

Formation and development of professional competencies of the staff of the modern Russian market of fitness industry

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Abstract—The article discusses approaches to creating a model of professional competencies of personnel structure of the fitness industry. Presented, developed by the authors, the procedure of forming and determining the list and content of professional competences in the organizations of the fitness industry. Formulated and highlighted the advantages of the system of evaluation of personnel based on competency model for organizations and employees. The article also presents the results of the study, during which analyzed the activities of more than 100 fitness organizations to assess the personnel management system and professional competence of the professionals working in the industry.

Keywords—*professional competence and fitness industry as a sector of the economy, competence approach, competency model, staff appraisal systems.*

Modern Russian market of fitness industry is one of the fastest growing segments of the economy. Socio-economic importance of the fitness industry for the Russian society is not only in the sphere of development of multifunctional services; individual, medium and large businesses; filling of the federal and regional budgets by getting tax deductions but also the formation and development of a new format of civil society thinking, aimed at a healthy lifestyle.

In the current market conditions, organizations control the fitness industry of any property forms a single basic approach to human resources management in favor competence approach.. It is based on the concept "Competence" and "competency model"[8, p. 90].

At this stage of development of the competency approach to human resource management as a science, there are several approaches to redefining the concept of "competence".

The European approach to the interpretation of "competence" is built on the concept of the definition of a minimum standard, which should reach workers in an employment activity. The definition of "jurisdiction" within the framework of this approach is formulated as "the main characteristic of the employee, with the possession of which he is able to show the correct behavior and, as a result, to achieve high results in their work." The American approach is based on the definition of the actions necessary for the employee to achieve the highest level of efficiency of work.

Accordingly, the "competence" - aemployee's ability to act in accordance with the standards adopted by the organization [13, p. 92]. In modern human resource management practices in the fitness industry organizations the most relevant is the integrated approach, in which the combined behavioral and functional approaches to redefining the concept of "competence" in a single model, is intended to include functional, cognitive and behavioral competencies in a single integrated structure. In the context of an integrated campaign of the definition of "competence" has a dual interpretation of interrelated:

1. The collection of a number of personal characteristics, characteristics, abilities, skills and motivation of the features that a person must possess to be successful within the framework of the tasks of the job and the organization as a whole;
2. Ability to apply knowledge, skills and experience in the workforce.

A special place in the modern classification of basic competencies among professional groups occupy, is a set of personal characteristics, knowledge and skills required for effective high-performance work on specific positions. Distinguish professional competence and professional competence of the office activities or professional fields. Professional competence activities or professional fields are generic in nature, which make up the basic elements of professional competence positions. In turn, the professional competence of the positions confined to a particular organization and are clearly specify the nature of[6, p. 142].

Within the framework of human resource management based on the existing classification models are being developed, is a set of competencies necessary for the organization to address strategic and tactical objectives, on the one hand, and the employee to successfully perform certain functions and processes of the work in the organization, on the other hand. As part of the same model, each competence should have a detailed description and generally reflects the generally binding for a particular organization performance standards and standards of conduct for staff of departments and staff in specific positions, leading to the achievement of specific purposes.

Based on the analysis of modern approaches to the development of competency models we determined the procedure of forming and determining the list and content of the professional competencies in the fitness industry organizations including:

- market analysis in order to identify the target market segment characteristics, formation of a single economic activity;
- analysis of the object, the subject and the object of professional activity;
- analysis of the needs and requirements of the target segment of employers to the level and characteristics of professional competence of experts in organizations fitness industry;
- definition of internal and external characteristics of professional activities within a particular economic activity (target segment);
- the formation of criteria of characteristics and the definition of the scope of the profession, the definition of professional categories within the profession;
- compile a list of recommended titles of positions corresponding to the needs of employers, regulatory and legislative acts of the Russian Federation, as well as relevant professional categories within a particular profession;
- Formation of requirements to the level of knowledge, skills and level of education experts in a particular profession;
- an inventory and characteristics of professional competence of experts in the fitness industry organizations;
- formation of a functional map of professional work of professionals in the organizations of the fitness industry.

Also in the course of the study authors stated and highlighted the benefits on the basis of the staff appraisal system competency model for both organizations and employees (Table I).

Building an effective model of competences in the organizations of the fitness industry it is intended to include in the structure of the competence profile, which is a necessary and sufficient set of competencies with their level of development for the effective implementation of the functions of the post / position. Each profile competences closely correlated with the profile of personnel, which describes the level of employee competence in comparison with the profile of the position / positions [2, p. 136].

Profile positions competencies Organizations in the fitness industry makes it possible to specify the skills, professional and personal qualities of the specialist you need on a particular job position.

The presence of key and professional competences in the post profiles that should have employees, make it possible to determine the allowable deviation from the standard requirements for the knowledge and skills of employees, since in this profile contains a range of severity. Also focused

evaluation criteria in the profile, quantitative and qualitative indicators that allow you to compare obtained during the evaluation of actions of employees with the requirements.

TABLE I. BENEFITS OF THE STAFF APPRAISAL SYSTEM IN THE FITNESS INDUSTRY ORGANIZATIONS ON THE BASIS OF COMPETENCY MODEL

Benefits for the organization	Benefits for employees
Development of common standards describe the efficiency and effectiveness of promoting qualitative improvement of interaction of divisions	A clear understanding of the requirements for the employee
Common understanding of the staff and management effectiveness and efficiency	A clear understanding of the need for the post of the level of knowledge and skills
Maintenance of process of the departments and positions with the identification of compliance with the required level of competency assessment of staff	A clear understanding of their own development strategies in the organization
Ensuring consistency in conducting employee evaluations in terms of "valuable qualities"	A clear understanding "of quality", the corresponding position held
Ensuring the possibility of determining the strengths and weaknesses of each employee, identifying ways of its development	Formation of development needs
Formation of personnel reserve on the basis of objective criteria, the planning of its development	Enhancing competitiveness through the development of key staff, professionals and others. Competences

In the absence of organization of the corporate model of general and professional competencies, each competence specified description of specific examples of visible behaviors that meet the requirements of the position. The process of developing post profiles in the fitness industry organizations It involves several steps:

1. Analysis of the corporate culture.
2. Analysis, development, formalization, adoption of functional responsibilities, lines of responsibility, especially, an activity.
3. Developing a model of key competencies.
4. The wording of biographical requirements.
5. Creation, approval and implementation of the post profiles.

As part of the management staff of the organization competencies profile in the fitness industry organizations describes the system to employee requirements, based on a full definition of employment in terms of competencies and reflects the actual and potential level of competencies of the employee; key and professional competence; critical quality staff development to be; exclusive quality, totally irrelevant certain positions [14, p. 208].

Presently the concept of "qualified employee" and "professional standard" is defined in Art. 195.1 of the Labor Code of the Russian Federation. According to this article, the Labor Code the employee's qualifications - is the level of

knowledge, skills and experience of the employee. Professional standard, in turn, is a qualifying feature, employees need to perform a certain type of professional activity, including the execution of a certain work functions.

Professional standards need educational institutions that train specialists with the qualifications claimed by employers and reflected in professional standards; employees wishing to master any profession, or to improve their skills; as well as employers to form job descriptions and training and motivation, organization, preparation and conduct of personnel certification, the establishment of a payment system.

On the basis of professional standards of personnel management service organizations of all forms of ownership develop the system of evaluation and development of professional staff.

At the present time in the fitness industry organizations is an active discussion of the application of professional standards. The specifics of the objects of the fitness industry is confirmed by the introduction of the Russian legislation "fitness" of the concept and 2. NACE code 93.13 "Activities of fitness centers", which includes the activities of clubs fitness and bodybuilding. This provision confirms the fitness industry official recognition of an independent branch of professional activity, with clear specific differences.

Development of methodology for assessing the development of the personnel management system in the organizations of the fitness industry and the algorithm of this assessment was carried out taking into account the fact that the fitness industry is a part of the market of commercial sports and health and fitness services.

According to RBC at the end of 2018 the market size of the fitness industry in monetary terms amounted to 13.1 billion rubles. In 2017 this figure amounted to 10 bln., i.e. 13% growth in 2018 to 2017. At the same rate of growth of the market volume in 2017 to 2016 amounted to 7.5%. This indicator shows a significant stable growth of this segment of the Russian market (see Fig. 1).

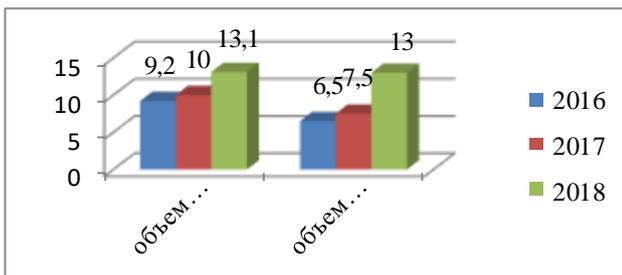


Fig. 1. The growth of the Russian market of fitness industry for 2016-2018.

It is important to note that the Russian market of the fitness industry for the period 2015-2018 gg. It increased by 1.9% despite the crisis and the impact of negative economic factors, indicating clearly the current trend continued positive development and expansion of this segment of the Russian market.

At the present stage there is no legally enforceable assignment of fitness facilities to the Ministry of Physical Culture, Sports and Tourism, as they are not officially recognized sports facility or sports and recreation facilities. Despite the fact that the main NACE fitness facilities declared as "sports and recreational activities," fitness organizations are commercial, so that the Ministry of Physical Culture, Sports and Tourism can not control or coordination of business activities.

To assess the personnel management system and professional competence of experts fitness industry we investigated more than 100 fitness organizations. To ensure fairness evaluation carried formulated the key criteria effectiveness personnel management system of the fitness industry. It should be noted that these criteria were formed with the participation of leading top managers of Russia "Association of operators of the fitness industry." It is important to understand that without a comprehensive analysis of the development of human resource management systems in the study area of the market and an objective assessment of the quality of personnel, it is not possible formation and development of complex professional competencies relevant experts fitness industry. Summary results analysis of the development in the organizations of the fitness industry personnel management systems are presented in Table II.

TABLE II. SUMMARY OF RESULTS ANALYSIS OF THE DEVELOPMENT IN THE FITNESS INDUSTRY ORGANIZATIONS, HUMAN RESOURCE MANAGEMENT SYSTEMS

Criterion	Evaluation of performance criteria, %
the efficiency of construction management personnel structure	67.8
interconnectivity and efficiency of personnel management subsystems	73.6
the effectiveness of Corporate Policy, Human Resources	74.1
the effectiveness of the quality management system of fitness services in terms of the professional activities of the staff	58
effectiveness of the system to ensure the professional competence of the personnel within the established organizational and functional structure	60.8
the effectiveness of monitoring and evaluation system of professional work of staff	52.5

It should be noted that the most problematic indicators were such as the formation and use of labor; level of performance of the quality management system requirements of fitness services in terms of the professional activities of the staff; compliance with professional standards in technology assessment of professional competence of staff.

Also evaluated the skills and competencies of fitness facilities personnel using such research methods as observation, interview, survey, HR documentation analysis. In the course of this evaluation involved 233 respondents who are professionals working in the fitness organizations, of which 151 coaches, 38 managers and representatives of top management, 44 Admin. The evaluation was conducted by a five-point scale. Each indicator is assigned a grade from 0 to 5, where 5 points - the best result based on the respondent's response Defect.

The results of evaluation of professional qualifications and competence of the fitness facilities personnel are shown in Fig. 2.

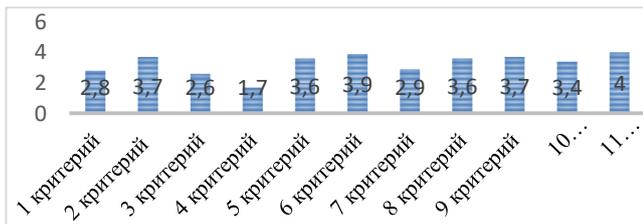


Fig. 2. The results of the assessment of professional qualifications and competence of the fitness facilities staff

1. * Note to Fig. 2 - the name of the criteria: appropriate professional basic education
2. appropriate sports qualifications
3. special professional training in accordance with the position and the work performed
4. the passage of a regular assessment profkompetentsy
5. knowledge of methods of fitness services
6. knowledge of safety rules and operation of sports equipment
7. basic knowledge of anatomy, physiology, biomechanics, biochemistry
8. knowledge of the theory and methods of fitness training, including ability to develop personalized fitness program and conduct training on the developed program
9. possession of methods and techniques of construction and development of the exercise and of the fitness test
10. basic knowledge of medkontrolya and FIRST AID professional ethics

During this analysis the most critical indicators, among which appropriate professional basic education; special training required and level of qualification corresponding to the position and the work carried out; the passage of a regular evaluation of the professional competencies and others.

This situation is due to the fact that It is currently in the National Classification of Economic Activities NACE highlighted code 93.13 2. Activities of fitness centers. This group includes the activities of clubs fitness and bodybuilding, but it does not include individual sessions with trainers and teachers. Allocation form (subspecies) of economic activity requires definition of qualifications and professional competencies of professionals engaged in work functions within a given species (subspecies) of economic activity.

Thus, the results of the analysis confirm the acute relevance of the development and application of professional standards for the fitness industry professionals.

The development of professional standards for the occupation specialist fitness industry involves the identification of areas of application, authority and responsibility of professionals of different levels, the nature of knowledge and skills, the main way to achieve the skill level, the system of conformity of the declared level of qualification. The skill level in this case is treated as "a set of requirements for the competence shared by the parameters of complexity, non-standard employment actions, responsibility and independence."

At the present time in the fitness industry organizations under active discussion on the development and application of professional standards. In December of 2017 was initiated at the legislative level, work on developing professional

standards branch of the fitness industry President of the Russian Association of operators of the fitness industry Olga Kiseleva. The explanatory memorandum presented as a justification for including the results of research conducted by the authors. Activities on the draft professional standard conducted at the moment with the participation of the Expert Council of the State Duma Committee on Physical Culture, Sports, Tourism and Youth Affairs. In addition, the value of an industry standard professional to improve the quality of fitness services and the development of the fitness industry in general, said Russian President Vladimir Putin.

Thus, in the present moment with the purpose of formation and development of professional competencies of the staff of the modern Russian market of fitness industry procedure of forming and determining the list and content of professional competences in the organizations of the fitness industry, in which the procedure of development competency model is unsubstantiated.

The technique evaluation of the personnel management system in the organizations of the fitness industry, the industry has distinctive features and includes fundamental specific indicators and common criteria development of personnel management system general criteria development of personnel management system, as well as the proposed algorithm for the evaluation of the personnel management system in the organizations of the fitness industry.

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