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METHODS AND WAYS TO IMPROVE THE EFFECTIVENESS OF REGIONAL POLICY IN THE FIELD OF PHYSICAL CULTURE AND SPORTS

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Methods and ways to improve the effectiveness of regional policy in the field of physical culture and sports

Abstract. The article presents the results of the study of methods and ways to improve the effectiveness of regional policy in the field of physical culture and sports. For this purpose, we used such methods of research as the analysis of literary sources on the topic of research, the study of regulatory documents, questioning, and content analysis of media materials. The organizational structure of the department of physical culture and sports is formed in accordance with the functional distribution and is represented by the department chairman, his deputy, in whose subordination are: the department of legal work and public procurement, administrative department, training and sports department, department of mass sports and department of finance and accounting. The effective performance of these and all other functions assigned to the local executive authorities is possible only with the coordinated work of all parts of the management system. The analysis of the individual values of the studied indicator revealed that only 1 expert from the group, which united the heads of sports facilities, had an average level of development of management skills. To supplement the information obtained in the primary questionnaire and to identify the leadership style used in managerial activities, a questionnaire was administered to the management code. The test contained 48 questions concerning the level of expression of one of the 4 key competencies: results producer, administrator, idea generator or entrepreneur and integrator. The data revealed by using the questionnaire of the formation of management skills and identifying leadership styles I. Adizes show that the majority of managers have poorly expressed management skills and skills of effective organization of the activities of the institution entrusted to them.

Key words: physical culture and sport, management, organization, leadership.

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Дене шынықтыру және спорт саласындағы өңірлік саясаттың тиімділігін арттыру әдістері мен тәсілдері

Аңдатпа. Мақалада дене шынықтыру және спорт саласындағы өңірлік саясаттың тиімділігін арттыру әдістері мен әдістерін зерттеу нәтижелері келтірілген. Ол үшін зерттеу тақырыбы бойынша әдеби дереккөздерді талдау, нормативтік-құқықтық құжаттарды зерделеу, сауалнама жүргізу, бұқаралық ақпарат құралдарының материалдарын контент-талдау сияқты зерттеу әдістері қолданылды. Дене шынықтыру және спортты басқарудың ұйымдастырушылық құрылымы функционалдық бөлініске сәйкес қалыптастырылған және басқарма төрағасы, оның орынбасары, оның қарамағында: құқықтық жұмыс және мемлекеттік сатып алу бөлімі; әкімшілік бөлімі; оқу-спорт бөлімі; бұқаралық спорт бөлімі және қаржы және бухгалтерлік есеп бөлімі бар. Жергілікті атқарушы билік органдарына жүктелген осы және барлық басқа функцияларды тиімді орындау басқару жүйесінің барлық буындарының үйлесімді жұмысы жағдайында ғана мүмкін болады. Зерттелетін көрсеткіштің жеке мәндерін талдау спорттық ғимараттардың басшыларын біріктірген топтың тек 1 сарапшысының басқару дағдыларын дамытудың орташа деңгейіне ие екендігін анықтады. Бастапқы сауалнама кезінде алынған мәліметтерді толықтыру және басқару қызметінде қолданылатын кешбасшылық стилін анықтау мақсатында басқару кодына сауалнама жүргізілді. Тест басқару кодының 4 негізгі құзыреттілігінің біреуінің ауырлық деңгейіне қатысты 48 сұрақтан тұрды: нәтиже өндірушісі, әкім, идея генераторы немесе энтрепренер және интегратор. Басқарушылық дағдыларды қалыптастыру сауалнамаларын пайдалану кезінде анықталған деректер және И.Адезис басшылығының стильдерін анықтау менеджерлердің көпшілігінде басқарушылық дағдылар мен олар сеніп тапсырған мекеменің қызметін тиімді ұйымдастыру дағдылары нашар екенін көрсетеді.

Түйін сөздер: дене шынықтыру және спорт, басқару қызметі, ұйымдастыру, басшылық.

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Методы и способы повышения эффективности региональной политики в области физической культуры и спорта

Аннотация. В статье представлены результаты изучения методов и способов повышения эффективности региональной политики в области физической культуры и спорта. Для этого применены такие методы исследования, как анализ литературных источников по теме исследования, изучение нормативно-правовых документов, анкетирование, контент-анализ материалов средств массовой информации. Организационная структура управления физической культурой и спортом сформирована в соответствии с функциональным распределением и представлена председателем управления, его заместителем, в подчинении у которых находятся: отдел по правовой работе и государственным закупкам; административный отдел; учебно-спортивное отделение; отделение массового спорта и отделение финансов и бухгалтерского учета. Эффективное выполнение этих и всех других функций, возложенных на органы местной исполнительной власти, возможно лишь при условии слаженной работы всех звеньев системы управления. Анализ индивидуальных значений исследуемого показателя выявил, что только 1 эксперт из группы, которая объединяла руководителей спортивных сооружений, обладал средним уровнем развития управленческих навыков. Для дополнения сведений, полученных при первичном анкетировании, и с целью выявления стиля руководства, который используется в управленческой деятельности, производилось анкетирование управленческого кода. Тест содержал 48 вопросов, касающихся уровня выраженности одной из 4 ключевых компетенций: производитель результатов, администратор, генератор идей или антрепренер и интегратор. Данные, полученные в результате анкетирования по сформированности управленческих навыков, и выявленные стили руководства И. Адезиса показывают, что у большинства руководителей слабо выражены управленческие навыки и навыки эффективной организации деятельности вверенного ими учреждения.

Ключевые слова: физическая культура и спорт, управленческая деятельность, организация, руководство.

Introduction. The system of physical culture and sports in Kazakhstan is on the stage of development and taking into account the best practices of foreign countries will allow to build its effective model and avoid mistakes in the formation of the regulatory framework for the development of the industry. In this regard, the role of research on improving the effectiveness of the management system of physical culture and sports is increasing. Despite the existence of a number of research works devoted to the study of this problem, there are not enough studies in the literature devoted to a comprehensive study of all components of the management system of physical culture and sports in the Republic of Kazakhstan.

Most of the works related to the search for ways to improve the efficiency of the functioning of the sphere of physical culture and sports study the possibilities of improving the management system at the “grassroots” level. However, an in-depth analysis of the existing problems of the sphere of physical culture and sports is impossible without a detailed study and improvement of the efficiency of functioning of the system at all levels of management.

The work on the implementation of state policy in the field of physical culture and sports falls within the competence of the local executive authorities. The activity of the regional departments of physical culture and sport is connected with the provision of preparation of the regional and district teams for competitions

of different levels, material and technical support of the process of preparation of sportsmen, coordination of activity of all physical culture and sports organizations functioning on the territory of the administrative-territorial region, development and approval of the calendar of regional mass sports events.

To date, the execution of these functions is entrusted to the Department of Physical Culture and Sports.

The purpose of this research paper is to study the methods and ways to improve the effectiveness of regional policy in the field of physical culture and sports.

In connection with this goal, we identified the **following task:** finding ways to optimize the management function in the sphere of physical culture and sports.

The object of the study is the system of optimization of the management function in the sphere of physical culture and sports.

The subject of research - organizational, managerial and legal framework of physical culture and sports.

Methods and organization of research: analysis of literary sources on the topic of research, study of normative-legal documents, questioning, content analysis of mass media materials. In order to identify the managerial competence of employees of regional departments of physical culture and sports and directors and deputy directors of children’s and youth sports schools and schools of Olympic reserve, heads of sports facilities the following questionnaires were conducted (n=78).

Results of the study and their discussion. The system of management of the sphere of physical culture and sports is multi-level, and the sphere of influence of the various levels of management varies from country to country. In addition to state control over the effectiveness of the sphere of physical culture and sport, regional executive authorities and public associations may regulate the activity of the sphere of physical culture and sport. The role and functions of the state in controlling the activities of the sphere of physical culture and sports depend on the country's legislation and the degree of democracy in society.

The organizational structure of the department of physical culture and sports is formed in accordance with the functional distribution and is represented by the department chairman, his deputy, in whose subordination are: the department of legal work and public procurement, administrative department, training and sports department, department of mass sports and department of finance and accounting.

Effective implementation of these and all other functions assigned to the local executive authorities and it is possible only with the coordinated work of all parts of the management system.

The search for ways to optimize the management function in the sphere of physical culture and sports is devoted to the work of domestic researchers.

The majority of information about the state of the sphere of physical culture and sports describes only statistical indicators that characterize the development of the industry. The domestic scientific literature pays little attention to identifying the problems that have arisen in the sphere of physical culture and sports and, moreover, to determining the ways to solve these problems. Some authors point to the factors influencing the efficiency of the sector development in terms of the use of methods of material incentives, others see the prospects of private commercial structures' participation in the provision of physical culture, recreation and sports services.

However, according to M.V. Khompodoyeva (2008) effective management of the sphere of physical culture and sport is impossible without a com-

prehensive approach to the study of the problems of the physical culture system in the country [1]. At the same time, it is impossible to eliminate the problems of industry development and forecasting of its development in the future without a detailed study of the functioning of all segments of the physical culture and sport system [2, 3].

Methods of social statistics are often used to reveal the level of effectiveness of the physical culture and sports system. For example, in our country, the indicators of the involvement of the population in mass physical education and recreational activities, the number of children's sports institutions, the number of children engaged in educational institutions of a sports profile, the number of sports facilities and others are used as indicators of the effectiveness of the functioning of the sector [4-7].

However, according to Panfilov A.I., no less contribution to the development of the industry is made by the efficiency of the managerial personnel and their professional competence. One of the most frequently used methods aimed at revealing the degree of efficiency of the management system in this or that field is a questionnaire [8].

Because of our research revealed the low professional competence of the heads of various physical education and sports teams, including the first heads of institutions of physical education, which prompted us to organize a pedagogical experiment related to improving their managerial competence.

In order to identify the level of formation of managerial competence we conducted a questionnaire survey. Questions 1 of the questionnaire are designed to identify the degree of development of identifying managerial competence.

To conduct the survey a group of experts was organized, which included employees of regional departments of physical culture and sports and directors and deputy directors of children's and youth sports schools and schools of Olympic reserve, heads of sports facilities. Initially the group of respondents consisted of 100 people. However, in the process of work the part of questionnaires was not suitable for processing. Therefore, only the questionnaires of 78 experts were subjected to further analysis (Table 1).

Table 1 - Characteristics of the experts who participated in the survey (n=78)

Positions held	Directors of Sports Schools, Schools of Olympic Reserve and Children's and Youth Sports Schools	Deputy directors	Specialists of regional departments of physical culture and sports	Managers of sports facilities
<i>n</i>	13	23	15	27

All respondents had higher physical education and were highly qualified specialists in their field. The average age of the experts was 45.2 ± 4.3 years, and their work experience in the industry was 15.3 ± 3.6 years.

Respondents answered the questionnaire by ticking or crossing out the numbers in the answer,

they chose. In this case, 1 means “never”; 2 means “rarely”; 3 means “sometimes”; 4 means “often”; 5 means “always”. The results of the respondents were summarized and then statistically processed.

The results of the analysis of questionnaire 1 are presented in Table 2.

Table 2 – Numerical indicators of the level of formation of managerial competencies in the expert groups

Statistical parameters	Directors of Sports Schools, Schools of Olympic Reserve and Children’s and Youth Sports Schools	Deputy Directors	Specialists of regional departments of physical culture and sports	Managers of sports facilities
$\bar{X} \pm S \bar{x}$	$33,1 \pm 2,2$	$28,3 \pm 1,6$	$31,4 \pm 0,8$	$44,4 \pm 3,3$

As a result of the data analysis it was revealed that all groups of experts have a low level of formation of managerial competences. The highest level of formation of these competences was revealed in the group that united the heads of sports facilities (44.4 ± 3.3 points). They were followed by the group which included the first heads of children’s sports institutions and directors of Olympic reserve schools. Средний балл в этой группе составил $33,1 \pm 2,2$. In the group of middle managers - specialists of regional departments of physical culture and sport and deputy directors of sports schools, Children and Youth Sports Schools and Specialized Children and Youth Sports Schools of Olympic Reserve this index was $31,4 \pm 0,8$ and $28,3 \pm 1,6$ points respectively. These indicators testify to the fact that in the groups of experts the skills of management and control over team activity, which depend on ef-

iciency of collective activity and, hence, the success of solving the tasks facing the organization, are insufficiently formed.

The analysis of the individual values of the indicator under study revealed that only 1 expert from the group, which united the managers of sports facilities, had an average level of development of managerial skills.

The PAEI management code questionnaire was administered to supplement the information obtained in the primary questionnaire and to identify the leadership style used in management activities. The test contained 48 questions concerning the level of expression of one of the 4 key PAEI competencies: Producer, Administrator, Entrepreneur, and Integrator.

The results of the analysis of this questionnaire are shown in Figure 1.

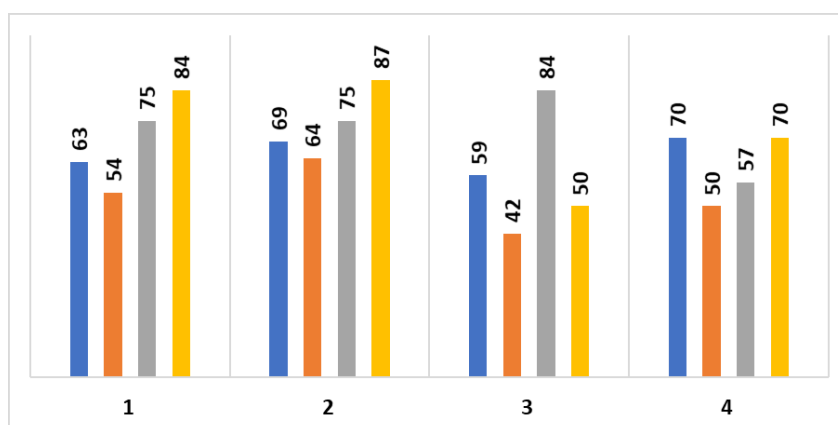


Figure 1 - Predominant Leadership Styles in Expert Groups

Notes: A – results producer (P – producer); B – administrator (A - administrator); C – entrepreneur (E - entrepreneur); D – integrator (I - integrator); 1 – A group of directors of sports schools, children’s and youth sports schools, and specialized children’s and youth sports schools for the Olympic reserve; 2 – A group of deputy directors of sports schools, children’s and youth sports schools, and specialized children’s and youth sports schools of Olympic reserve; 3 – A group of employees of regional departments of Physical Culture and Sports; 4 – A group of sports facility managers.

From the data presented in the figure, we can see that in most cases the heads of physical education and sport organizations use the “results producer” leadership style. So, in the group of directors of sports educational institutions the ratio of PAEI leadership styles was 84/75/54/63, while in the group of their deputies this ratio was 87/75//64/69. This is evidence of a greater focus of managerial staff on solving assigned tasks and achieving results. At the same time, these managers do not pay enough attention to team building and team development. Besides, such managers are not interested in organization of creative approach to fulfillment of assigned tasks.

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In the group uniting the employees of the regional departments of physical culture and sports, the correlation of leadership styles is as follows PAEI and is 50/84/42/59, which indicates a great interest of the members of this in the process of performing a particular task. At the same time, both the result and the introduction of know-how in work, creative approach to the execution of tasks and manifestation of initiative are poorly developed in these employees.

In the group of managers of sports, facilities the expression of leadership styles is almost evenly developed PAEI, with a slight predominance of focus on results and creating a comfortable environment for the employees of the organization. The values of this indicator average 70/57/50/70.

Meanwhile, the head of a sports organization performs not only the functions of organizing the activities of subordinates, but also coordinates their activities and supervises the performance of assigned tasks. To effectively solve the problems of the organization, sports managers must solve per-

sonnel issues [10], create the necessary conditions for subordinates to perform their duties [11]. In addition, heads of sports organizations should have the skills of strategic planning, and not only solve the tasks assigned to them [12].

In her work I.T. Tataru (2020) [13] listed a number of key knowledge and skills of a manager in the field of sports and identified their share in the effectiveness of the tasks. These competencies include: strategic planning skills (4.49); subject matter knowledge (4.50); knowledge of civil law (4.85), economics (4.52), financial resource management (4.51), business communication (4.60); entrepreneurial ability (4.82); ability to solve tasks creatively (4.68); learning ability (4.70), managerial decision making (4.83). In addition, of great importance for managers are stress-resistance, moral-ethical and emotional-volitional qualities and knowledge in the field of psycho-pedagogy. This is only an incomplete list of knowledge and skills, which should be possessed by the head of a sports organization.

The problem of lack of information obtained as a result of preliminary research prompted us to organize a pedagogical experiment. For this purpose, each group of experts who participated in the questionnaire was divided into 2 subgroups (experimental and control). In the experimental group a course of training seminars was organized for the formation of the necessary managerial competences. The course program included a course of theoretical lectures, practical and seminar classes, as well as the performance of the final project.

Seminar topics covered the following issues:

- Team management;
- Identifying roles on the team;
- The role of the manager in a modern organization;
- Creation and development of an effective team;
- Team goals and performance indicators, relationship with supervisor;
- Team development;
- Control as a function of the manager;
- Management in a remote working environment;
- Using statistical and analytical information in the preparation of presentations;
- Completing the final work.

Each seminar was 72 hours in length.

The degree of effectiveness of the experimental program was determined by the dynamics of development of managerial skills, the formation of leadership style, according to the results of the questionnaire.

In addition, we evaluated the effectiveness of the program by the dynamics of indicators that

characterize the effectiveness of the management system of the sphere of physical culture and sports, the methods of socio-economic statistics.

In the control group there was no interference in the process of carrying out their duties, the work was done in the normal mode.

Table 3 shows that by the beginning of the pedagogical experiment there was no statistically significant difference between the groups of experts, which indicates the homogeneity of the groups.

By the end of the pedagogical experiment for all groups favorable dynamics of an indicator of formation of administrative skills was outlined. However expression of these changes was more appreciable in an experimental group in comparison with which the indicator of formation of administrative competence has improved by 46,7 % ($t=4.9$; $P<0,0005$). If to the beginning of

pedagogical experiment the given indicator made 42,2±1,3 points, by its end values of the given indicator made 79,2±7,4 points.

In the group of the first heads of institutions of sports education, the studied index in the primary studies was 34.2±1.8 points, then in repeated studies its values were 74.1±3.1 points ($t=11.1$; $P<0.0001$). The positive dynamics was 46.2%.

The analysis of the internal structure of the parameters characterizing the formation of managerial skills indicated an improvement in the skills of selecting and developing people, as evidenced by the dynamics of responses to such judgments as: “When it is necessary to assemble a team, I determine what skills are needed - and look for people who best meet the selected criteria” and “If I form a team, I choose similar personalities, ages, length of work in the company and other characteristics”.

Table 3 – Indicators of the formation of management skills in the expert groups of the experimental and control groups

Groups	Stages of the experiment	Statistical indicators in the groups of experts, $\bar{X} \pm S \bar{x}$			
		Directors of Sports Schools, Schools of Olympic Reserve and Children's and Youth Sports Schools	Deputy Directors	Specialists of regional departments of physical culture and sports	Managers of sports facilities
1	before	34,2±1,8	26,1±0,9	34,2±0,6	42,2±1,3
	after	74,1±3,1	65,8±1,6	58,4±2,6	79,2±7,4
	t	11,1	21,6	9,1	4,9
	P ₁	<0,0001	<0,0001	<0,0001	<0,0005
2	before	31,4±3,1	29,3±1,4	31,0±1,8	45,6±4,3
	after	38,6±4,2	36,1±2,8	35,8±0,6	44,8±2,3
	t	1,4	2,17	2,33	0,15
	P ₁	>0,05	<0,05	<0,05	>0,05
	t ₂	0,78	1,92	1,69	0,76
	P ₂	>0,05	>0,05	>0,05	>0,05
	t ₃	6,8	9,2	8,47	4,44
	P ₃	<0,0005	<0,001	<0,001	<0,001

Notes:

1 – experimental group; 2 – control group; t – Student's t-test

P₁ – reliability of differences between the parameters at the beginning and the end of the pedagogical experiment;

t₂ u P₂ – Student's t-test and reliability of differences between the experimental and control groups before the pedagogical experiment;

t₃ u P₃ – Student's t-test and reliability of differences between the experimental and control groups after the pedagogical experiment.

The heads of sports schools, children's and youth sports schools, and Specialized Children's and Youth Sports Schools of the Olympic Reserve also "pumped up" their skills in motivating subordinates, as evidenced by their responses to judgments "I try to motivate people by tailoring my approaches to meet the needs of each employee" and "I find an individual approach to everyone to ensure effective, comfortable and productive work". Planning and problem-solving skills improved slightly, as evidenced by the dynamics of the responses to the judgments "I make decisions after careful analysis rather than relying on intuition" and "I fully understand how business processes work in my department and eliminate bottlenecks".

The average values of the indicators of managerial effectiveness in the above groups after the pedagogical experiment were assessed as "average", while at the beginning of the experiment the level of formation of skills was assessed as "low".

The group of deputy directors of sports schools, children's and youth sports schools, and Specialized Children's and Youth Sports Schools of the Olympic Reserve also showed favorable changes, indicating an improvement in administrative skills, but they were less pronounced than in the first two groups. Even after the pedagogical experiment the level of formation of managerial skills in this group was assessed as "low". Despite this, the level of managerial com-

petence increased from 26.1 ± 0.9 to 65.8 ± 1.6 points, that is, on average, by 39.7% ($t=21.6$; $P<0.0001$). In this group, the greatest changes occurred in the direction of discipline management and conflict management, as evidenced by the responses to the judgments: "I correct team members whenever I see that their behavior negatively affects the level of customer service"; "I wait before disciplining an employee, giving a chance to correct themselves" and "I do what I can to avoid conflicts in the team".

In the group of specialists of regional departments of physical culture and sports a statistically reliable positive shift by the end of the pedagogical experiment averaged 41.4% ($t=9.1$; $P<0.0001$) mainly due to improved skills of effective delegation, as evidenced by the respondents' answers to the judgments "When I delegate work, I delegate it to someone who has more windows in the schedule" and "I think that the statement: "If you want to do well, do it yourself" is correct.

In the control group according to the results of the questionnaire of the formation of management skills any pronounced statistically reliable positive dynamics by the end of the educational experiment was not revealed.

By the end of the pedagogical experiment there were changes in the individual leadership style of the participants of the experiment. This is evidenced by the data presented in Figure 2.

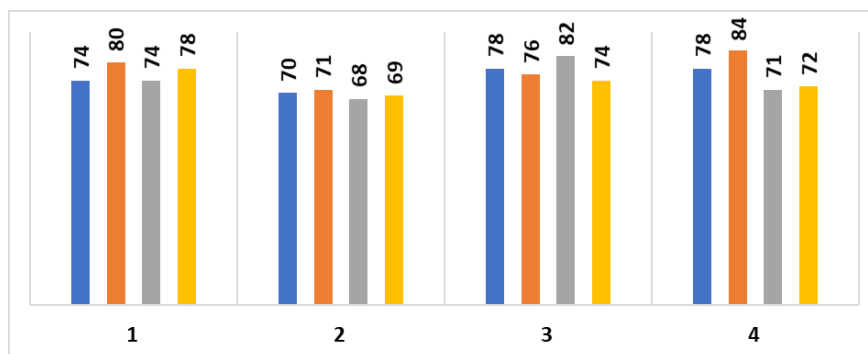


Figure 2 – Predominant leadership styles in the expert groups of the experimental group by the end of the teaching experiment

Notes: A – results producer (P – producer); B – administrator (A – administrator); C – entrepreneur (E – entrepreneur); D – integrator (I – integrator); 1 – A group of directors of sports schools, children's and youth sports schools, and specialized children's and youth sports schools for the Olympic reserve; 2 – A group of deputy directors of sports schools, children's and youth sports schools, and specialized children's and youth sports schools of Olympic reserve; 3 – A group of employees of regional departments of Physical Culture and Sports; 4 – A group of sports facility managers.

Figure 2 shows that by the end of the pedagogical experiment practically all leadership styles were evenly developed in all groups of subjects. Thus, the PAEI ratio in the group of directors of sports

educational institutions was 78/78/70/74, whereas at the beginning of the experiment these values were 82/74/54/65. In the group of their deputies, entrepreneurial and innovative skills and skills

to create a favorable working environment in the team improved significantly, and the PAEI ratio was 84/76/71/80, whereas at the beginning of the experiment the PAEI ratio was 78/66/54/63.

The group of employees of the regional departments of physical education and sport significantly improved entrepreneurial and administrative skills, as well as the skills of effective teamwork. While the PAEI management style ratio by the beginning of the experiment was 49/66/58/59, the PAEI in this group was 71/82/68/74 by the end of the experiment.

In the group of sports facility managers, all components of managerial competencies were evenly developed by the end of the experiment,

although their expression was insignificant. Thus, the ratio of PAEI leadership styles in this group was 72/74/69/78, while at the beginning of the experiment it was 70/57/73/70.

Thus, the study of the predominant manifestation of leadership style revealed that the groups of respondents in the experimental group increased administrative and entrepreneurial skills, as well as improved expression of the qualities of an entrepreneur or generator of ideas and integrator, establishing a comfortable working environment for employees.

In the control group, similar positive dynamics by the end of the educational experiment was not revealed, as evidenced by the data in Figures 3 and 4.

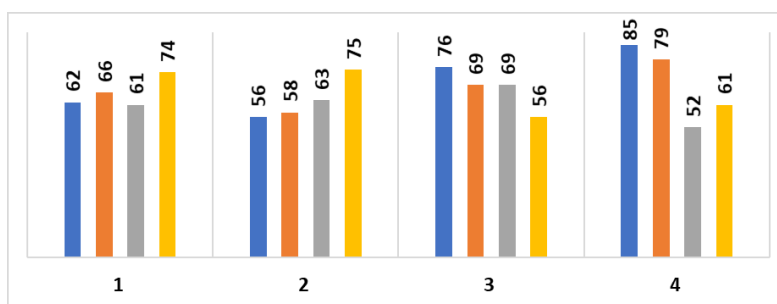


Figure 3 – Predominant leadership styles in the expert groups of the control group at the beginning of the pedagogical experiment

Notes: A – results producer (P – producer); B – administrator (A – administrator); C – entrepreneur (E – entrepreneur); D – integrator (I – integrator); 1 – A group of directors of sports schools, children’s and youth sports schools, and specialized children’s and youth sports schools for the Olympic reserve; 2 – A group of deputy directors of sports schools, children’s and youth sports schools, and specialized children’s and youth sports schools of Olympic reserve; 3 – A group of employees of regional departments of Physical Culture and Sports; 4 – A group of sports facility managers.

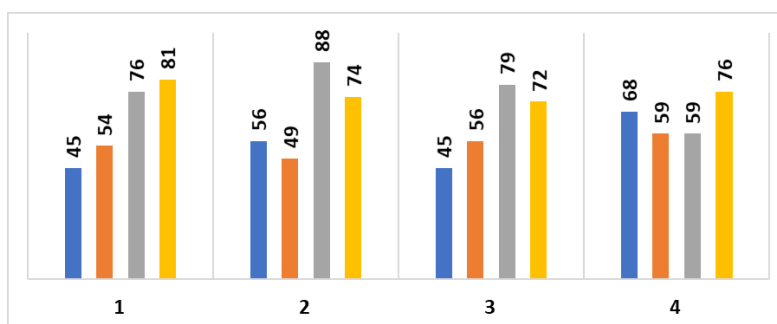


Figure 4 - Predominant leadership styles in the expert groups of the control group by the end of the pedagogical experiment

Notes: A – results producer (P – producer); B – administrator (A – administrator); C – entrepreneur (E – entrepreneur); D – integrator (I – integrator); 1 – A group of directors of sports schools, children’s and youth sports schools, and specialized children’s and youth sports schools for the Olympic reserve; 2 – A group of deputy directors of sports schools, children’s and youth sports schools, and specialized children’s and youth sports schools of Olympic reserve; 3 – A group of employees of regional departments of Physical Culture and Sports; 4 – A group of sports facility managers.

At the beginning and end of the pedagogical experiment, the control group of experts, which included directors of sports educational

institutions, had well-developed administrative and entrepreneurial skills were well developed. However, the skills of creative approach to business

and the skills of creating a comfortable environment in the team were not developed. A similar correlation of leadership styles was revealed in the group of their deputies, which did not change by the end of the pedagogical experiment. On the contrary, by the end of the experiment the focus on the process of performing the assigned tasks slightly increased (Figure 4).

A similar pattern of change was revealed in the group of employees of regional directorates. If the PAEI ratio in this group before the experiment was 52/69/63/61, by the end of the experiment this PAEI ratio was 72/79/56/45.

In contrast, there was a strengthening of administrative and production competencies in the group of sports facility managers and a weakening of entrepreneurial

and coordinating. Thus, if the PAEI ratio before the experiment was 61/56/74/74, by the end of the experiment the PAEI ratio was 76/59/59/68.

Conclusions. To date, physical culture and sport have penetrated into all areas of human life, becoming not only a socio-cultural phenomenon,

but also an important part of the national economy. Activities in the field of physical culture and sports today brings not only social dividends, but also economic profits. Such socially useful results are possible only with the effective functioning of the management system of this branch. The system of management in the sphere of physical culture and sports is a complex multi-level one, the area of influence of different levels of management varies from country to country. In addition to state control over the effectiveness of the sphere of physical culture and sports can be regulated by regional executive authorities and public associations. Thus, the data revealed by using questionnaires of managerial skills and identifying leadership styles of I. Adizes show that most managers have poorly expressed managerial skills and skills of effective organization of the activities of the institution entrusted to them. The results of the pedagogical experiment testify to the effectiveness of the program developed by us, which was expressed in the improvement of professional competence of the managers of physical culture and sports sphere.

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