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## **Strength of Region's Talent Retentions: Strengths of Athletes**

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**Abstract.** *Purpose: This paper aims to analyse the possibilities of the sensible contribution of sportsmen and women to the local economies. This will be fundamental for our further research, exploring the principles, best practices of the towns and companies in the region concerning the aspects of sport strategies, talent management, as well as. Approaches: Opportunities through sport appear as challenges of 21<sup>st</sup> century which open further doors in sector of health, education, career, talent management, and corporate. Sport is a key element of the society's economic growth, which includes the impact of economic indicators of organizations, develops the human capital, sustainability. The regional sport-economic development through the rise of the national sport-industry results in the expansion of the national economy, too. Findings: The corporate talent management strategies and the skills, competences of former sportsmen and women entering the civilian arena of work and life may join together in harmony. It also constitutes a major problem for companies to fill high profile job vacancies with appropriate workforce having outstanding competences, so the competition for eligible applicants is getting more volatile in the HR corporate environment. The sustainable talent management-scheme means a kind of way-out from this challenge trap for the corporations. The corporate talent management strategies and the skills, competences of former sportsmen and women entering the civilian arena of work and life may join together in harmony. It also constitutes a major problem for companies to fill high profile job vacancies with appropriate workforce having outstanding competences, so the competition for eligible applicants is getting more volatile in the HR corporate environment. Implications/applications: This paper aims to show what kind of the sport given skills could be utilized by the companies in the region in their HR business strategies and in talent management.*

**Keywords:** talent management, region, sport, athlete skills, human resource

## *Introduction*

Globalisation meant to pose a continuous challenge for the business corporations, as well. One of the key areas of competitiveness lies in human resources management, which is, practically the applied toolkit of talent management. Attracting and maintaining the skilful workforce proves to be of outstanding importance for the business enterprises, and they tend to elaborate various strategies in this matter. In the area of the talent-preserving power of corporations the region meant to be the source of active and useful labour force, since the people living and working in the concerning area constitute and shape the economic processes of the region.

The corporations and employees operating in the given region affect its regional space-structure; moreover they can also form and reshape this particular structure according to the changing social and economic impact factors. By the restructuring in this matter, new power hubs and focus points can emerge and be re-established, and the new power factor of the economic development shall be the knowledge-based economy (Rechnitzer, 2008).

Unemployment, job creation, the number of corporations is all significant key factors, since they are considered to be the primary conditions of economical business operation. For this reason, the companies are keen on elaborating certain talent-model by which they can minimize their human capital risk factors (Konczosné, 2013, 2014).

Region-centralism is meant to be the primary inner driving force of the challenges for global talent management. Focusing on geographic regional issues is of strategic importance for the corporations. Regions require unique customised strategies because their local features can be exploited only in this way. Why is talent management basically important? How can sport talents be linked to all these issues as one of the key factors of human capital? People socialised in sport fields share specific skills and competences which can be unfolded in various fields. The soft power factors of human resources management and the workforce competences do correlate with sport abilities. Sport skills and talents are organic parts of any sporting career path and their strategies constitute the various stages of sport career also reflected onto civilian lifespan as well (Faragó, 2015).

## *Theoretical background*

Our thesis focuses on the analysis of talent management, human resources management as well as on the sports people's competences with special interest in highlighting their common reference points, also taken into account the revelation that one of the significant talent maintaining factor of a region proves to be the sport and the integration of sports people into the local economy.

## *Definitions of talent*

The theory of talent maintenance power of a region with special focus on its sport contexts, is tended to be analysed by the revelations and observations unveiled through the comparative study of international and domestic HR, management, sociology issues and through the insight taken into the academic researches of sociologists and other scholars.

Several definitions are known for talent from various angles and approaches. According to Renzulli (1977), talent is a special skill, creativity or devotion for a given task well above the average that he elaborates in his triple-circled model. Csikszentmihályi (1998: 16) affirms that talent is a specially gifted person who is useful for the society and he also defines the features of talent. Gyarmathy (2006: 28) claims that society elevates the talented persons and he also elaborates the characteristics of it.

Through assessing and measuring the employees' competences we can approach talent also objectively, by measuring the set of skills and competences of a given individual and the correlation of all these factors with the requirements concerning a special company or region. (Gallardo-Gallardo, Dries and González-Gruz, 2013). The Czeizel-model introduces four different talent components: abilities above the average; creativity; devotion towards goal and task; special skills above the average. Concerning sport talent Gardner's (1983) approach or theory is significant who defines seven groups of intelligences/abilities: musical-rhythmic and harmonic, visual-spatial, verbal-linguistic, logical-mathematical, bodily-kinaesthetic, interpersonal, intrapersonal, naturalistic, existential. Through talent research it has been revealed that these skills or intelligences are not congenital but can be fostered and developed (Balogh, 2015; Konczosné, 2013).

## *Skills for sports and labour-market*

Sport embodies thriving active life, generating unusual walks of life and situations involving and demanding the application of the whole framework of intelligences and skills. Sport can foster and develop successful and positive personality development through conscious educational processes. Sport meant to be a special life situation which is incomparable with other aspects of life and through this complexity it proves to be more efficient than formal school-based education. Sport can foster personal features like: joy, vitality, creativity, self-sufficiency, autonomy, self-awareness, focus, authentic self-estimation, factors which are much less likely to be properly developed through a common civilian lifestyle.

Further characteristics of sporting personalities include: resolution, dynamism, perseverance, good mood, great adaptability, high affection

and entrepreneurship, self-confidence and good sense of linking and affiliation. Professional sports people consider success and efficiency of vital importance, they demand spotlight and recognition, their sense of fear and danger is much less, they eager to reach their goals, they are ambitious and organised, moreover they live their lives full of emotions and action. The sports people's personal traits are developed through the regular training sessions and workload stemming from the genuine features of pursuing sports.

The various researches determining the personal features may vary, though they all share the idea that sport implies positive personality developing effect. Sport embodies thriving active life, generating unusual walks of life and situations involving and demanding the application of the whole framework of intelligences and skills. Sport can foster and develop successful and positive personality development through conscious educational processes. Sport meant to be a special life situation which is incomparable with other aspects of life and through this complexity it proves to be more efficient than formal school-based education.

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### *Competences expected by the labour-market and sport*

The most common personal job requirements at the labour-market: good communication skills, advanced problem-solving skills, flexibility, organised and cooperative features (Kiss, 2008). Researchers through the competence-surveys have defined three major categories for competences: general human competences, present in various walks of lives; job-related competences, ensuring professional quality standards, behavioural models; and leadership-types and competences, related to special skills and competences necessary for leading people (Bíró, Csányi and Vincze, 2007). General human competences, which develop through the process of socialisation, are to be preferred in the labour-market.

Along the business-efficiency surveys of the corporations, the company management 'soft' factors have been promoted holding significant values: team spirit, inclusive management attitude in decision-making, motivation and corporate social responsibility (Konczosné, 2013).

Commonly, sporting competences are developed through the process of socialisation however, significant differences emerge through the process of sport socialisation further developing the family values and endowing the sports people with brand new skills and features. These prove to be the human skills and values, which are more appreciated and sought-after in the labour-market, nowadays. These skills involve and highlight upon punctuality, concentration, long-term determination and focus, acceptance of fatigue and extra load, self-sufficiency and autonomy, initiative and responsibility, performance-centric competitiveness and personal and interpersonal skills (like good fellowship, fair play etc.) (Heinemann, 1995).

Talent management is considered to be a key factor for regional competitiveness, since the corporations by attracting and maintaining the talented workers create values and generate economic and social profit. The sport talents may contribute to this process by strengthening the human capital set. The regional capital consists of the material, immaterial and mixed types of capital altogether determining regional competitiveness (Camagni 2008, 2009). Furthermore, social capital is a component factor of the regional capital, involving an economic environment that lures corporations and it is featured by trust and human relations (Jóna, 2013). Concerning regional competitiveness, another regional key factor is the human capital, which affects economic growth, as well, implying the integration and promotion of know-how and innovative solutions (Gaál, Szabó, Obermayer-Kovács & Csepregi, 2010).

## *Conclusion*

The importance of social capital related to sports is self-evident, since the social effects and aspects of sport have been applied and considered a social sub-system category ever since the 20<sup>th</sup> century sharing all the important features of a social sub-system, such as specific action logic, formal organisational structures, permanent roles and functions, domestic set of norms and values and other social functions. Consequently, sport should be considered as integral part of social capital. Its innovative feature is a significant element of our planned research, taken into account that the study of the social integration of sports people proves to be an innovative factor regarding the three major elements of sport: sports people, corporate, and local economic matters. At present, according to the findings of the author, innovation is considered to be one of the driving forces of competitiveness. The development and growth strategy of corporations and of nations, manifest through knowledge (Archibugi & Mihie, 1995). In defining knowledge-based economic growth

we should not go too far, since even Rehnitz (2008) discussed in his work about the restructuring of regional resource development, posing knowledge into its focal point. Investigating the theory of social capital, we can define three dimensions. Namely, the first is the structural dimension; the second is the bonding/relationship dimension, and the third is the social/bridging capital. Their common feature consists in their social structures and roles to foster individual actions within the system. The significance of creative social capital assumes the development and facilitation of regional innovative environment, as a sort of policy fostering bridging/linking among the components (Tura & Harmaakorpi, 2005).

One of the challenges for human resources management consists in attracting and maintaining talented workforce. In our own analysis, we would like to highlight upon the fact that sport talents and the sports people's abilities can actually become a focus group for talent management since the soft factors of HR are in significant correlation with sporting competences.

It is of utmost importance for HR management to keep pace with volatile competition, thus it is in their interest to strengthen the handling of their human capital resources. One solution for maintaining the talents includes the issue of financial allowance, wages, and then the future corporate strategy plans offered for the employees with versatile tasks and scopes of work. The role of mentoring and coaching is also significant, promoting professional development. The HR strategies are continuously updated, and one key factor for maintaining corporate competitiveness assumes the companies' power to attract and maintain the skilled and gifted workforce. The big multinational companies have already recognised the importance of these issues and they have also implemented it in their corporate strategies. In the present moment, the companies tend to implement the new techniques providing adequate responses for the HR challenges in a smaller degree. This manifests itself in the companies' competitiveness, too.

The innovative methods of HR must be implemented even from the very moment of hiring new employees, applying those tools suitable for identifying and recognising the talented workforce. In our paper, talent is to be manifested as a sporting competence, which can be effectively implemented in sporting as well as in civilian career paths; nothing else but the appropriate motivation and background is necessary and the people who have already demonstrated their skills and abilities successfully can produce great results again in new and altered conditions, contributing to the rise of business competitiveness, relying on their personal skills and success-oriented insistence (Hiltrop, 1999).

The talent maintaining and preserving power of a region is meant to be an element of economic success and competitiveness. It is integral part of the social capital through the embeddedness of regional capital, which stems from human capital. The HR strategy of business enterprises can be elaborated through their corporate social strategies. Sporting and HR competences do manifest significant correlations constituting the personality traits of sports people and also significantly supporting

corporate human capital endowment. Human capital is featured by high quality labour culture, discipline and flexible adaptability to constantly changing environment and to new challenges. Furthermore, it is also defined by high expectations and requirements from its environment as well as from itself, thus the presence of high quality know-how in the region is of utmost necessity (Lengyel 2010). It is of the regions' own interest to preserve and cherish the talented people, whom the local corporations may provide motivating opportunities to unfold and develop their skills. Through the conscious application and regional implementation of talent management, it can definitely improve and boost regional competitiveness (Balogh, 2015).

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