model of leadership to provide a conceptual framework that allowed leadership effectiveness to be studied in the sports domain. Chelladurai proposed that effective leadership is dynamic and is based on a complex series of interactions between leader, group members and situational constraints. The model suggests that positive outcomes (performance and satisfaction) will occur when there is congruence between the leaders actual behavior (i.e. either organizing practices or providing positive feedback), the group members preferred leadership behavior (i.e. preference for a highly organized, supportive leader) and the behavior that is required in relation to the situation.  

**Chen, X., P., Lam, S., S., K., Schaubroeck, J., and Naumann, S., 2002,** said that effective teamwork depends upon a large number of factors out of which the cohesiveness of the team plays an important role. Cohesiveness is strongly related with the organizational citizenship, reduction of destructive conflicts, and team performance. Therefore the development of cohesiveness among the team members is an important aspect of the team management.  

**Chendroyaperumal, C.,** in his paper “Leadership Qualities From The Indian Management Thought: The Yajur-Veda” the leadership qualities are having the history of more than 5000 years ago. And it has also stated that the Indian management thoughts have contributed in the leaderships long before the birth of the modern management science. He has compared the qualities of the ancient leader and the modern leader’s qualities. And one more conclusion he has made that the Leaders must be male and married to as per yajur-veda. And finally he has stated that the yajur-veda gives any one aspiring to become a leader.  

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Chendroyaperumal, C., and Archana, M., M., presented the paper on Indian Theory of Leadership from Thirukkural”. The authors have stated that the quality of all the resources is totally dependent on the human resource and it that is also determined by the quality of the leadership. The Authors have highlighted the Indian theory of leadership. The paper also contains the various Indian theories which are implemented in the modern era of Indian business. 19

Clawson, J., G., and Bevan, G., in their paper titled “Leadership and Intelligence” stated that what makes the good leader is not only I.Q. of the person but also require the EQ, SQ, and CQ to become an effective leader. 20

Coakley, J., 2004, presented a paper on sports in society. Sports are connected with major spheres of social life such as family, economy, media, politics, education and religion. As parts of society, sports are social constructions that are given form and meaning by people as they interact with each other. 21

Costa, C., 2005, explained that “as in the case of other emerging fields, evidence of growing pains in sport management is abundant”. One of the concerns is the definition of sport management, what is unique about it and whether the development of sport management as a distinct discipline is justified. She explained that “if sport makes a difference, then sport management research cannot remain grounded in studies that occur in non-sport settings, and the intermingling of disciplines might help to elaborate the unique effects of the sport context”. 22

Cruz, M., A., Henningssen, D., D., and Smith, B., A., 1999, studied the impact of directive leadership on the group. Directive leadership implements, close supervision of subordinate action, a dominating position of leader in discussion and decision making, the subordinates will be apparently less united around common goals during task completion, will have weaker self-perception of themselves as a group and

20 http://www.researchgate.net/publication/228135879_Leadership_and_Intelligence
weaker mutually positive group members attitude. Therefore, there is negative impact of directive leadership on team cohesiveness.\textsuperscript{23}

\textbf{Cummings, T., G., and Worley, C., G., 2001,} studied organizational development and change. They said that the team cohesiveness is related to many factors, such as team composition, team personality, goal clarity, task structure, co-ordination mechanism, organizational design and climate. Among these, national culture may also support the team cohesiveness directly or indirectly.\textsuperscript{24}

\textbf{Davel, E., and Machado, H., V.,} presented a paper on “Leadership and Identification Dynamic”. The conceptual framework helps us in identifying and evaluation of the leadership as a dynamic process in a structured manner. That dynamic process includes Political as well as cognitive and emotional issues of a leader and ordering as well as recognizing and consenting process.\textsuperscript{25}

\textbf{Deci, E., L., and Ryan, R., M., 1985,} proposed that extrinsic motivation can either be self-determined or non-self-determined. To the extent that the extrinsic reasons for doing the activity are internalized and accepted by the person, extrinsic motivation will be self-determined. In such circumstances, the person fully endorses the values underlying his or her sport and volitionally engages in the activity. Conversely, non self-determined extrinsic motivation occurs when the person feels pressured and obligated to engage in the activity by either external or internal forces. Research has shown that, like intrinsic motivation, self-determined types of extrinsic motivation are also important determinants of sport persistence and performance.\textsuperscript{26}

\textbf{Dirk, V., D., Clare, H., Carol, B., and Chris, S.,} in their paper titled “Leadership Behavior and Upward Feedback: Findings from a Longitudinal Intervention” The study was done for the upward feedback system for the 48 managers and 308 staff members. The result was to the upward feedback program on the leadership was not

\textsuperscript{23} \textit{Cruz, M., A., Henningsen, D., D., and Smith, B., A., 1999, “The impact of directive leadership on group information sampling, decisions, and perceptions of the leader”, Communication Research, 26, PP., 349-370}

\textsuperscript{24} \textit{Cummings, T., G., and Worley, C., G., 2001, “Organizational development and change”, Ohio: South-Western College Publishing}

\textsuperscript{25} \url{http://papers.ssrn.com/sol3/papers.cfm?abstract_id=273835}

successful and it has shown the negative effective of the program as far as the leadership behavior is concern.  

**Druskat, V., U., and Wheeler, J., V., 2003**, made an exploration of leadership impact on group cohesiveness. They said that cohesiveness is necessary to understand how the latter can be managed and maintained. The capacity of the team is decided by the cohesiveness of the team.  

**Eric, V., D., S., 2006** Mentioned in the paper “The Limits of Authority: Motivation versus Coordination” that Motivation and Co-ordination both are dependent on each other. Delegation increases motivations when efforts and correct decisions are complements since the agent thinks that his own decisions are better than those of the principal.  

**Gardner, D., E., Shields, D., L., Bredemeier, B., J., L., and Bostrom, A., 1996**, studied the relationship between perceived coaching behavior and team cohesion among baseball and softball players. The research found that there is strong relationship between leadership and team cohesiveness.  

**George, A., H., and Tjai, M., N.,** presented a paper on “Extraversion Congruence and Perceptions of Leadership” The paper is designed for the prior research investigating the influence that leader and follower perceptions for leadership.. It concludes that how individual differences affects the human behavior and performance in the organizations. This research also suggests that consideration of the leaders and follower personality fit offers the more complete explanations.  

**George, A., H., and Tjai, M., N.,** Extraversion Congruence and Perceptions of Leadership The paper is designed for the prior research investigating the influence that leader and follower perceptions for leadership.. It concludes that how individual differences affects the human behavior and performance in the organizations.
research also suggests that consideration of the leaders and follower personality fit offers the more complete explanations.32

**Gill, D., L., Gross, J., B., and Huddleston, S., 1985**, asserted that the young athletes cite ‘fun’ as a primary reason for participation in sports. The study shows that this feeling of fun provides intrinsic motivation of skill improvement, personal accomplishment and excitement rather the extrinsic motivation of winning, getting rewards, or pleasing others.33

**Goel, A., M., and Thakor, A., V.,** in their paper “Rationality, Overconfidence and Leadership” came with the three main results in their research paper. 1- Those who chose high risk tasks, will be chosen as a leader of the team, 2- All the members will choose the tasks with high level of risk foe being a leader and 3- Overconfident leader might be better for the team than the rational leader.34

**Grusky, O., 1963,** proposed that players who occupied more central positions, and thus performed more dependent and coordinative tasks that necessitated interaction with others, were more likely to develop essential leadership skills and ultimately were more likely to become managers.35

**Gupta, S.,** presented the paper titled “Key Principles of Leadership”. Author had more focused on the key skills of the leaders and concluded that the good leaders are always nurturing the talents of their team members who are not only bright but they are quiet brilliant than their own skill of doing the tasks while performing.36

**Hannan, M., T., and Freeman, J., 1989,** wrote a book titled “Organizational Ecology”. In their book they argue that the CEOs are constrained by their environment and they have little ability to affect the company’s performance. Organizational culture and structure and other internal factors affect the CEO’s ability to influence the organization’s performance.37

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Hermalin, and Benjamin, E., 1998 point out that the theory of leadership has been long ignored by the economists. Certain aspects of leadership like what leaders do, how they motivate others to follow them, what attributes make the leaders different from others, etc. have been ignored by the economists. Yet, leadership has been the focal point in the study of economics.38

Hermalin, and Benjamin, E., 1998, wrote a paper on leadership. It was published in American Economic Review. In his paper, he focuses on what leaders do to make the others follow them voluntarily. He believes that the leaders have superior information than the others and that is why they are considered credible and the followers willingly follow them.39

Hofstede, G., 2001, examined the effects of national culture on the leadership through focusing on the cultural dimensions. The cultural dimensions are widely recognized factor in the leadership and team work. The cultural aspects affect the individualism or collectivism in the team.40

Hogg, M., A., and Van Knippenberg, D., 2003, conducted two studies to examine how information about leaders’ responsibility for a negative world event and group members’ social identification affect leader favorability ratings. In contrast to traditional leadership research, which often focuses on intra-group leadership, they adopted an intergroup leadership dynamics perspective which studies leadership in a multi-group context and examined favorability ratings for both domestic and foreign leaders.41

Horn, T., S., 2002, stated the behavior of coaches directly influence the motivation, team cohesion, perceived success, achievement motivation and overall success of the


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team. Many researchers say that the success or failure of the team depends upon the leadership and in the team games, the coach and the captain play the role of leader.\textsuperscript{42}  

\textbf{House, W., C., 1966}, prepared an article on effects of group cohesiveness on the organization performance. In his article, he noted that productive capacity of the group depends on the degree of cohesiveness and cohesiveness largely depends upon the effective leadership. He said that only effective leadership can bring cohesiveness in the team.\textsuperscript{43}  

\textbf{House, R., J., and Aditya, R., N., 1997}, made a study on the social scientific aspects of leadership. They said that there are numerous categories of leadership behaviors. Out of these numerous categories, two are usually appeared in one way or the other. They are task and relation oriented behavior.\textsuperscript{44}  

\textbf{Hunt, J., G., 1988} has developed various forms of leadership depending upon the concepts and methodological apparatus adopted by the researchers. According to him, the leaders follow different methods for motivating the followers based on their concepts and attitudes.  

\textbf{Hurst, A., G., Stein, K., B., Korchin, S., J., and Soskin, W., F., 1978}, presented a paper on leadership style determinants of cohesiveness in adolescent group. They say that the element of support and care for employees in leaders’ behavior is an important predictor of organizational behavior of the group and cohesiveness among the team members.\textsuperscript{45}  

\textbf{Jaepil, C.}, presented a paper on “A Motivational Theory of Charismatic Leadership: Envisioning, Empathy, and Empowerment”. Author has mentioned the three major and must have qualities of the charismatic leadership i.e. Envisioning, Empathy and Empowerment. Charismatic leaders’ envisioning behavior influence the team members need to achievement. Leaders’ Empathetic behavior stimulates the Team

\textsuperscript{42} Horn, T., S., 2002, “Advances in sport psychology” Champaign, IL: Human Kinetics  
\textsuperscript{43} House, W., C., 1966, “Effects of group cohesiveness on organization performance”, Personnel Journal, 45, PP., 28-33  
\textsuperscript{44} House, R., J., and Aditya, R., N., 1997, “The social scientific study of leadership: Quo Vadis?”, Journal of management, 23, PP., 409-474  
member’s affiliations. Member’s need for power is enhanced by a charismatic leader.\(^{46}\)

**James, G., C.,** Stated the most important 6 steps of leadership as 1 – Clarifying your centre 2- Clarifying what is possible 3- Clarifying what others can contribute 4- Supporting others so that they can contribute 5- Relentlessness 6- Measuring the celebration process.\(^{47}\)

**Jamison, M., A.,** in the paper titled “Leadership and the Independent Regulator” has concluded that how a person can survive and thrive while exercising leadership as an independent regulator, He has also described the difference between regulator’s authority and his leadership role. The leader is best when team members know his existence and people will say we did these ourselves when the work is done.\(^{48}\)

**Johnson, U., 2009,** asserted that in many sports, winning of the game is not the matter of physical dominance alone, but rather it is the matter of physical, psychological and technical preparation also. The findings of his research showed that the team players who had better psychological skills are the better performers.\(^{49}\)

**Joseph, R., (1993)** wrote something exceptional that can be said to be a science of Leadership. Rost was very close to correct when he mentioned in his book that “The facts are that in the 1990’s, the concept of leadership does not add up because leadership scholars and practitioners have no definition of leadership to hold on to. The scholars do not know what it is that they are studying, and the practitioners do not know what it is that they are doing.”

“Many scholars have studied leaders and leadership over the years, but there is still no clear idea of what “leadership” is or who leaders are. The problem with this statement is not that it is inaccurate but that, having made it, 95 percent of the scholars ignore the statement and write their book, chapter, or article as if they know what leadership


is. Worse many scholars write as if their readers know what leadership is and their readers’ understanding is the same as their own.”

Jung, D., I., and Avolio, B., J., 1999, said that the supportive leadership behavior is more appreciated in collectivist cultures as compared with the individualistic cultures. In collectivist culture, there is a strong emphasize on group relation, reduction of group tension, and care for group well-being.

Kingston, K., M., Horrocks, C., S., Hanton, S., 2006, said that someone who is intrinsically motivated is inspired to participate in sport without being driven by an external incentive. Independence and competence are some of the feelings of individuals when doing activities that are enforced by intrinsic motivation.

Kobasa, S., C., 1979, found that executives who were exposed to highly stressful environments but remained healthy (as opposed to those who became ill) were characterized by a set of distinct cognitive attributes which has been described as the hardy personality.

Kuhn, P., and Weinberger, C., have concluded in his paper “Leadership Skills and Wages” that Physiologist’s Intelligence and labour economist’s ability has one dimension. The “softer” kinds of skills such as leadership can –like other kinds of human capital be acquired in schools and c) that the economic returns to these “softer” skills have increased dramatically over the past two decades.

Lale, G., presented a paper on “Transformational Leadership, Creativity, and Organizational Innovation”. The study was focused on the model of the impact of transformational leadership for follower’s creativity at an individual level and an innovation at an organizational level. The study was done on the 43 micro and small


sized software development companies in Turkey and author concluded that there is positive relation between transformational leadership and employee’s creativity.55

**Loehr, J., 2005,** stressed that the common theme of leadership is the positive impact that an individual can have on the group dynamics. The test of true leadership is that how the leader creates achievement motivation in the team members.56

**Lloyd, J., and Fox, K., R., 1992,** studied adolescent girls in a fitness program. They found that putting the focus on an individualistic orientation led to improvements in enjoyment and motivation compared to the outcomes of a competitively focused environment.57

**Lowder, B., T.,** in his paper titled “Running head: New Dimensions of Leadership toward a Dynamic Model” stated in the various types of leadership styles, attributes, skills that are representative of an effective leader. In this paper the author have chosen the transformational and servant leadership is taken because of their interrelated styles, attributes, skills and behavior. Author has developed the optimal mix leadership styles, attributes skill and behavior.58

**Lowder, B., T.,** presented a paper titled “Implementing a Dynamic Leadership Program: A Moral Construct for Adding Cultural Value”. The author has designed the model for the paradigm shifting from the traditional leaders to understand the need of their respective stake-holders as well as enhancing and developing the cultural values. The model has designed for all the stakeholders not only for their immediate stakeholders.59

**Lowther, J., Lane, A., and Lane, H., 2002,** noted that psychological skills in leadership are the most important. The authors noted that the psychological skills such as emotional control, goal setting, relaxation used in the training are associated with


the high efficacy and successful performance. They say that the success of any team mainly depends upon the behaviors of members of team.\(^6^0\)

**Macionis, J., J., and Gerber, L., M., 1999**, asserted that gender is an aspect of our society which has an effect on all of us in our day-to-day lives. Our gender has an influence on the type of job we are likely to take, our career paths, and even our interests. Gender differences are present everywhere including, not surprisingly, the world of sport. For example, some studies indicate that women are more motivated to participate in sport by intrinsic motives rather than extrinsic motives.\(^6^1\)

**Manfred, K., D., V., Thomas, H., P., V., Laura, G., Ramo, E., Florent, T., and Konstantin, K.,** presented the paper on “Sustainable Effectiveness of a Transformational Leadership Development Program: An Exploratory Study” The paper is more focused on the transformational leadership program. 360 degree survey was implied through semi structured survey for 12 key leadership dimensions. The survey increased the self awareness in the participants. It has also promoted a measurable improvement in certain dimensions that had strong coaching components like rewarding, feedback, life balance etc.\(^6^2\)

**Manfred, K., D., V., Thomas, H., P., V., Laura, G., Ramo, E., Florent, T., and Konstantin, K.,** presented the paper on “The Proof is in the Pudding: An Integrative, Psychodynamic Approach to Evaluating a Leadership Development Program” The major focus of the research is leadership development program that includes the base line entry interviews, 360 degree testing, action planning an experimentations and it also includes the live case study presentation and feedback loop. The study had developed the leadership qualities in the leader and it has helped the organizations also.\(^6^3\)

**Manju, C., 2012,** wrote a paper on achievement motivation among the women cricketers in Assam. She says that achievement motivation is the key determination of aspiration and persistence when individual expects to improve the performance.


According to her, achievement motivation is the motivation stemming from desire to perform well or striving for success. Achievement motivation is the basic for the good of life.  

Martens, R., 1987, took a composite view of leadership theories and research when suggesting that there are four components of effective leadership: leader’s qualities, leadership styles, follower’s qualities and situational factors. The interactions between these four factors are predicted to determine leadership effectiveness.

Michael, C., J., (2005) Stated in his paper “Leadership”, Let me say what is undoubtedly obvious, but worth repeating. Your minds, your reputation and your integrity are your most valuable assets. Invest in them. Guard them. Resist the temptation to be short-term oriented in your management of them. You will make mistakes.  

Monika, M., Sequeira, A., H., and Senthil Kumar, M., S., (2012) Mentioned in the paper “Employee Engagement and Motivation” stated that “Employees may be motivated on the job by many things, such as a sense of achievement, recognition, enjoyment of the job, promotion opportunities, responsibility, and the chance for personal growth. Employee motivation and performance are tied directly to the style of management that is applied and to principles of positive or negative reinforcement. Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

Murphy, S., and Tammen, V., 1998, noted that psychological preparation and trainings are more complex in team sports. They are challenging because they require more collective efforts, team interaction, cohesion and motivation. They also noted


that the sports psychologists can enhance performance by enhancing the psychological skills. They noted these facts from the game of soccer. They say that for the success in the game of soccer, coach’s leadership style and team cohesion are the most important aspects.  

Nisa, S., in the paper titled “Rethinking leadership: new directions in the learning and skill sector” says that the Traditional thinking of leadership needs to get changed because in the traditional leadership the thinking was more over like the boss, Commander and that was Autocratic type of leadership and that need to get changed as time pass, Now a days the organizations are realizing that the controlling and commanding behavior of the member is not good for the team it does not motivate the employee or member. The thinking is more over like that the leadership style should get changed from autocratic to participative in the modern days of the business.  

O’Reilly, Charles A., Caldwell, D., F., Chatman, J., A., in the paper titled “How Leadership Matters: The Effects of Leadership Alignment on Strategic Execution” had studied that the leadership is having the positive relationship with variety of individuals and organizational (Team) results and performance and also studied that the there is a relationship between performance and leadership, they have also concluded that the consistency of the leadership effectiveness influenced the implementation of strategic initiatives.  

Orlick, T., D., and Mosher, R., 1978, hypothesized that an extrinsic reward (a trophy) for performance on a stabilometer (balance board) would be perceived by children as controlling—and thus their intrinsic motivation for what is generally an interesting and challenging physical task would be undermined. The hypothesis was supported: When given a free-choice period, the children whose earlier participation

68 Murphy, S., and Tammen, V, 1998, “In search of psychological skills”, Advances in sport and exercise psychology measurement, PP., 195-209  
was for a trophy showed a decrease in the time they spent voluntarily playing on the stabilometer compared to the children who had no expectation of a reward.\textsuperscript{71}

\textbf{Pablo, C., Barbara, S., L., and Alvaro, E., (2003)} Stated in his paper "Outcome-based Theory of Work Motivation" that “We identify four different types of expected consequences, or motives. These motives lead to four types of motivation: extrinsic, intrinsic, contributive, and relational. We categorize these outcomes using two criteria: the perceived locus of causality, which defines the origin of the motivation, and the perceived locus of consequence, which defines who receives the consequences of the action. Individuals generally act based on a combination of extrinsic, intrinsic, contributive, and relational motivations, each one having a particular weight. We call motivational profile to the particular combination of an individual's motivations in a certain context. Individuals may experience conflict when different alternatives convey different expected consequences (or motives). Resolution of conflicts among motives results in motivational learning. In particular, the resolution of conflicts among motives of the same type results in calculative learning. On the other hand, the resolution of conflicts among motives of different types results in evaluative learning. Evaluative learning implies a change in the individual's motivational profile.”\textsuperscript{72}

\textbf{Patrick, B., and Markus, K., B.,} in their paper “Leadership, Coordination and Mission-Driven Management” stated that a good leader is able to coordinate his subordinates towards their vision statements that communicate the future course of action of the organization. As times passes the leader knows the organization over a period of time. Leader’s overconfidence is valuable attributes that improves the leader’s journey towards mission statements. That overconfident leader also inhibits with subordinates and sometimes that overconfidence is costly when the subordinates have sufficiently valuable signals.\textsuperscript{73}

\textsuperscript{72} http://papers.ssrn.com/sol3/papers.cfm?abstract_id=462623
\textsuperscript{73} http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1106385
Patrick, B., and Markus, K., B., presented the paper titled “Leadership, Coordination and Mission-Driven Management” Stated that a good leader is able to coordinate his subordinates towards their vision statements that communicates the future course of action of the organization. As times passes the leader knows the organization over a period of time. Leader’s overconfidence is valuable attributes that improves the leader’s journey towards mission statements. That overconfident leader also inhibits with subordinates and sometimes that overconfidence is costly when the subordinates have sufficiently valuable signals.\(^74\)

Pfeffer, J., 1977, observed, part of the “ambiguity” of leadership stems from the lack of clarity in the definition and measurement of the construct itself. Leadership has been used to describe everything from the effects of first-level supervisors on subordinates’ attitudes to the effects of CEOs on organizational performance.\(^75\)

Roberts, G., C., 1992, outlined the theoretical frameworks of attribution theory; theory of self-efficacy; motivation theories revolving around perceived competence; and achievement goals approaches, as the dominating theories and approaches at the time.\(^76\)

Rudisill, M., E., 1989, hypothesized that training children to understand that their performance improvement was personally controllable (i.e., dependent on practice and effort) would improve their subsequent performance—and would also lead them to persist longer at mastery attempts—even in the face of perceived failure. Again, the results of the experimental manipulation supported the hypothesis that perceptions of personal control enhance intrinsic motivation.\(^77\)

Ryan, E., D., 1980, found some sport specificity in whether athletes perceived sport scholarships as affirmations of their competence (thus supporting intrinsic

\(^74\) http://scholar.princeton.edu/markus/publications/term/50
\(^77\) Rudisill, M., E., 1989, “Influence of perceived competence and causal dimension orientation on expectations, persistence, and performance during perceived failure”, Research Quarterly for Exercise and Sport, 60, PP., 166–175
motivation), or as extrinsically controlling (thus undermining intrinsic motivation). Specifically, athletes in the sport of football (where scholarships were common at that time) were more likely to perceive the scholarships as controlling than were wrestlers or female athletes.\(^78\)

Ryan, R., M., Frederick, C., M., Lepes, D., Rubio, D., and Sheldon, K., S., 1997, have found several other factors which play a role in the kinds of sports an individual participates in including intrinsic motives (participating in sport for satisfaction) and extrinsic motives (participating in sport for rewards).\(^79\)

Seifriz, J., J., Duda, J., L., and Chi, L., 1992, found that when high school basketball players perceived an individual mastery oriented climate in their practice sessions they experienced more enjoyment and had higher intrinsic motivation compared to those players who perceived practice as a more competitive performance-oriented environment.\(^80\)

Sharon, E., N., and Clifford, B., presented a paper on “When do Leaders Matter? Hypotheses on Leadership Dynamics in Social Movements”. They concluded in their research that sometimes the individual leaders plays an important role in the movement development they have emphasized on that the Leadership is relational and leaders do not succeed by their own, they are helped and hindered. Sometimes leadership plays a vital role in changing the social and political structures.\(^81\)

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not succeed by their own, they are helped and hindered. Sometimes leadership plays a vital role in changing the social and political structures\textsuperscript{82}.

**Steve, Z., and David, C., L.,** in their paper titled “Rewriting the future: leadership that makes a difference” The paper suggest that the organization’s success and failure is totally dependent on the leaders how they work, how they perform, how they build the strategies and how they plan and execute it. Most of the time all the executives and leaders are spending all their time and money in adjusting the system in which people operate rather than targeting the performance evaluation directly. The reason is that we believe that there is no understanding of what is at the source of human performance output and how to evaluate.\textsuperscript{83}

**Thirukkural, Chendroyaperumal, C., and Archana M., M.,** Indian Theory of Leadership from The author has stated that the qualities of all the resources are totally dependent on the human resource and it that is also determined by the quality of the leadership. The Authors has highlighted the Indian theory of leadership. The paper also contains the various Indian theories which are implemented in the modern era of Indian business.\textsuperscript{84}

**Thomas, A., B., (1988)** in his paper, says that does it matter who the CEO of a firm is? He tries to reveal the impact of CEO on the company. He says that there is significant impact of the CEO on the performance of a company. From their position at the top, the CEOs are able to shape company strategies, structure and culture.\textsuperscript{85}

**Thompson, C., E., and Wankel, L., M., 1980,** manipulated the perception of exercise choice of adult women who had recently enrolled in a health club. After an initial meeting to discuss activity preferences, the women were randomly allocated to either a perceived choice or a perceived no-choice condition. The initial activity preferences were actually used as the basis for all of the women’s programs. However, the women in the no-choice group were led to believe that they had been assigned a standard program determined by the instructor. Six weeks later the

\textsuperscript{82} http://papers.ssrn.com/sol3/papers.cfm?abstract_id=989045

\textsuperscript{83} http://papers.ssrn.com/sol3/papers.cfm?abstract_id=980304

\textsuperscript{84} http://www.researchgate.net/publication/228314317_Indian_Theory_of_Leadership_from_Thirukkural

\textsuperscript{85} Thomas, A., B., 1988, “Does leadership make a difference to organizational performance?”, Administrative Science Quarterly, 33, PP., 388-400
attendance of the women in the perceived choice group was higher, and they also expressed a greater intention to continue exercising at the health club.\textsuperscript{86}

\textbf{Tichy, Noel, M., and Cohen, E., 1997,} argues that the leaders are important because they determine the direction of the company. They move the organization from where it is to where it wants to go. That is why the CEO of a company is considered to be the important personality of the company. That is why they are compensated more than any other members of the company.\textsuperscript{87}

\textbf{Tim, L.,} has presented a paper on “Five Dimensions of Effective Leadership: A Meta-Analysis of Leadership Attributes & Behaviors” The paper performs the Meta analysis of research on leadership and it also constructs the positive leadership in the organization. Leadership development initiative provides an excellent tool to allow the self evaluation and self renewal to occur. The Author has also distinguishes the difference between positive and negative leadership.\textsuperscript{88}

\textbf{Turman, P., D., 2008,} noted that the primary duty of the coach in the soccer is to give instructions to the players and employ an effective strategy to win the game. The coach is also responsible to evaluate the performance of the team members. Most of the researches done in the field of sports psychology assert that the coaching effectiveness has a great impact on the performance, behavior, psychological and emotional well-being of the players.\textsuperscript{89}

\textbf{Vallerand, R., J., and Rousseau, F., L., 2001,} said that many elite athletes have emphasized their love for their sport and the intense sensations they feel when they engage in their activity. Besides the obvious affective consequences of intrinsic motivation, being engaged in sports out of enjoyment and fun has been shown to be an important determinant of sport persistence and performance.\textsuperscript{90}

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\textsuperscript{88} http://www.researchgate.net/publication/228136421_Five_Dimensions_of_Effective_Leadership_A_Meta-Analysis_of_Leadership_Attributes_Behaviors

\textsuperscript{89} Turman, P., D., 2008, “Coaches’ immediacy behaviors as predictors of athletes’ perceptions of satisfaction and team cohesion”, Western Journal of Communication, 72(2), PP., 162-179

\textsuperscript{90} Vallerand, R., J., and Rousseau, F., L., 2001, “Intrinsic and extrinsic motivation in sport and exercise: a review using the Hierarchical Model of Intrinsic and

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Wasserman, N., Nohria, N., and Anand, B., N., in their paper “When Does Leadership Matter? The Contingent Opportunities View of CEO Leadership” They have examined that importance of CEOs impacts are at the major three important implications. That is 1-for CEO compensation 2-For CEO succession and 3- For the reaction of change in the stock of the organizations.\(^91\)

Wei, L., David, P., L., Riki, T., Henry, P., S., wrote a paper titled “Matching leadership styles with employment modes: strategic human resource management perspective” the study was basically designed to using the practice that helps leaders in effective utilizing the human capital available with the leaders. They have recognized that different group of employee need different type of leadership style.\(^92\)

Weinberg, R., S., and Jackson, A., 1979, showed that success feedback led to enhanced intrinsic motivation while lack of success feedback reduced it. Additionally, a more in-depth analysis of the results allowed the experimenters to show that it was not the effect of the feedback per se, but rather it was the effect of feedback on the subjects’ perceptions of competence that moderated changes in intrinsic motivation. In other words, this study showed that it was not the feedback itself so much as the meaning of the feedback to the subjects that produced the motivational outcome.\(^93\)

Weinberg, R., S., and Gould, D., 2003, considered the relationships between the leader and followers to involve factors such as friendship, mutual trust, warmth, building rapport and communication. Initiating structure is based upon the establishment of rules, regulations and operating systems that are designed to move a group towards pre-established goals. In non-sport settings it appears that successful leaders score highly in both consideration and initiating structure.\(^94\)

Wendt, H., Euwema, M., C., and Zhytnyk, O., presented their paper on “Leadership and Team Cohesiveness across Cultures”. Researchers have examined the role of culture on the relation between team cohesiveness and leadership and

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\(^92\) http://repository.ust.hk/ir/Record/1783.1-2004
national culture’s effect on leadership, and the outcome was that there is no relationship between individualism and team cohesiveness. Direct leadership had a negative effect and supportive leadership had a positive effect on the team cohesiveness.\textsuperscript{95}

\textbf{Werner, E., and Michael, C., J., 2011} Stated in his paper “The Three Foundations of A Great Life, Great Leadership, and A Great Organization” that “We argue here that the three factors we identify as constituting the foundation for being a leader and the effective exercise of leadership can also be seen as the foundations not only for great leadership, but also for a high quality personal life and an extraordinary organization. One can see this as a “value free” approach to values because, 1) integrity as we define it (being whole and complete) is a purely positive proposition, 2) authenticity is also a purely positive proposition (being and acting consistent with who you hold yourself out to be for others and who you hold yourself to be for yourself), and 3) being committed to something bigger than oneself is also a purely positive proposition (that says nothing about what that commitment should be other than it be bigger than oneself).\textsuperscript{96}

\textbf{Wester, K., R., and Weiss, M., R., 1991}, examined the relationship between athletes perceived coaching behavior and team cohesion in high school football team. They found that the coaches that provided more positive reinforcement, social support and democratic behavior had more cohesive teams. The study also showed that the perceived behavior of the coach and team cohesiveness is directly related.\textsuperscript{97}

\textbf{White, R., W., 1959}, presented cognitive theory of motivation. Cognitive evaluation theory states that intrinsic motivation is driven by an innate need for competence and self determination in dealing with one’s surrounding. The intrinsic reward for the behaviors motivate by these needs are satisfying the feeling of competence and autonomy.\textsuperscript{98}

\textbf{Whitehead, J., R., and Corbin, C., B., 1991}, set up an experiment in a junior high school using a shuttle run-type fitness test. Bogus high or low percentile feedback was

\textsuperscript{95} \url{http://papers.ssrn.com/sol3/Papers.cfm?abstract_id=609306}

\textsuperscript{96} \url{http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2207782}


\textsuperscript{98} \textit{White, R., W., 1959, “Motivation reconsidered: The concept of competence”, Psychological Review, 66, PP., 279–333}
given to randomly determined groups, and the results replicated the findings. Again, apparently high percentile scores raised intrinsic motivation and low percentile scores lowered it—and as before, the motivational outcomes were mediated by the subjects’ perceptions of competence at the task rather than directly changed by the feedback itself.99

Wiese-Bjornstal, D., M., LaVoi, N., M., and Omli, J., 2009, found that a coach should also foster the climate around the team that affects athletes development and creates an atmosphere conducive to an optimal athlete, as well as team performance. In short, the coach influences the players knowledge of the game, skill level, and team cohesion through his or her action.100

Weiss, M., R., and Fredrichs, W., D., 1986, found a relationship between poorer team performance and frequency of social support which probably indicates that losing teams need more social support from leaders in order to sustain motivation.101

3.3 Research Gap:
After reviewing hundreds of books, journals, research papers, articles, doctoral thesis and dissertations on the subject of leadership and motivation in sports, it can be said that there is vast gap between what has been done until now and what is going to be done in this research work.

It is found that most of the existing researches are based on either motivation or leadership but this research work focuses on both the important aspects of sports. Most of the research works done till date is based on identifying the leadership qualities and styles used by the coaches and captains of the games. There are very few researches that analyses the impact of leadership style and qualities on the team members. This research work will prove to be the masterpiece in that area.


This research work is undertaken by receiving the responses from the former test cricket captains of the Indian cricket team. So, in that sense, this research work provides the factual information as experienced by them on the field in their real life. The existing research work is based on the other team sports such as basket ball, football, base ball, soft ball, etc. But this research work is based on the analysis of the responses given by the former test cricket captains of Indian cricket team. It means that this research work is purely based on the leadership and motivation used in the cricket.

The existing research work does not analyse the psychological impact of the leadership style on the team members, but this research work makes the analysis of this impact on the team members.

So, this research work will prove to be advancement in the field of leadership and motivation.