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## ORIGINAL

### SITUATION OF HUMAN RESOURCES FOR PHYSICAL ACTIVITY AND SPORT IN THE AREA OF COSLADA

### SITUACIÓN PROFESIONAL DE LOS RECURSOS HUMANOS DE LA ACTIVIDAD FÍSICA Y EL DEPORTE EN EL MUNICIPIO DE COSLADA

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#### ABSTRACT

The main objective of this study is to understand the professional situation of people working in physical activities and sports in organizations subcontracted by public bodies in the town of Coslada. It describes the socio-demographic, labour and educational situation as well as the different functions in the work carried out by the people who are the subject of the study. It uses a descriptive methodology in which a standardized interview is carried out by means of a questionnaire given to 112 people who work in jobs related to physical activity and sport in the entire town. The most representative results show that the roles are varied and diversified and they mainly have temporary contracts. Moreover, there is a high percentage of people who do not have a degree and many of those who do have a degree carry out roles for which they are not qualified in terms of their training or degree.

**KEY WORDS:** management, human resources, professional, sport, degree.

## RESUMEN

El objetivo principal del estudio es conocer, la situación profesional de las personas que trabajan en funciones de actividad física y deporte en organizaciones subcontratadas en el municipio de Coslada. En él, se describen la situación socio-demográfica, laboral y formativa así como, las diferentes funciones laborales desarrolladas por las personas objeto de estudio. La metodología utilizada es descriptiva, en la que se realiza entrevista estandarizada por medio de cuestionario a 112 personas que trabajan en el municipio. Los resultados más representativos determinan que las funciones son variadas y diversificadas y que existe una contratación principalmente temporal, estableciéndose un elevado porcentaje de personas no tituladas realizando funciones para las que no están cualificadas.

**PALABRAS CLAVE:** gestión, recursos humanos, profesionales, deporte, titulación.

## INTRODUCTION

There is a strong relationship between education and subsequent career development. In the 80s, there was a big increase in the structure, dissemination and kinds of sports practiced (Madella, 2002), and in the interest in sports shown by governments and local entities, which entailed an increase in specialization in terms of education to adapt to the characteristics of the new sports industry (Madella, 2003; Parkhouse, 1987). Due to the current circumstances, universities and educational centres are adapting their curricula to these new needs of the labour market (Rebollo and Sánchez, 2000). Therefore, it is necessary to define the concept of sport to classify the subsequent labour market and its professional competencies (Camps, 1990; Madella, 2003; Parkhouse, 1987), which according to Renau (2001) are the behaviours and attitudes of people towards responsibility in the workplace. It is also determined that, within the educational system, an interest in these types of behaviour and attitude must be fostered, i.e. professional competencies must be understood as identifying hallmarks of a professional attitude in keeping with modern times.

In the European Union there are different professional careers and labour markets based on these careers. In Spain, following Rebollo and Sánchez (2000), there are four main areas: sports education/research, management / sport recreation, sports training and physical activity for health. Professional staff are those who carry out well-defined job roles in specific areas, have a specific official education, their own legal framework, a professional association, professional ethics and good practices (Campos Izquierdo, 2004; Madella, 2002; Heineman, 1998; Camy et al., 1999). However, is this really happening? Are professional people working? Or are we witnessing

a profession or professions that lack regulation, leading to unstable and precarious jobs? Madella (2003).

In Spain, Camps (1990) expressed the need to order and professionally regulate the sector of physical activity and sports. In this country, regulations such as the 1990 Law on Sports and, more recently, sports teaching in the Organic Law on Education 2/2006, have introduced some aspects that could be useful to order and professionally regulate this sector. However, on a nationwide level, there is still actually no regulation of the professional practice of physical activity and sports, leading to a lack of order and regulation in terms of the job roles in physical activity and sports.

In this vein, in Spain a draft law of the Law on Regulation of the Practice of Sports Professions (*Consejo Superior de Deportes*) is being drawn up. This will define professions related to physical activity and sports in Spain such as: sports manager, professional sports trainer, sports coach and physical education teacher, as well as establishing that in order to work in each profession with its corresponding job roles in physical activity and sports, the person must have the corresponding qualifications in physical activity and sports. Currently in Spain, the official qualifications related to physical activity and sports are those shown in Table 1.

**Table 1.** Qualifications in physical activity and sports in Spain according to Campos Izquierdo (2010).

<i>University degrees</i>
<ul style="list-style-type: none"> <li>- B.A. in Physical Activity and Sports Sciences (Royal Decree 1670/1993, 24<sup>th</sup> September) or Bachelor's Degree in Physical Activity and Sports Sciences.</li> <li>- Teacher specializing in Physical Education (Royal Decree 1440/1991, 30<sup>th</sup> August) or Bachelor's Degree in Primary Education (Order ECI/3857/2007, 27<sup>th</sup> December).</li> </ul>
Vocational training
<ul style="list-style-type: none"> <li>- Senior Technician in Physical and Sports Activity Leader (Royal Decree 2048/1995, 22<sup>nd</sup> December).</li> <li>- Senior Technician in Physical/Sports Activities in the Natural Environment (Royal Decree 2049/1995, 22<sup>nd</sup> December).</li> </ul>
Special training
<ul style="list-style-type: none"> <li>- Senior Sports Technician (for each sport or sport specialisation) (Royal Decree 1363/2007, 24<sup>th</sup> October).</li> <li>- Sports Technician (for each sport or sport specialisation) (Royal Decree 1363/2007, 24<sup>th</sup> October).</li> </ul>

Apart from these official qualifications, the market for physical activity and sports includes certifications that are organized, ratified, recognized, subsidized and/or issued by public and private institutions that are not officially valid and do not qualify people to work professionally in physical activities and sports (Campos Izquierdo, 2004).

In this article, the municipality of Coslada's human resources are under analysis. The general set-up is an indirect management system by means of outsourcing, which has been researched in previous studies, such as those by Campos Izquierdo (2004), where 51.5% of labour relations appearing in the study were outsourced, and the study by Martínez Serrano (2008), where the outsourced percentage came to 55.3%.

Addressing the socio-demographic characteristics of this study, I wish to highlight Camy, Chantelat and Le Roux (1999) and the *Consejo Superior de Deportes* (Sports Council) (1991), since they consider physical activity and sports to be an important source of youth employment and female employment. Camy et al. (1999) find that women who work in the sports industry in Europe represent 44.2% (higher than female employment rates in other professional sectors), while in Spain, female employment falls below the European average, despite this having progressed from the 23% described by Martínez del Castillo (1991) to the 34.5% established by Campos Izquierdo (2004). It must be pointed out that in the 80s, in the field of sports managers of sports clubs and federations, 2% were women (García Ferrando, 1986).

In terms of working conditions, in Martínez del Castillo (1991) it is observed that 72.8% were salaried staff (out of whom 40% belong to the public sector and 32.8% to the private sector), 6.3% were self-employed and 5.2% were employers. 45.7% of the jobs were temporary labour relations and 51.6% were permanent contracts. In terms of their type, 47.8% were permanent workers with permanent contracts, 18.9% were seasonal (currently called contracts for work and services rendered) and 16% were paid a bonus (no contract). In terms of hours of work, 52.2% worked part-time, whereas in Europe in 1998 part-time jobs represented 34.2% and full-time jobs 47.8%.

Camy et al. (1999), Campos Izquierdo (2001b), Lasunción (1992) and Camerino et al. (1995) explain that the trend in this market is temporary hiring and part-time jobs, with no expectation of these becoming permanent term contracts or full-time jobs, and in many cases, the working hours and means of payment are erratic.

Moreover, in this sector there are staff working in job roles of physical activity and sports with no qualifications. According to Martínez del Castillo (1991), in Spain 36.7% did not have any qualification in physical education and sports, as in the study by Martínez Serrano (2008), where 40.5% of the population under study did not have any qualification in said field.

This data brings to light the need to regulate the sector in order to ensure minimum levels of education and continuous updating of knowledge, allowing people to continue being competitive in a sector in constant change, as well as to satisfy the needs of the users in this sector. López de Viñaspre García, Rodríguez Romo and Poned Pascual (2003).

Taking the theoretical framework as a starting point, the aims of this study are: to get to know the current labour and professional market of those who work in

roles of physical activity and sports for organizations subcontracted by public bodies in the municipality of Coslada, in the Community Region of Madrid:

1. To discover the socio-demographic situation of those who have job roles in physical activity and sports for organizations subcontracted by public bodies in the municipality of Coslada.
2. To discover the labour and education situation of those who have job roles of physical activity and sports for organizations subcontracted by public bodies in the municipality of Coslada.
3. To describe the job roles in physical activity and sports carried out by people who have these roles for organizations subcontracted by public bodies in the municipality of Coslada.
4. To compare the socio-demographic, labour and education characteristics of those who have job roles in physical activity and sports for organizations subcontracted by public bodies in the municipality of Coslada.

## **METHODOLOGY**

The methodology used in this study has been quantitative and descriptive (Alvira, 2004). In carrying out this methodology, the process that has been followed is that of a cross-sectional survey (García Ferrando, 2002; Madella, 2003). The survey consists of standardized personal interviews using a questionnaire for each of the persons who work in job roles of physical activity and sports in organizations subcontracted by public bodies in the municipality of Coslada, with a study population of 130 people in total.

In order to gather the necessary information for the purposes of the study, the "Questionnaire on the professional situation of physical activity and sports professionals" (Campos Izquierdo, 2004) was used, which was validated in previous studies on human resources in the field of physical activity and sports (Campos Izquierdo, 2000; 2001). In relation to the psychometric features of this instrument, the degree of validity was established through the opinions of experts, other items established in the bibliography and other criteria of the instrument itself (such as the structured interviews carried out) and the reliability, tested after checking the minimal variation of the observations obtained in the different applications of the instrument. In this sense, in terms of the validity of the content, a series of stages were carried out, following authors such as Cea (2001) and Alvira (2004), who determined that this instrument is reliable and valid. In the first place, in the questionnaire's design stage, several questionnaires were used, out of which the one drafted by Martínez del Castillo (1991) was taken as the main benchmark. Moreover, discussion groups were held, following the rules established by Miquel, Bigné, Cuenca, Lévy and Miquel (2000), and Ibáñez (2002). This first stage of the design of the instrument resulted in a standardized interview by means of an initial questionnaire which, after its validation by experts and the pilot study and its subsequent improvements based on the results obtained, the final standardized interview by means of the questionnaire was established. As for experts' opinions, ten external specialists assessed it positively. In the pre-test stage, the instrument was given to 50 people who belong to the population under study (Cea, 2001;

García Ferrando, 2002). All subjects understood the questions and alternative answers and there were no lost values.

Moreover, the data-gathering instrument is reliable in terms of consistency, which provides stability, as it has been used in several studies such as those by Martínez Serrano (2008) and González Rivera (2008).

The standardized interview by means of the questionnaire comprises 55 closed-ended questions that encompass four dimensions related to: the socio-demographic characteristics of the people who work in these activities, the roles of people who work in tasks related to physical activity and sports, their labour characteristics and their education.

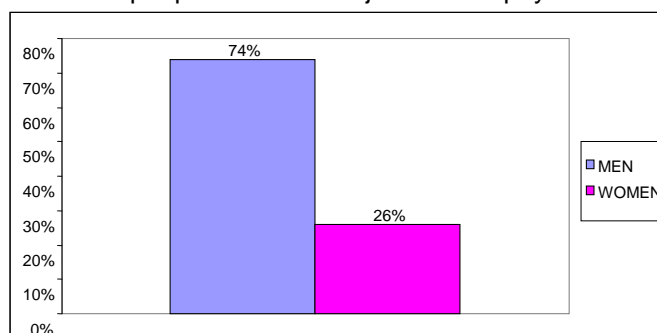
The study is cross-sectional in nature, due to the fact that the information gathering was carried out during March and April in 2009. The 130 interviews were conducted by a single interviewer to ensure higher reliability and validity for the study, and they were conducted using an individual, face-to-face approach with each of the subjects in the sports facilities (Bryman, 2004; Fink, 1995).

Statistical analysis of the study is based on a basic descriptive analysis by means of percentage distribution, using contingency analysis, including Pearson Chi-square values and their significance, as well as the correlation coefficient Phi in some charts. For the entire process, the SPSS program package for Windows (V. 15.0) was used.

## RESULTS

On the one hand, the socio-demographic characteristics describe the gender of the people who work in job roles related to physical activity and sports in organizations subcontracted by public bodies in the municipality of Coslada, represented by 74% men and 26% women.

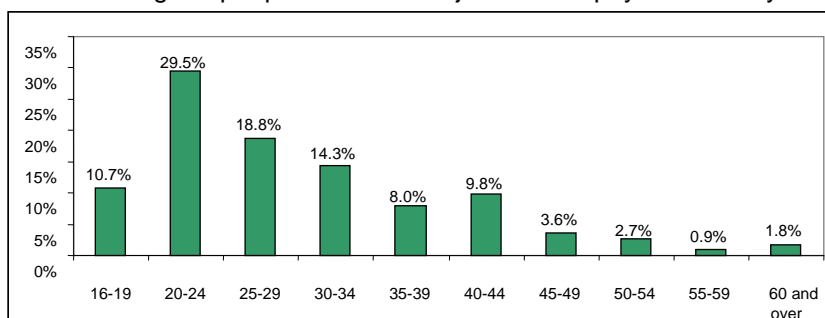
**Chart 1** Gender of the people who work in job roles of physical activity and sports



On the other hand, they show the age of these people, which tends to be low as they are young, where 73.3% are below 35 and within this group, those between 20 and 29 account for 48.3%.

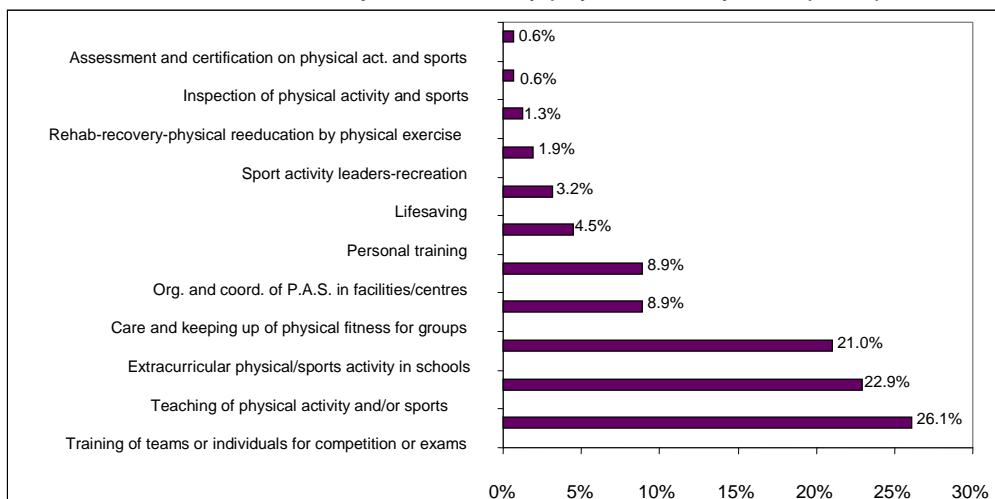
As of 35, as observed in Chart 2, the number of people who are older is significantly lower, with those who are over 45 accounting for less than 4%. The average age is 29.7 and the standard deviation is 10.207.

**Chart 2** Age of people who work in job roles of physical activity and sports



Out of the job roles of physical activity and sports found in this study, as shown in Chart 3, training teams for competition or completion of physical tests is the busiest area, representing 26.1% of the total. This is followed by the roles of teaching physical activity and sports and extracurricular physical/sport activities in school with percentages of 22.9% and 21% respectively. After these, with 8.9% there are the roles of keeping up physical fitness in groups and managing and coordinating tasks involving physical activity and sports, followed by 4.5% corresponding to personal training.

**Chart 3** Roles currently carried out by physical activity and sports professionals.

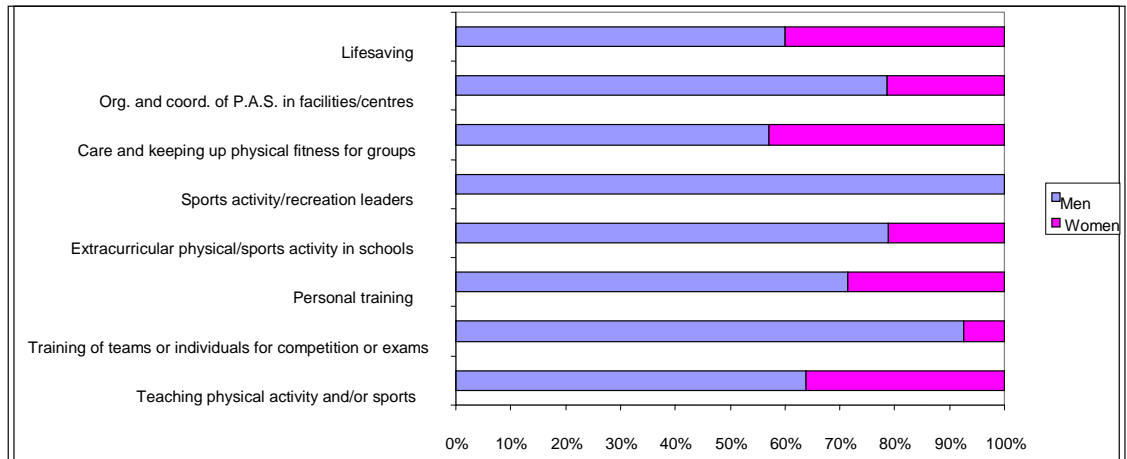


The description of the roles based on gender shows that there are several roles where the male gender is predominant, such as the role of training teams and/or individuals for competition, accounting for more than 90%, and personal training and extracurricular physical-sports activities, with percentages above 70%. It must also be highlighted that there is a job role exclusively carried out by men, which is sport recreation and activity leaders.

The job roles for physical activity and sports where the highest percentages of women are to be found are those related to teaching physical activity and sports

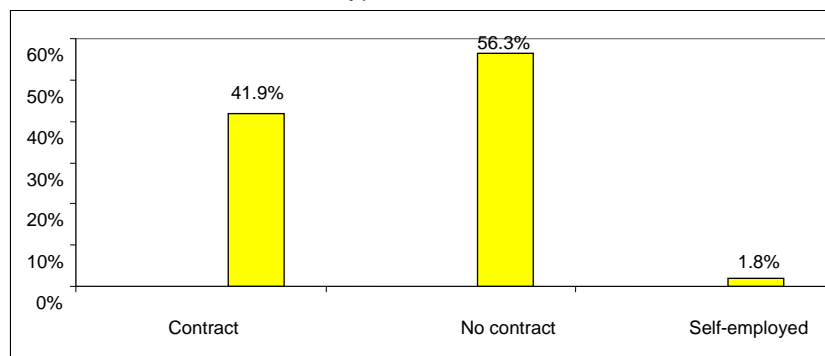
and lifesaving, with 35%, and keeping up physical fitness in groups, with 45%. The relationship obtained is considerable ( $\Phi=0.600$ ) but not significant ( $\chi^2_{29}=25.179$ ;  $p= 0.669$ ).

**Chart 4** Roles of physical activity and sports by gender



Within the labour characteristics addressed in this study, we observe that 56.3% of people who work do not have any kind of contract, while 43.7% of them have a contract of a type included in the laws in force, out of whom 41.9% have a contract and 1.8% are self-employed.

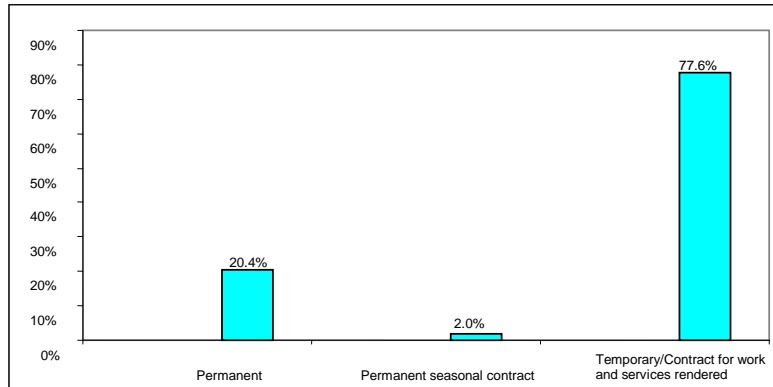
**Chart 5.** Types of labour relations



People who have a contract (41.9%) mainly have a temporary contract for work and services rendered, while those who have a permanent contract represent 20.4%.

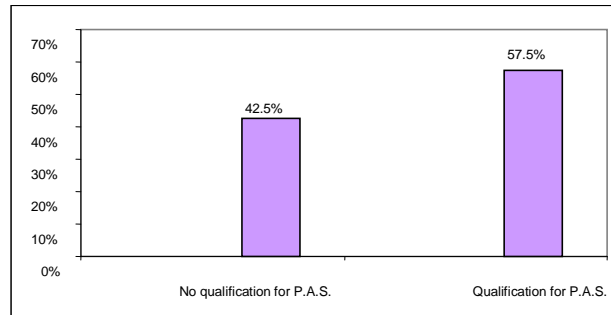


**Chart 6.** Types of contracts



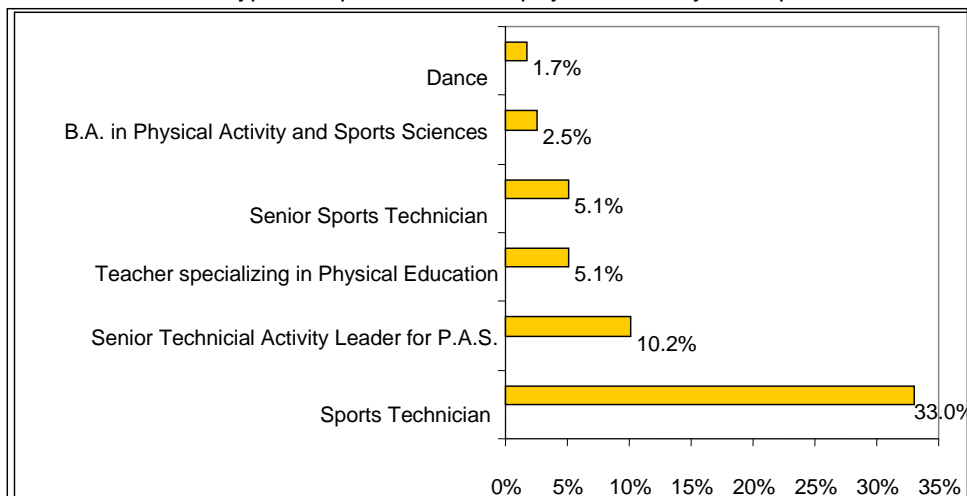
After analysing educational backgrounds, we find that 42.5% of people in physical activity and sports have no qualifications. On the other hand, 57.1% have qualifications to carry out their work.

**Chart 7.** Qualifications or no qualifications in physical activity and sports by people who work in job roles of physical activity and sports.



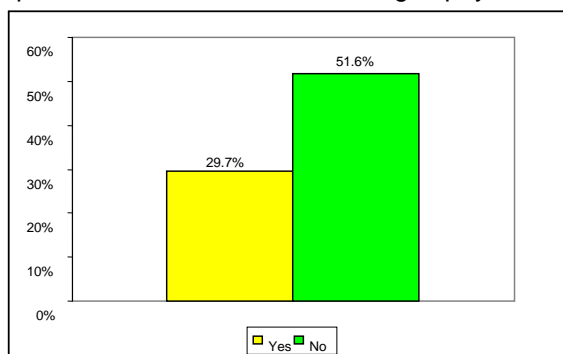
If we analyse the different types of qualifications in physical activity and sports, we observe that the main one, 33% higher than the rest, is Sports Technician.

**Chart 8.** Types of qualifications in physical activity and sports.



Within the people who have different types of qualifications in physical activity and sports (57.5%), 51.6% carry out roles for which they are not qualified; only 29.7% carry out roles for which they are qualified.

**Chart 8.** Percentage of qualifications in relation to training in physical activity and sports



## DISCUSSION

The results of this study confirm the situation explained by Martínez del Castillo (1991) and Camy et al. (1999) in socio-demographic terms. Their studies conclude that in most of the jobs related to physical activity and sports, men are predominant over women. In this research, the percentage is 36%, as in the study by Martínez Serrano (2008).

Youth employment is predominant in this study, as the young people working in job roles of physical activity and sports account for over 50%, representing higher percentages than Campos Izquierdo (2004) with 38%, Martínez del Castillo (1991) with 18% and Camy et al. (1999) with 27,1% on a European level.

In this research, there is a variety of roles, as in the study by Puig and Viñas (2001). The roles mainly carried out are teaching physical activity and sports, team training and extracurricular physical/sports activity. Compared to the results of Martínez del Castillo (1991), we observe that teaching physical activity and sports has increased to a relevant extent from 12% to 32%, as in the study by Campos Izquierdo (2004), where teaching physical activity and sports represents 10.5%, while team training has decreased to values around 26.1%.

In terms of labour characteristics, the results are surprising, since nowadays 56.3% of people do not have any contract, compared to the studies by Campos Izquierdo (2004) with 25%, Martínez del Castillo (1991) with 37% and Martínez Serrano (2008) with 39.5%. So, this situation is seen to be increasing instead of decreasing over the years, leading to the deduction that in our profession there is, as Garrigós (2001) calls it, informal (casual) or underground employment, which is a labour area outside the law that occurs due to the so-called rigidity of the market and due to the passiveness/complicity of the government in many cases.

Hiring people who work in job roles of physical activity and sports is mainly temporary (77.6%), higher than other studies such as those by Martínez del Castillo in 1991 (16%) and Campos Izquierdo in 2004 (66.3%).

All previous data confirms what Garrigós (2001), Campos Izquierdo (2004), Martínez del Castillo and Puig (2002) explained about the existing trend of an increasing number of temporary contracts in employment related to physical activity and sports, which indicates job insecurity and that the working conditions in this sector are worse. Probably, as we explained before, having several labour relations may lead to temporary employment.

In the municipality of Coslada, 42.5% of the people who work in job roles of physical activity and sports do not have any of the existing qualifications. This data, in comparison to the studies by Campos Izquierdo (2004) and Martínez Serrano (2008), has increased, since in those studies, people who work in job roles of physical activity and sports and do not have qualifications account for 40.6% and 40.5% respectively. Those who have qualifications account for 59.4% and 59.5%. This data is higher than the results obtained by Martínez del Castillo (1991) with 36.7% of people with no qualification in physical activity and sports.

If we describe the education of those qualified in physical activity and sports, we conclude that 38.5% are qualified by a federation and only 2.5% have a B.A. in Physical Activity and Sports Sciences, and 5.1% are Teachers specializing in Physical Education. Comparing this data with the data obtained in the study by Campos Izquierdo (2007), it is important to highlight the difference between university graduates (B.A.), who represent 15.9%, and teachers specializing in Physical Education, who represent 14.7%, and the equivalent percentages for those who are qualified by a federation, who come to 17% and 38.5%.

Moreover, it is observed that all the qualified people work in any of the roles of physical activity and sports, as most of the job roles of physical activity and sports do not correspond to the qualification required for the specific role, with 51.6% as opposed to 29.7% who carry out roles for which they are qualified, as stated in the studies by Campos Izquierdo (2004), where only 28.5% of the people with some qualifications carry out roles for which they have qualifications with relevant skills and training.

The conclusion is that there is no logical relationship between qualifications and professional development in a specific job for a certain qualification; rather, any qualification in physical activity and sports serves for any role. This means that there is great professional intrusiveness, as found by Garrigós (2001), which consists of carrying out activities that belong to a certain profession without being qualified for them. This is punishable under the present Penal Code in article 403.

Therefore, I would like to refer to the articles by Campos Izquierdo (2007; 2008) where the drafting of the Law on Regulation of the Practice of Sports Professions, whose draft law was passed in the Council of Ministers on 27<sup>th</sup>

February 2007, is mentioned. This law aims to regulate, limit and organize the human resources who work in roles of physical activity and sports in their particular functional sphere, their proficiencies, educational needs (respective qualification in physical activity and sports) to ensure good practices, the health and safety of the users and those who do physical activity and sports.

## **CONCLUSIONS**

The conclusions have been established based on the objectives of this study:

For objective #1:

The percentage of men working is much higher than that of women.

The number of women who work in roles of physical activity and sports has decreased in comparison to previous studies.

Most of the people who work in roles of physical activity and sports are under 35, confirming that this sector is a source of youth employment.

For objective #2:

Most of the people working in this sector do not have a contract. Moreover, the problem of employment without a contract has increased in relation to previous studies, meaning that the situation of job insecurity and irregularity is growing.

The majority of contracts are temporary, giving rise to significant labour instability.

There is a high percentage of people who do not have qualifications in physical activity and sports. This leads to inconsistency and low quality in the professional market and scarce guarantees for physical/sports services.

Out of the all sports qualifications, the predominant qualification is that of Sports Technician.

For objective #3:

The job roles of physical activity and sports that are most commonly carried out are team training for competition and teaching of physical activity and sports.

For objective #4:

As regards the people who have a qualification in physical activity and sports, most of them carry out roles for which they are not qualified.

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