Study on the Competency Structure of Leisure Sports Club Instructors

Benxu Zou

Sports Social Science Research Center, Shenyang Sport University , Shenyang , China 110102;

E_mail: zoubenxu@163.net

Abstract：The paper aims at studying the competency of leisure sports club instructors. Based on the analysis of their job characteristics, the paper designs a competency assessment scale and a questionnaire. And with the use of factor analysis and structural equation modeling, it tests and confirms the competency structure. The result shows: 1.The competency structure of leisure sports club instructors consists of four dimensions. They are: personal traits, communication and relationship, personalized guidance and professionalism. 2.The four-dimensional model is effective to reflect the competency structure of leisure sports club instructors.

Key words：competency; exploratory factor analysis; confirmatory factor analysis; SEM (structural equation modeling)

1 Introduction

The word competency is widely used in various scientific fields with different meanings. Generally speaking, the consensus is that competency is knowledge and ability in a certain area which is fully reflected in a definite task or activity.

With the appearance this theory, many scholars have done a lot of research on it in different trades and also set up competency models in different situations. The study of McClelland shows that two kinds of competency are required for the various general managers. One is the outstanding characteristics of the individual and the other is the individual's organization of the work group. Spencer and other researchers, on the basis of their previous 20 years of ability analysis outcomes, put forward five general competency models which are suitable for professionals, salesmen, community service worker, management staff and entrepreneur. On the basis of teachers' competency investigation, which contains learning environment, professional commitment and discipline, teaching basis, teachers' reflection, cooperation ability, effectiveness and the leadership, Bisschoff and Grober finally put forward the two-factor model---- education competency and cooperation competency. Cerase. F chose the Italian civil servants in the financial bureau as the target and worked out the civil servant competency model which contains working activities, scope of knowledge, work-related skills, capacity requirements and other elements. Dubnicki and sloan work out that nurses should possess the competency of guidance, change management, interpersonal relationship, specialized skills, critical thought, performance evaluation, authorization and financial skills.

At present, there is much study from different aspects on the concept, features and development security of the leisure sports club instructors. And the study provides some helpful suggestions to solve the existing problems. However, the research on the leisure sports club instructors' ability and quality is limited to the qualitative analysis and instead of quantitative analysis, and the structure is unclear. Furthermore, there is no study on this question from the aspect of competency. In order to solve this problem, on the basis of existing research references, through the exploratory and confirmatory factor analysis, this paper regards the leisure sports club instructors as the object, and it analyzes the instructors' competency systematically to establish the Corresponding competency model. Thus, the paper aims at providing the theoretical basis to development of leisure sports club's human resource allocation, optimization and management.

2 Research objects and methods

2.1 Research objects

The paper chooses the leisure sports club instructors in

Shenyang as the research objects and distributes the questionnaires to 324 instructors in 15 leisure sports club in Shenyang. And it defines the leisure sports club instructors' competency structure according to the analysis of the questionnaires.

2.2 Research methods

2.2.1 Documentary data method

Thorough the literature review and international academic communication, this paper collects the related information and references. And it bases on the analysis of the collected materials and puts forward its own point of view.

2.2.2 Questionnaire method

2.2.2.1 The analysis of the leisure sports club instructors' task characteristics

Leisure sports club instructors are not only the directors of the leisure activities but also the promoters. At the same time, they are the "one to one" individual servers. Therefore, sports clubs instructors play the roles of tutor, marketer and personalized service provider. This paper will analyze the required qualities in the above three roles.

2.2.2.1.1 The role of tutor

The main contents of the leisure sports club instructor's daily work are to help the participants to master the physical fitness knowledge, skills and methods through their guidance and correct the participants' mistakes during their training. At the same time, to guarantee the efficient implementation of planned activities and avoid sports injuries and reduce adverse reactions after exercise are part of their job. Among these activities, the relationship between the leisure sports club instructors and the leisure sports participants is teacher and learner. So a leisure sports club instructor has to possess the following qualities: basic theoretical knowledge, corresponding professional knowledge, and for different fitness activities, instructors should also have the appropriate professional knowledge, teaching ability, self-learning and self-improvement ability.

2.2.2.1.2 The role of marketer

Leisure sports club instructors are a group which is the bridge between the clubs and the consumers and their service can influence consumers to join in the club. As a result, they play a role of marketer during their training. As a marketer, they should have the following abilities：good personal appearance，acute intuitive insight，ability of market feedback and ability of cognition.

2.2.2.1.3 The role of personalized service provider

Because when the instructors guide the activities of leisure sports, they use a "one to one" form of individual service, and they need to determine the customized activity program according to consumers' leisure aim, physical condition, experience and other factors and give consumers specific guidance during their training. Therefore, the instructors' service is the work of personalized service. So as personalized instructors they should have the fowling abilities: the ability of science innovation, the ability of customer service, the ability of protecting learners' privacy and the ability of effective communication.

2.2.2.2 Drawing up of the questionnaire

Through the analysis of the job characteristics of leisure sports club instructors, with the help of existing competency research data., a total of 21 assessment indexes for the sports club instructors' competency have been concluded: honesty and integrity, creation of a sense of trust, creativity, communication skills, relationship creation, customer awareness, understanding others, flexibility, strength, emotional awareness, information search, learning ability, adaptability, influence, responsibility, initiative, professional knowledge, self-control, self-confidence, respect for others, the breadth of knowledge and motivation.

On the basis, the *Leisure Sports Club Instructor Competency Questionnaire* is made, in which the questions are measured using Liket-5 scale. Scale scoring method: "1"means the measure of leisure sports club instructors is very unimportant; "5" indicates that the measure of leisure sports club instructors is very important. Before the formal implementation of the scale, the author conducted

a small scale pre-testing and revision.

2.2.2.3 Distribution and feedback of questionnaires

First of all, through personal relationships the author contacts with the leisure sports clubs' management staff and then chooses some of them to conduct the investigation. And then the management staff conducts the face to face investigation by using the questionnaires. They ask the leisure sports club instructors to fill out the questionnaire on the spot, and if the instructor being investigated can not understand the question, the investigators will explain it. In this way a total of 324 questionnaires are distributed, of which 285 are received, among which 261 are valid, and the questionnaire response rate and effective rate are 87.96% and 80.56%.

2.3 Method of mathematical statistics

According to the purpose of this study, the author uses SPSS 13.0 to conduct descriptive statistical analysis and preliminary factor analysis. Then the author uses structural equation modeling software LISREL8.70 to analyze the outcome of exploratory factor analysis, and examines the sample data obtained by the model to judge the fitness. Among the 261 questionnaires, 150 questionnaires are chosen randomly as the exploratory factor analysis sample. The rest 111 questionnaires will be used as the confirmatory factor analysis sample for confirmatory analysis.

3 Results and analysis

3.1 The descriptive statistical analysis of the index

By using SPSS13.0 and the descriptive statistical analysis, the results of the questionnaire about leisure sports club instructors' competency are shown. Skewness and kurtosis statistics of the sample in the 0.05 confidence interval is examined by the normal inspection.

3.2 Exploratory factor analysis

The author uses SPSS13.0 statistical software to investigate the results of questionnaire on leisure sports club instructors' competency by using the spherical KMO and Bartlett test. The test results show that KMO value is 0.743. And according to the criteria statisticians given by

Kaiser, it can be analyzed by factor analysis. At the same time, Bartlett's spherical test result is 0.000, which is less than the significance level 0.05, therefore the null hypothesis of Bartlett spherical test is refused. That is suitable for factor analysis. The author uses SPSS13.0 software for data exploratory factor analysis, and removes the load which is less than 0.4 of the project "flexibility". There remains 20 projects, and four factors are selected which explains79.12% of the total variation.

After exploratory factor analysis, a total extraction of four factors has been selected, and these four factors constitute the leisure sports club instructors' competency at four different levels.

Factor 1 includes five items, which are honesty and integrity, respect for others, self-confidence, responsibility, initiative. They mainly reflect the sports club instructors' moral qualities and personal characteristics, which are related to the personal qualities and personality of the instructors, and therefore factor 1 is named after "personal qualities."

Factor 2 includes five projects: communication skills, relationship creation, customer awareness, understanding others and adaptability. These elements reflect the leisure sports club instructors' competency of communicating with learners. While conducting effective communication with learners, they try to use these relationships to achieve the establishment or continuation of customer relationships, so factor 2 is named after "communication and contact. "

Factor 3 contains five projects, including the creation of trust, self-control, motivation, influence, emotional awareness ability. The five elements reflect mainly the competency of Leisure Sports Club instructor when they conducting one to one counseling on students. Personalized counseling is also one of the differences between sports club coaches and professional instructors. Therefore, this factor will be called "individual counseling."

Factor 4 is included in the five projects, including professional knowledge, breadth of knowledge, learning ability, creativity, and information search. These elements mainly reflect leisure sports club instructors' mastery of knowledge, access to information and knowledge innovation capability, and these factors constitute the

necessary professional quality for instructors. Therefore, factor 4 is named after "professional quality."

Through the exploratory factor analysis of leisure sports club instructors' competency model, competency model is divided into four dimensions. The first dimension is the individual instructor's required basic qualities; the second dimension is the instructor's the ability to communicate and establish contact with learners; the third dimension is the instructor's ability to conduct individual counseling; the fourth dimension is the instructor's professional quality.

3.3 Confirmatory factor analysis

With the results of exploratory factor analysis, the author constructs competency model, and tests the model by using structural equation model with the help of LISREL8.70. By using LISREL8.70 software, the paper conducts the confirmatory instructor factor analysis with the guidance of maximum likelihood method, and the aim is to analyze the proposed competency model. With the use of the paper tests the fitness of leisure sports club instructors' competency model and the test results are shown. And the test results show that the testing of various fitting parameters is in the allowed range, which indicates the reasonable fitness of this model.

Confirmatory factor analysis results show that exploratory factor analysis of leisure sports club instructors' competency model is reasonable, and that the four-dimensional model which consists of the personal traits, communication and relationships, personal guidance and professional quality can reflect leisure sports club instructors' competency well.

4 Conclusions

On the basis of the analysis of the characteristics of lei-

sure sports club instructors, the author designs the competency questionnaires and distributes 324 questionnaires to the instructors in Shenyang. On the basis of the survey data, and by using exploratory factor analysis, the author puts forward four-dimensional competency model, which is made up of the personal qualities, communication and relationship, personalized coaching and the professional qualities of sports club instructors. Then the author uses structural equation to conduct confirmatory factor analysis of this competency model for leisure sports club instructors. The analysis results show that the four-dimensional model can reflect the competency structure of leisure sports club instructors effectively.

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