

THE SIGNIFICANCE OF KNOWLEDGE, SKILLS, CAPABILITIES AND COMPETENCIES IN FITNESS CENTRES' MANAGEMENT

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ABSTRACT

This study was conducted to determine the significance of knowledge, skills, capabilities and competencies in the management of fitness centres in Malaysia. From a broad perspective, this study is seen as significant to the development and growth of the fitness industry, especially in Malaysia, as well as to the agencies and departments involved in the policy formulation. For the purpose of collecting data, researchers have used quantitative methods by interviewing a total of 600 managers of fitness centres operating in the Federal Territory of Kuala Lumpur and Putrajaya and Selangor, the location of the focus of fitness centres. In general, the results of the study show that the majority of managers view the aspects of knowledge, skills, abilities and competencies as 'important' and 'very important' in ensuring the quality management of fitness service provider centres. It can be concluded that every fitness centre manager needs to have specific elements under the variables or components of knowledge, skills, abilities and competencies. Researchers are certain that this study has successfully led to some very crucial findings, which can benefit the development and advancement of the fitness services industry.

Keywords: Fitness Centre, Competency, Skills, Capabilities and Knowledge, Sports Management

INTRODUCTION

The diversity of fitness activities is gaining traction in a world that is rapidly expanding with various needs, demands and challenges including among Malaysians, whether provided in commercial or private form. Therefore, the research focusing on the intention to build a model of competency of fitness centre managers in Malaysia will begin with the initial phases of the study required in empirical research before stepping into the more complex discussion stage to achieve the objective of targeted study discussion.

RESEARCH BACKGROUND

Fitness specs are gaining attention in various forms including commercially. Some give priority to the fitness aspect either by visiting the fitness centre or getting related facilities to do at home. Today, Malaysia has been categorized as the highest country among Asian countries in the aspect of obesity. Officially Malaysia is also known as the fatter country in Southeast Asia. With the various types of foods have caused it to be known as the 'obesity epidemic'. About 50.1% of Malaysian adults faced overweight and obesity at 30.4% and 19.7% respectively. The government has increased public awareness campaigns and street sports activities in mass. According to Elaine Yap, marketing manager of Jatomi Fitness, in this undeveloped industry in Malaysia, at least three out of 10 people who register as members are due to illness, including due to obesity and heart disease.

In general, the fitness industry has three eras of extrusion. The fitness industry has changed dramatically over the last few years. No more gyms focused solely on bodybuilding activities. It is no longer a gym that merely haunts fitness personnel or weight lifters. In today's current scenario, many have gym centre memberships and most already consider it an important requirement, not to be ostentatious, but to be a cure for an increasingly active and busy lifestyle, as well as creating a balanced life. The state of the gym itself has also changed, for example there are no more small rooms with minimal amenities. It has changed with more sophisticated and multi-disciplinary facilities in line with the latest technological developments which may result in an increase in the number of staff with varying roles.

As a result, the role of fitness professionals has evolved and changed. The need for a wide range of training, customer care, health and safety, employee team management is growing and many other elements that are not important have also gained attention over the last few years. The trend towards new fitness activities such as outdoor fitness, cross-fit and Zumba, including the growing popularity of triathlons and other non-gym-based exercises is capable of being a factor most members do not come to the gym at all.

In the context of fitness program services elements such as technological development, professionalism and standards are often given emphasis and priority. The latest developments in the fitness industry force investors and fitness service providers to incorporate best practice techniques. The expectations and expectations of customers must always be met and prepared in a competitive and permanent competition in the market. The success of fitness centre managers is no longer focused solely on knowledge of fitness. They also need to fully understand the need for management skills such as marketing methods, operational operations and financial management as well as other matters that have implications for their fitness centre.

Most fitness centres require managers who have certificates and recognitions as personal trainers or any fitness certification from recognized agencies, bodies and organizations. To obtain professional fitness certification not only need to have more advanced knowledge in exercise science, but one also needs to possess skills in motivating others, being good listeners, and being service users who have a good relationship with others. As a manager, skills in accounting, salary and making marketing materials are also important. Knowledge in business, marketing, sports science or related fields is also important in this business. According to (Ong, 2015), in Malaysia, fitness centres need to adhere to strict professional standards to create a high-quality physical environment in line with the improvement of the commercial fitness industry. This is because the reviewers have found that there is no standard for reference and guidance for fitness centre operators issued by any accredited body. In addition, the reviewers also found that there is still no model of fitness centre management skills in Malaysia. From 1978 to January 2016, the Companies Commission of Malaysia (SSM) has confirmed that 946 businesses have been registered as fitness services companies. Out of that total, 198 companies were found not to have continued their business. A reviewer expects this to happen due to the lack of other skills required in fitness centre management rather than simply mastering the knowledge associated with fitness programs. This illustrates the need for this study to be carried out so that the fitness industry in Malaysia will develop in tandem with developed countries in the field of sports and fitness programmes.

This study is seen as important to the fitness industry in Malaysia as well as to agencies and departments involved in policy formulation. In addition, the findings of the study are seen as very important to assess the importance of elements of knowledge, skills, capabilities and competencies in providing quality services to customers. The fitness industry in Malaysia as a Whole is experiencing extraordinary levels of change in the history of the business model. In addition, the fitness industry experienced a shock associated with the changing preferences of millennial consumers. Traditionally operating a fitness business, will likely lead to failures in the next five years or earlier. The fitness centre managers ensure the best quality to customers through the best experience and are responsible for efficient daily control of all the activities of the centre, from human resources to marketing.

Applying fitness knowledge is a necessity in conducting fitness centre management activities (Toh & Jamieson, 1997; Metzler & Micheal, 2017; Schwab, 2015) agreed to the statement. However, it is more valuable when it comes to the latest research results. Metzler & Micheal also agree with Toh and Jamieson that with that knowledge, the benefits and values of fitness can be explained to their practitioners in the aspects of sociology, psychology and human capacity in sports. However, Kian and Jamieson's studies only touch on the sociology and psychology aspects of sports. Kilic & Ince (2015) stressed that other aspects of sports science should also be placed as a gauge in determining the competency of sports management.

Increasing competitive pressure between commercial fitness centres to attract consumers may have successfully transformed the position as fitness centre manager for forging success. Reliance on a training system that objectives weight-lifting exercises or the progress of one's physical form may be out-of-date. Large changes that affected the use of mass media in the 1980s (Roşca, 2015; Nasrin, 2017), fitness or sports professional has become a bigger business than ever (Yang & Sonmez, 2005). Success, nowadays, depends not only on the understanding of sports fitness but also on the market and business orientation in the industry. Therefore, managers should have multidisciplinary knowledge and adapt to change (Capatina, Schin & Rusu, 2017; Harris, 2015; Năstase & Vălimareanu, 2017; Melinte, Jiroveanu & Lungu, 2015).

As managers, they are encouraged to respond to changes through a knowledge-based approach, based on the quality and quantity of information produced to make decisions that will lead to the overall performance of the organization (Baba & Stăncioiu, 2018; Crăciun et al., 2015; Jiang & May 2016; Lacatus & Staiculescu, 2016). Study findings by (Blodgett et al., 2015; Gill, Williams & Reifsteck, 2017; Gould, 2016; Wadey et al., 2019) encourage sports and fitness clubs to start a 'knowledge process' if they want to succeed. Adopting knowledge management as a way of performance implementation will be the solution. However, this requires a diversity of knowledge other than sports knowledge. Such issues may pose challenges because managers rarely use knowledge management compared to business organizations.

Before a fitness professional is allowed to operate a fitness centre, they are recommended to obtain certification and certification from a recognized institution. Employment rules signify the use of standards, which usually involve eligibility requirements, used for certain Occupations. Certification and accreditation from recognized bodies can also influence the right to grant employment or recognition of competencies which is a legal requirement to be practiced. However, (Koumenta et al., 2014) pointed out that middle countries such as the UK and France that practice certification based jobs have affected up to 20% of the employment sector.

The fitness centre requires qualified and recognized professionals to ensure members receive the safest and most effective exercise classes. Many organizations provide training and certification in the field of fitness, from the basic level to specializations such as aerobic or kickboxing. Each program has a certain variation in teaching methods according to the qualifications of fitness professionals. All of these require a basic understanding of anatomy, physiology and biomechanics and adapted to effective teaching methods, mechanics, body mechanics and effective teaching methods (Alvarez, 2019; Harvey & Griffin, 2019; Hines, 2016). Gibson, Wagner & Heyward (2018) describe fitness professionals as individuals responsible for assessing, interpreting, prescribing and designing exercise programs for those in college, university, community health agencies, fitness centres, workplaces, medical settings, hotels, national clubs and recreational programs. Fitness professionals are also individuals working in a training group with healthy individuals and those facing health challenges, who can exercise independently to improve quality of life, improve physical fitness related to health, manage health risks and promote lasting health behavior changes. They lead a safe and effective training program using a variety of leadership techniques to foster the group's closeness, support and motivation to enhance the components of physical fitness related to health and motor skills related to the domain of health-related physical fitness (Bernabé, Rivera & Izquierdo, 2017; Hadadgar et al., 2016; Parviainen & Aromaa, 2017).

In recent years, sports management has transformed into a competitive job market. As a result, improving student workability has become one of the most desirable outcomes for higher education and sports management programs (de Schepper & Sotiriadou, 2018). In this context, the concept of efficiency plays an important role. This is highlighted by EU institutions that provide a reference framework on key competencies to support the implementation of education policies and programmes promoting the acquisition of key competencies. As a result, in many educational institutions, competencies-based programmes and curriculums are expanding today.

Furthermore, business companies develop different core competencies and coordinate human resource development with this concept. Hence, efficiency is an important part of modern business in almost every industry and organization. Even so, efficiency has not been a major issue in sports management education research (Miragaia & Soares, 2017). Similarly, most have not been explained as to what and how far sports organizations work in line with the rules based on competency. Nevertheless, lack of conception based on competency restricts the differentiation of sports management from other occupations as well as its social validity (Dowling, Edwards & Washington, 2014).

Recent studies on the field of employment show that different competencies are considered important in different work environments. However, concerning sports management, there is a lack of knowledge of how important context in terms of competencies is required. The study (Fahrner & Schüttoff, 2019) examined how certain competency patterns are associated with the employment context of sports management alumni. Organizational and communication skills contribute to graduates' marketability in general. Yumasheva, Prytkov & Shestakova (2019) discuss the approach of making professional competency models of the personnel structure of the fitness industry. Hence, this study was conducted to determine the significance of knowledge, skills, capabilities and competencies in the management of fitness centres in Malaysia.

METHODOLOGY

This study uses quantitative design entirely by survey method, which is a strategy involving the administration of questionnaires through respondents who have been selected as representative of the study population (Bloomfield & Fisher, 2019; Creswell, 2017).

Respondents were the managers of commercial fitness centres, were asked to complete questionnaires that included four main constructs of analysis, namely knowledge, skills, capabilities and competencies. For research purposes, the population is among the fitness centre managers who manage the fitness centre registered with SSM. Based on SSM data, there are 942 fitness centres in Malaysia. The study was conducted after obtaining permission from Celebrity Fitness Malaysia. The purpose of this written permission application is to ensure that the study procedures are complied with. The reviewers determined the sampling method by selecting fitness centres operating in the Federal Territory of Kuala Lumpur, Putrajaya and Selangor only as the area consists of a large number of commercial fitness centres. The proposed selection of the number of respondents by the reviewers is based on the statistical requirements of Structural Equations (SEM) where the number of respondents taken from the population is determined based on the recommendations submitted by Hair et al. and For the actual study, the reviewers distributed questionnaires at 600 fitness centres. Of these, only 502 respondents returned their forms.

The questionnaire is structured into four main sections, namely Part A is a demographic related item, Part B (knowledge), Part C (skills), Part D (capability) and Part E (Competency). To determine the accuracy of the items in the question of research, several qualified panels were selected by the reviewers, who were two expert judges who were lecturers in related fields while three were appointed from practitioners in the fitness industry in Malaysia.

RESULTS

Significance of Knowledge

The knowledge level is one of the aspects researched in this study. Respondents were asked about 12 aspects related to knowledge *i.e.*, knowledge of kinesiology namely the foundation of fitness in anatomy and biomechanics, the foundation of fitness and exercise physiology, the basis of fitness in basic nutrition and weight management, the basis of fitness in health and medical studies and fitness assessment – previous and current condition studies, the basis of fitness in health and medical studies and fitness assessment – fitness assessment related to health, the foundation of fitness in training: design, execution and evaluation – fitness goal setting, fitness foundation in training: design, execution and assessment – safe and efficient training, fitness fundamentals in training: implementation design and assessment – program design: Cardiorespiratory, Strength, Ability, knowledge of basic business principles for professional responsibility, governance knowledge in professional responsibility, manager knowledge an risk in the responsibility of professional practice and knowledge on basic information communication technology for professional responsibility. Table 1 describes several items contained in the section related to knowledge tested from 12 segments. For all the 12 elements, more than 70% respondents believed that they are significant (very important or important) to effectively manage the fitness centres.

Item	Very Important and Important		Mean
	n	%	
Item 1: Knowledge of terms related to anatomical position and movement: superior, inferior, proximal, distal, medial, lateral, anterior and posterior,	393	78.3	4.1
Item 2: Knowledge of the three planes of movement (sagittal, transverse, frontal).	365	72.7	4
Item 3: Knowledge of the three main types of muscle contractions (isometric, isotonic, and isokinetic) and the two types of isotonic contractions (concentric and eccentric) and their uses in training.	404	80.4	4.19
Item 3: Knowledge of essential nutrients and ability to list caloric value, function, major food sources, and food reference intake.	448	89.3	4.42
Item 3: Knowledge of metabolic rates and basal metabolic rates and their relevance to weight management	421	83.9	4.3
Item 4: Knowledge of proper breathing techniques during cardiovascular exercise, strength and flexibility.	427	85.1	4.32
Item 5: Knowledge of the types of injuries related to exercise - strains, sprains, bursitis, shin splints, their signs/symptoms, and impact upon the training session.	414	88.4	4.37
Item 6: Knowledge of the principles of weight training, specificity and development.	408	81.2	4.19
Item 7: Knowledge of methods for determining target pulse rate (reserve heart rate, maximum heart rate etc.).	429	85.4	4.26
Item 8: Knowledge of the definition of strength, absolute strength, dynamic strength and power.	410	81.7	4.16

Item 9: Knowledge of motor fitness components and basic techniques for training these components.	406	80.9	4.11
Item 10: Core stabilisation knowledge and appropriate training methods to enhance core strength and core resilience.	423	84.2	4.21
Item 11: Knowledge of the periodization of training programs.	398	79.2	4.15
Item 12: Knowledge of the techniques and procedures of administration and maintenance of records.	372	74.1	4.06
Item 13: Knowledge of the basic principles of financial management.	381	75.9	4.03
Item 14: Knowledge of principles and processes for providing customer and personal service – requirement assessment, quality standards for services, and customer satisfaction assessment.	394	78.4	4.13
Item 15: Knowledge of key marketing principles.	379	75.5	4.04
Item 16: Knowledge in finding sources of income and expenses for budgets.	382	76	4.06
Item 17: Knowledge of planning and implementation of the program.	414	82.4	4.14
Item 18: Boundary knowledge that defines the scope of practice for personal trainers.	414	82.4	4.17
Item 19: Knowledge of fitness equipment is under a maintenance agreement.	399	79.4	4.16
Item 20: Knowledge of preventive maintenance programs for fitness equipment.	399	79.5	4.12
Item 21: Knowledge of fitness equipment complies with established safety standards.	414	82.4	4.22
Item 22: Fitness centre knowledge needs to meet relevant actions and adhere to certain standards.	392	78.1	4.13
Item 23: Knowledge of legal advice is obtained when developing contracts such as forms of negligence and forms of membership.	386	76.9	4.08
Item 24: Knowledge of awareness of international standards in the health and fitness industry.	410	81.9	4.16
Item 25: Knowledge of techniques used in web application design.	382	76	4.07
Item 26: Computer knowledge and information technology and communication skills to diversify the fitness industry's business activities (such as promotion, information management, business strategy, network marketing).	386	76.9	4.06
Item 27: Knowledge to prepare fitness industry business planning	385	76.7	4.04
Item 28: Knowledge of laws and regulations related to the fitness industry business.	380	75.7	4.03
Item 29: Knowledge of effective promotional strategies determines the profitability of the fitness industry business.	372	74.1	4.03

Significance of Skills

Similarly, the analysis showed that most of the respondents agreed that the skills aspect is also significance in the management of fitness industry. As illustrated in Table 2, in terms of percentage of those who chose the important and very important level, it exceeded 74% while the mean level between the score of 4.03 and 4.34. Item 1 No. 1 related to "skills in the

measurement of blood pressure relaxation and heart rate" recorded a score of 4.34 and followed by statement No. 6 - "skills in determining the type of equipment and equipment needed to produce the desired results", item No. 20 – "Decision-making skills" (4.27), item No. 3 – "skill of using measurement devices to obtain and record various body measurements" and item No. 8 – "skills in selection, suitable application, and modification/strengthening of flexibility training exercises in the ability and goals to maintain or improve various movements" each score of 4.22. Item 15 score – "skills in consultation and facilitation" recorded the lowest score at 4.03.

Item	Very Important and Important		Mean
	n	%	
Item 1: Skills in the measurement of resting blood pressure and heart rate.	435	86.7	4.34
Item 2: Skills in the method of measuring body composition (skinfold callipers and waist circumference measurement).	405	80.6	4.16
Item 3: Skills use measurement devices to obtain and record various body measurements.	410	81.6	4.22
Item 4: Skills in conducting fitness assessment tests.	410	81.6	4.2
Item 5: Skills in instructing individuals in performing fitness assessment tests.	434	86.4	4.19
Item 6: Skills in determining the type of equipment and equipment needed to produce the desired results.	411	81.8	4.29
Item 7: Skills in monitoring and recognizing signs of discomfort/distress during physical activity and respond accordingly.	417	83	4.21
Item 8: Skills in the selection, suitable application, and modification/strengthening exercises exercise flexibility in abilities and goals to maintain or enhance various movements.	399	79.4	4.22
Item 9: Organizational skills in managing simultaneous projects while maintaining satisfactory work products.	406	80.8	4.13
Item 10: Skills in active learning by understanding the implications of new information for solving current and future problems and making decisions.	409	81.5	4.15

Item 11: Skills in identifying complex problems and studying relevant information to develop and evaluate options and implement solutions.	407	81.1	4.13
Item 12: Proficiency in collecting and analyzing complex data.	398	79.3	4.13
Item 13: Proficiency in analyzing and advocating technical data.	398	79.3	4.11
Item 14: Skills in planning equipment and work activities following the Occupational Safety and Health Act	413	82.2	4.18
Item 15: Skills in negotiation and facilitation.	384	76.5	4.03
Item 16: Skills in managing fitness industry business using information technology.	381	75.9	4.06
Item 17: Skills in communicating effectively in writing according to the needs of the user.	408	81.2	4.2
Item 18: Skills in using communication techniques (active listening, empathy, open questions, feedback) to build effective relationship change.	402	80.1	4.11
Item 19: The skills of producing and selling business services of the fitness industry.	401	79.8	4.12
Item 20: Decision-making skills.	433	85.6	4.27

Significance of Capabilities

The respondents also gave the same priority on the aspects of capabilities that should be available. As with the previous two aspects, the results showed that all respondents said aspects of capability are also important and very important. Out of all the 25 items listed in Table 3, all mean scores obtained exceeded four *i.e.*, between 4.11 and 4.36. A total of three items recorded a mean score of more than 4.30 *i.e.*, item No. 1 – "ability to identify muscles and joint actions involved in specific training", item No. 19 – "ability to provide accessible first aid kits in all areas of the fitness centre" and item No. 16 – "ability to obtain safety checklists for each area".

Item	Very Important and Important		Mean
	n	%	
Item 1: The ability to identify muscles and joint actions involved in specific exercises.	433	85.9	4.32
Item 2: The ability to identify opponents and two muscle groups together.	413	82.2	4.23

Item 3: The ability to use methods of estimating metabolic resting rates (RMR) and basal metabolic rates (BMR) individuals and using results in program design for weight management.	421	83.8	4.25
Item 4: The ability to teach and demonstrate the use of resistance training equipment (heavy machines, free weights, small equipment, resistance tubes, etc.) uses the right training forms and techniques.	424	84.4	4.29
Item 5: The ability to develop and comply with emergency/injury procedures that include CPR, a complete injury report form, and refer the injured person to the appropriate healthcare professional.	419	83.4	4.28
Item 6: The ability to provide the development of appropriate cardiorespiratory training programs.	407	81	4.17
Item 7: The ability to use appropriate flexibility techniques and methods for desired results.	416	82.8	4.23
Item 8: Ability to read and understand information and ideas presented in writing.	430	85.6	4.25
Item 9: The ability to combine various information to form general rules or conclusions (including finding relationships between unrelated events).	409	80.8	4.21
Item 10: The ability to quickly understand, combine, and organize information into meaningful patterns.	418	83.2	4.2
Item 11: The ability to develop objectives, evaluate effectiveness, and assess needs.	418	83.2	4.23
Item 12: The ability to set prices, promotions, follow-ups, and sales of personal training services.	406	80.9	4.21
Item 13: The ability to maintain a systematic process of documenting services for accounting and billing.	396	78.9	4.11
Item 14: Ability to plan, implement, and evaluate programs.	395	78.6	4.17
Item 15: The ability to plan and divide responsibility to others.	415	82.6	4.19
Item 16: The ability to get security checklists for each area.	436	90.5	4.36
Item 17: The ability to solve the need to maintain certification (continuous education, CPR, etc.).	418	83.2	4.25
Item 18: The ability to have a written emergency plan at the fitness centre.	412	82	4.18

Item 19: The ability to provide first aid kits that are accessible in all areas of the fitness centre.	436	86.9	4.35
Item 20: The ability to ensure fitness facilities comply with the Health Fitness Industry Code of Practice.	42.8	85.2	4.27
Item 21: The ability to maintain my fitness professional is registered under any recognized fitness body in the world.	413	82.2	4.2
Item 22: The ability to ensure that my fitness professional holds current accreditation certification.	419	83.4	4.23
Item 23: The ability to provide service training for the use of new equipment.	432	86	4.25
Item 24: The ability to ensure all fitness professionals in my facility (<i>i.e.</i> , fitness trainers, personal trainers, managers) have current public liability insurance and professional indemnity insurance.	436	86.8	4.26
Item 25: Ability to comply with regulatory powers.	416	82.8	4.21

Significance of Competencies

Likewise, the information in Table 4 indicates that the respondents agreed that aspects of competencies are also important and very important in the management of fitness centres. In comparison to the other three variables, the mean score recorded was slightly lower between 3.98 and 4.30. However, all the respondents unanimously agree that the aspect of competencies is significant (very important or important) to effectively manage the fitness centres.

Item	Very Important and Important		Mean
	n	%	
Item 1: Use public health data to develop community intervention-based policies on fitness-related issues.	401	79.9	4.14
Item 2: Use good procedures to resolve disputes.	382	76.1	4.03
Item 3: Use procedures to regulate the behaviour of users and staff.	413	82.2	4.21
Item 4: To establish and foster international or local cooperation with relevant parties.	403	80.2	4.19
Item 5: Demonstrates an understanding of the limits of human capacity in fitness activities.	407	81	4.16
Item 6: Demonstrates a broad spectrum of understanding of the fitness industry's opportunities.	408	81.2	4.2
Item 7: Prove the success of the program based on evidence.	421	83.8	4.23

Item 8: Demonstrates understanding of the causes and management of fitness health problems, including behaviour, medicine, genetics, nature and society.	432	86	4.3
Item 9: Develop strategies/policies to prevent misuse of facilities and equipment.	404	80.5	4.12
Item 10: Handle difficult situation and stress with calm and professional manner.	417	83.1	4.26
Item 11: Coordinate training for staff on legal and safety issues such as certification and First Aid/CPR training and so on.	411	81.9	4.24
Item 12: Use analysis software tools, data analysis methods, and other related computer applications.	371	73.9	3.98
Item 13: Communicate effectively (verbally and in writing) for professional and public audiences.	425	84.6	4.26
Item 14: Maintain effective communication with staff.	418	83.3	4.18
Item 15: Use effective collaboration strategies to build meaningful partnerships.	388	77.3	4.05
Item 16: Lead and participate in any discussions regarding the fitness industry.	416	82.8	4.23
Item 17: Explaining the principles and thoughts on the changes in the fitness industry.	410	81.7	4.15
Item 18: Respond with the flexibility to change needs in the fitness industry.	434	86.4	4.34
Item 19: Facilitates integration between fitness programs.	430	85.7	4.33
Item 20: Critical thinking.	429	85.4	4.24
Item 21: Provide leadership to realize key values and shared insights.	414	82.2	4.19
Item 22: Utilizing resources	407	81	4.21

DISCUSSIONS AND CONCLUSION

Generally, the results show that the majority of managers are of the view that aspects of knowledge, skills, capabilities and competencies are "important" and "very important" in ensuring the quality management of fitness service provider centres. For example, the majority of managers agree that knowledge of the fitness industry is important and very important in managing a fitness centre. For all 12 aspects relating to the level of knowledge, each item got respondents "important" and "very important" approval exceeding 70% and the mean score obtained more than four. This shows that managers place the knowledge aspect as something very important in the management of fitness centres. As mentioned by (Kazem et al., 2012), knowledge gained from various sources is used for organizational development with unrestricted and restricted members of the organization.

In addition, in terms of skills, the study also showed that managers are of the same importance as knowledge aspects. In terms of percentage of those who chose the "important" and "very important" levels exceeded 74% while the mean level was between 4.03 and 4.34. This means that managers are also given emphasis, priority and emphasis to ensure quality and strong services in the industry that is the subject of research in this study. The findings also show that managers also see the aspects of capability and competency as an important element in ensuring the sustainability of fitness service provider centres. Aspects related to the ability to obtain approval were over 78% while the mean score was between 4.11 and 4.36. In this regard,

the reviewers see both capabilities and competencies as complementary components with the knowledge and skills that the fitness services industry players need. The final variable of competency is also considered "important" and "very important" by the rate managers to be slightly lower than the variables of knowledge, skills and capabilities. The percentage of approval on the importance of competency was between 73% and 86% while the mean score recorded was between 3.98 and 4.30. Even so, the reviewers looked at the aspects of competency but were seen as important by the managers of the fitness services industry.

One of the six objectives of the study is to identify the appropriate model in terms of knowledge, skills and capabilities of fitness centre managers in Malaysia. Based on the analysis, the reviewers can summarize that each fitness centre manager should have specific elements under the variables or components of knowledge, skills, capabilities and competencies. Each component has 12 to 17 elements that will determine the durability, competitiveness and sustainability of the business model. The reviewers found that each manager has a strong foundation of knowledge, skills, capabilities and competencies in providing quality services and turning a business with the potential to bring good returns. The findings show that each manager needs to have the ability to provide quality products or services, skills to sell and promote products, ability to know the capabilities, health and fitness of customers, the ability to make organizational planning including finance and budget and communication skills and leadership as well as industry-related legal and regulatory literacy.

The study found that this finding had led to some very important findings, which could benefit from the development of the fitness services industry in Malaysia. As many reviewers have mentioned, among them (Baumert & Kunter, 2006; Fatimah, 2015; Faramarzi et al., 2019; Kartz, 1974), aspects of knowledge, skills, capabilities and complementarity are intertwined with the sports and fitness industry, where it is important for the business development and the development of those involved at various levels of management of the fitness service provider as well as the clients themselves.

For the reviewers, what (Ong, 2014, 2015) mentioned is related to the variables of knowledge and skills and competencies in facing the challenging world of service provider industries. Like other industries, fitness services are also facing various challenges, including technological advances, changing consumer tastes and the environment, and ensuring the quality and quality services. In this regard, a professional in Australia, (Fitness Australia, 2014) developed a manual known as 'The Australian Fitness Industry Risks Management Manual' for the benefit and use of fitness centre users and customers. Based on the findings of this study, the reviewers also believe that the managers and operators of fitness centres in Malaysia will also continue to face various challenges, which of course require the latest knowledge and appropriate skills towards making their business attractive, competitive and meets the needs of its customers.

Taking into account all these views, the parties involved in providing fitness services especially managers should possess knowledge, capabilities and skills as well as comprehensive competencies. The reviewers also suggested that efforts would be increased to increase the number of managers, operators and coaches among women to meet the needs of gendarmes in the industry. This study shows that the number of women in that aspect is still low, which is around 20%.

All in all, based on the experiences of self-reviewers involved in this industry, there has been a negative perception among the public about the quantity and quality of the service of the fitness centre which has had to shut down the business immediately for certain reasons, which also affects the confidence and trust of the public on the fitness centre business model. The industry has a good future, especially in urban areas as metropolitan residents need high quality, comfortable and reliable fitness sports facilities. This study has highlighted findings that can be used as a model to continue to ensure the sterility of the fitness services industry in Malaysia. In the era of globalization and when business competitiveness is a priority, a comprehensive business model is required by the parties involved in this sector to enable them to provide

quality and competitive services, which include strengths in terms of knowledge, skills, capabilities, and the final component of competencies.

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