159 - IMPLANTATION CRITERIA OF ORGANIZATIONAL STRUCTURE FOR BIG AND SMALL FITNESS COMPANIES IN THE SOUTH ZONE AND THE WEST ZONE OF THE CITY OF RIO DE JANEIRO

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INTRODUCTION

With the increase of the awareness and the concern of the population how much to the fact of that the physical exercises cannot more being only carried through for aesthetic ends, and yes as a real necessity in the prevention of illnesses, maintenance of the health and conseguintemente making possible one better quality of life to the long one of the years, the companies of fitness had started to suffer diverse transformations, objectifying to take care of the new necessities of the customers.

According to ACAD (2004), exist today about 7000 academies in all Brazil and the number of pupils does not arrive 2% of the total population, then a parcel of 98% of the population exists approximately that this inserted one in one does not program to regulate of physical exercises. In the world-wide scale, Brazil if finds in the seventh rank in the number of regular practitioners of physical exercises, then an enormous growth in these numbers for the next years is esteem.

Some entrepreneurs observing the growth of this promising market, with great potential of yield and profit, had started to invest in companies of fitness of bigger transports each time, with a bigger amount of offered services, aiming at to awake the interests and to satisfy the necessities of the customers. However, with all these changes in the market appeared to the necessity of the companies in contracting physical or legal people who in such a way gave the service of management how much of consultoria for such establishments, with the intention to elaborate, to manage and to manage these companies (ACAD, 2004).

It is perceived that today the implantation and the search of this service estam in great ascension in the market, and the hour of the act of contract of exactly, exists a preference for the professional that besides having knowledge and experience in enterprise management, presents formation in Physical Education, therefore these requirements mainly bring to the manager a bigger agreement and knowledge on the organizacional environment and on the services that the company offers in the market.

However currently who if finds responsible for the planning and for the administration of the organizacional structure of the companies of fitness, they are professional of diverse formations, as Physical Education, Administration and Marketing, and therefore the interest in investigating appeared, describing and to analyze the criteria that these professionals had taken in consideration for the implantation of the organizacional structure in companies of fitness of medium and great transport in the south zone and the zone west of the city of Rio De Janeiro.

According to Antunes; Saba (2004), tells that it has ten years behind, its action was carried through in amateur and analogous way, for not having references on administratively specific questions of academy, which could be based. Soon its action if gave for the old game of attempt and error.

With this, the justification of the present research is to provide to more information and knowledge for the proper author and to other professionals of Physical Education who long for to work in this area that if finds in great ascension in the market of fitness, and as relevance, bases on the contribution for the increase of the small number of research and information in the literature specialized in Physical Education.

METHODOLOGY

The sample was of the not probabilist type, of field with descriptive characteristics, composed of nine managers, which had received a term from assent so that the accomplishment of the interview was allowed. They had been selected for the research, the medium academies and great transport according to Brazilian Association of Academies (2004), where the parameter used for such mensuração, had been the numbers of registered pupils. Considering itself then of average transport, the ones that present between 251 the 1000 registered pupils, and of great transport more than 1000.

INSTRUMENT

For the attainment of the data of the research, a structuralized interview was carried through, where it has a sequence of fixed questions, individual, with objective questions of open and closed characteristics. The referring questionnaire to the interview was validated by two masters, being applied by the proper author with the director or manager of the academy, after to have been set appointments the day and the hour of the interviewed interview with the proper one.

RESULTS:

We opt to presenting the answers supplied for our respondents question-the-question so that at the same time we facilitated the perception of the offered answers and could also make the respective quarrel of that it was pertinent to used literature as theoretical basement.

In the first question, when asked **on the position played in the company and it has how much time exerted such position**, we got a predominance of five interviewed in the position of director and four in the one of manager.

In relation to the time of performance in the position, the average of time presented for our respondents in the director position was of seven years, having the professional with little time in the position one year and ten months and of the bigger time thirteen years. No longer manager position the time average was in four years and two months, having the professional with little time in the function one year and two months and of the bigger time eight years. Associating these data to that they had been harvested in the second question of the instrument, that **inquired how much to the age and the sort of the respondents**, the average of the ages was of thirty and three years and six months, with the predominance of the masculine sort in the director position, no longer manager position had an equality in the number of sorts. Being the oldest director new with 25 years and with 44, already the manager new with 26 years and oldest with 35, what he represents as You would make (2005), that the controlling if find at the moment of its called career as phase of professional growth. Where the same one if characterizes with the possibility to be if preparing for professional independence, capacity and association of experiences, through the full professional exercise which comes being prepared.

However, in the third question, that it searched to know the **wage average of the controlling**, he was evidenced that the wage average of the four respondents was of R$1.375,00 the R$1.875,00 real, what in it demonstrates them, according to given of the DIEESE (2005), that these values correspond at the cost of basic life of a family with income of intermediate level, constituted of two adults and two children. However, it can have a linking enters the etária band of the controlling, with the joined wage average, where the same ones for being initiating its professional career and not to constitute or to think about this moment in constituting a family, accept this wage.

In relation the fourth question of the instrument, **that correlated the degree of escolaridade of the interviewed ones and has how much time if had formed**, the average of the time of formation of the directors was of 13 years and four months, already of the controlling he was of four years, being the manager new with six months and oldest with nine years of formation in the superior level. These data corroborate with the information cited for Would make (2005), that for the joined age of the controlling and the time of formation, he is clearly that the same ones had assumed positions with functions of highest responsibility, where the most adjusted would be that professional that they meet in the matureness phase, characterized for giving continuity to that it are learned and practised through the exchange of personal and professional experiences, being able to provide to its successors and heirs the assimilation of accumulated knowledge, came occupying these positions.

We also got a distribution diversified in the formation of the directors, as Physical **Education, Fisioterapia and Economia**, where one of them the same presents specialization in the area of management, being Professional of Physical Education, and another one presenting MBA in Esportiva Administration, being this Economist for formation. Already the controlling had presented formation in **Physical Education, Marketing and Law School**, where one of them presents specialization in the management area, being the same Professional of Physical Education.

According to fifth question of the instrument that it searched to **identify the administrative hierarchy of the companies**, called organization chart here, was evidenced 2 companies with a hierarchic level, 4 companies with 2 hierarchic levels and 3 companies with 3 hierarchic levels, what it corroborates with the information of Venlioles (2005), that the organizacional structure normally found in the companies of fitness is hierarquizada vertically, where new the proposal is the horizontal hierarquização with a reduction in the hierarchic level number and administrative amplitude.

In accordance with the sixth question, that it inquired **how much to the criteria of implantation of the organizacional structure**, we got a diversified amount of answers, where it had a predominance of four companies telling that the criterion of implantation of this effective structure, was for presenting an ample physical space and a great number of offered services, being three of these considered companies of great transport, according to classification adopted for the ACAD (2004). Already two other companies had justified as choice of the structure the fact to get a small number of activities and physical space, the same ones classified as of average transport. However, the three remaining companies had answered that its criteria of implantation are presented of diversified form, where one of them tell that she did not have possibility of change in the current structure because she did not have financial resources for such. To another company she justified that the implantation criterion if gave around for an analysis of practical the administrative ones of the competing companies, what business is known in the scope as benchmarking, while the last one told that the criterion of implantation of this structure must it consequently necessity of decentralization of the power and of the taking of decision.

Analyzing the diversification of the previous answers, the absence was evident or indefinição of criteria chosen for the implantation of the organizacional structure, is this decision for account of initiatives and perceptions of its responsible ones of that I eat resulted of a decision criteriosamente adopted.

In relation the seventh question that approach the **distribution of positions and functions**, and the eighth question that the intention had to know the **responsible positions for the decision taking**, were identified the positions of director, departmental general and controlling or coordinating manager where respectively they present the function to manage the company and to supervise the actions managemental; to transmit the information of the operational one for the direction, to supervise and to manage the departmental actions of the controlling or coordinators; responsible for the coordination, administration and implantation of the operational system beyond the suggestion of act of contract and resignation of employees. In the great majority of the gotten answers the responsible position for the final taking of decision is of the director (when present in the establishment or cases of urgency), not leaving to take in consideration the taking of pertinent decision of the general and departmental controlling, clearly leaving a limitation waked up for the same one.

Already in the question of number nine, that it searched to verify if the **organizacional structure facilitates to the communication between the direction and the customers** together with tenth, that inquired if had the **necessity to implant some type of change in this structure**, got as reply of the first affirmation of that has an increase in the agility of the resolution of internal problems of the company, even so still the controlling desires to reach levels greaters of autonomy for taking of decisions, what goes against the affirmation of Chiavenato (2000) and Tachizawa; Scaico (1997), where they tell that the current trend of the organizations is to flatten and to compress the organizacional structure in the direction to approach the taking of decision to the levels lowest of the organization, being minimized the personal delay, distortions and errors in the process of communication of the decisions, favoring the continuous improvement and the total quality of the rendering of services, thus taking care of the necessities and expectations of the customers.

In accordance with the tenth first question that it searched to know in **consideration the competition as it could classify the current state of this company of fitness**, had been evidenced five answers in ascension, three stabilized and only one in decline, demonstrating a predominance of satisfactory answers how much to the current state of the same ones in the market of fitness.

CONCLUSION:

In accordance with the data collected in the interviews, had been gotten diversified, coherent answers, however treating to the boarding of the 0 variable for the implantation of the organizacional structure of simplified form.

The types of effective structures of the analyzed companies of fitness are characterized in its majority as hierarquizadas structures vertically, with the power of the taking of decision centered in the cupola, becoming them bureaucratic, inflexible the changes of the market, slow in the resolution of its problems and in the communication with its customers.

However, the organizacionais trends of the modern world are characterized for shorter chains of command, ampler amplitude of command, bigger participation and empowerment, emphasis in the work teams, infoestrutura, abrandamento of the external controls of the people and the consolidation of the economy of the knowledge.

Soon, an exclusive form only e of organizacional structure does not exist, to reach the objectives and to reach the effectiveness. Thus we can according to conclude that the interviewed professionals had presented little clarity in the arguments of the answers in relation to the criteria of implantation of its effective structure, boardings of the Administrative Theories and the new cited organizacionais trends.

Soon a continuity of the research is suggested that presents a bigger sample, where has a reformularization of the used instrument aiming at to collect an amount higher of data to discard the possibility of lack of understanding of interviewed in relation the boarded questions. This if of had the reply simplified of the interviewed ones in relation to the objective of the study. The types of effective structures of the analyzed companies of fitness are characterized in its majority as hierarquizadas structures vertically, with the power of the taking of decision centered in the cupola, becoming them bureaucratic, inflexible the changes of the market, slow in the resolution of its problems and in the communication with its customers.

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IMPLANTATION CRITERIA OF ORGANIZATIONAL STRUCTURE FOR BIG AND SMALL FITNESS COMPANIES IN THE SOUTH ZONE AND THE WEST ZONE OF THE CITY OF RIO DE JANEIRO

SUMMARY: The growth number of people that practices physical activities, led to an increase in offered services at fitness centers, aiming at to take care of the necessities and to awake the interests of the customers. With all this change in the fitness market, the search for physical or legal people who in such a way gave the service, management and consultancy for such the growth of the establishments, with the objective to elaborate, to manage, and to implant the organizational structure. These professionals present in its great majority varied backgrounds, and basing on this fact, the intention of this research was to investigate, to describe and to analyze the criteria for the implantation of the organizational structure in medium and big fitness companies in the south zone and the west zone of the city of Rio de Janeiro. For the attainment of the data for this research, a structuralized interview was carried through, where a sequence of fixed questions with objective questions of open and closed characteristics were used, being applied with the author and with the manager of the fitness center. The results demonstrated diversified and coherent answers, however taking the criteria for the implantation to the organizational structure in simplified form, where it can be conclude, that the professionals interviewed had presented little clarity on the arguments of the answers in relation to the criteria of implantation of its effective structure, according to the Administrative Theories and the new organizational trends.

Key-Word: Fitness, Management, Consultancy and Organizational Structure.

CRITERIOS PARA LA IMPLEMENTACIÓN DE LA ESTRUCTURA ORGANIZACIONAL EN EMPRESAS DE FITNESS DE MEDIO Y GRANDE PORTE EN LA ZONA SUR Y ZONA OESTE DEL MUNICIPIO DE RIO DE JANEIRO

RESUMEN El crecimiento del número de practicantes de ejercicios físicos, condujo al aumento de porte de las empresas de fitness que buscaban ampliar el número de servicios ofrecidos, teniendo como objetivo a satisfacer las necesidades y despertar los intereses de los clientes. Con todo ese cambio en el mercado de fitness, viene con el crecimiento de la búsqueda de personas físicas y jurídicas que ofrecen el servicio completo tanto administrativo cuanto el de consultora para tales establecimientos, con el objetivo de elaborar, administrar, manejar y implementar una estructura organizacional. Esos profesionales presentan una formación variada, y con relación a este hecho, la investigación actual tuvo como propósito, investigar, describir y analizar los criterios para la implementación de la estructura organizacional en empresas de fitness de medio y grande porte en la zona sur y zona oeste del municipio de Rio de Janeiro. Para la obtención de la recolecta de información para este trabajo, fue realizada una entrevista estructurada, en donde existe una secuencia de preguntas fijas, individuales, con preguntas objetivas con características abiertas y cerradas. Siendo aplicado por el propio autor, el director del fitness center o el gerente. Los resultados demostraron respuestas diversificadas, coherentes, por lo tanto tratando los criterios para la implementación de la estructura organizacional de forma simplificada, en donde se puede concluir, que los profesionales entrevistados fueron poco claros en las argumentaciones de las respuestas relacionadas con los criterios de implementación de la estructura vigente, segundo los abordajes de las Teorías Administrativas y las nuevas tendencias organizacionales.

Palabras-clave: Fitness. Gestión. Consultora. Estructura Organizacional.

CRITÈRES D'IMPLANTATION DE STRUCTURE D'ORGANISATION VERSENT DE GRANDES ET PETITES COMPAGNIES DE FORME PHYSIQUE DANS LA ZONE DU SUD ET LA ZONE OCCIDENTALE DE LA VILLE DE RIO DE JANEIRO

SOMMAIRE: le nombre de croissance de personnes qui pratiquent des activités physiques, mené à une augmentation des services offerts à la forme physique centre, visant à prendre soin des nécessités et à réveiller les intérêts des clients. Avec tout ce changement du marché de forme physique, la recherche des personnes physiques ou juridiques qui d'une telle manière ont donné le service, la gestion et la consultation pour tels la croissance des établissements, avec l'objectif pour élaborer, contrôler, et pour implanter la structure d'organisation. Ces professionnels dans sa grande majorité ont changé des milieux, et basant sur ce fait, l'intention de cette recherche était étudier, décrire et analyser les critères pour l'implantation de la structure d'organisation aux compagnies moyennes et grandes de forme physique dans la zone du sud et la zone occidentale de la ville de Rio de Janeiro. Pour l'accomplissement des données pour cette recherche, a structuralized l'entrevue était à travers, où un ordre des questions fixes avec des questions objectives des caractéristiques ouvertes et fermées ont été employés, application portée avec l'auteur et avec le directeur du centre de forme physique. Les résultats démontrés diversifiés et les réponses logiques, toutefois prenant les critères pour l'implantation à la structure d'organisation sous la forme simplifiée, où elle peut être concluent, que les professionnels interviewés avaient présentée à peu de clarté sur les arguments des réponses par rapport aux critères de l'implantation de son structure efficace, selon les théories administratives et les nouvelles tendances d'organisation.

Mot-clé : Forme physique, gestion, consultation et structure d'organisation.

CRITÉRIOS PARA A IMPLANTAÇÃO DA ESTRUTURA ORGANIZACIONAL EM EMPRESAS DE FITNESS DE MÉDIO E GRANDE PORTE NA ZONA SUL E NA ZONA OESTE DO MUNICÍPIO DO RIO DE JANEIRO

Resumo:O crescimento do número de praticantes de exercícios físicos, levou ao aumento do porte das empresas de fitness que buscavam expandir o número de serviços ofertados, visando atender as necessidades e despertar os interesses dos clientes. Com toda essa mudança no mercado do fitness, vem crescendo a procura por pessoas físicas ou jurídicas que prestassem o serviço tanto de gestão quanto de consultoria para tais estabelecimentos, com o objetivo de elaborar, administrar, gerenciar e implantar a estrutura organizacional. Esses profissionais apresentam na sua grande maioria formação variada, e com base nesse fato, a presente pesquisa teve como propósito, investigar, descrever e analisar os critérios para a implantação da estrutura organizacional em empresas de fitness de médio e grande porte na zona sul e na zona oeste do município do Rio de Janeiro. Para a obtenção da coleta dos dados da pesquisa, foi realizada uma entrevista estruturada, onde há uma seqüência de perguntas fixas, individuais, com perguntas objetivas de características abertas e fechadas. Sendo aplicado pelo próprio autor com o diretor da academia ou com o gerente. Os resultados demonstraram respostas diversificadas, coerentes, porém tratando os critérios para a implantação da estrutura organizacional de forma simplificada, onde pode se concluir, que os profissionais entrevistados apresentaram pouca clareza nas argumentações das respostas em relação aos critérios de implantação da sua estrutura vigente, segundo as abordagens das Teorias Administrativas e das novas tendências organizacionais.

Palavras-chave: Fitness. Gestão. Consultoria. Estrutura Organizacional.

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