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Athlete and Successful Career in the Competence Matrix

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Introduction

In the knowledge-based economy, the role of human resources is strengthened, which also determines competitiveness. The competitive advantage of developed countries is characterized by the ability to produce and utilize of knowledge (Rechnitzer, 2008). Therefore, every job seeks to attract and retain the excellent workforce.

The required competences in selection for the job position are determined by competence matrix within the competence assessment system. In the assessment, an expert knows the responsibilities and tasks of a given position to determine the required competences for the optimal level of execution in that role. The competence matrix can easily determine whether the athlete or employee is fit for the position. The Matrix allows an efficient comparison of the performance potential of each candidate to help the selection process.

In our research, we strive to explore the relationship between the competences created during the sport and the competency profiles expected by the workplaces and how much the HR design plays with the use of those with an athletic background.

We can enhance the success of athletes in the civilian life by creating a regional model for aligning local sports policies with corporate HR considerations. Research has an innovative direction to reveal the "soft" factors of corporate management and the synergy of social values of sport. One of the outstanding target groups of human resources - with its outstandingly developed competencies in sport - is the athlete who

promotes the development of athlete's dual career pathway and thus enriches human capital at enterprise and regional level.

Talent Management in HR and Sports

Employers have a priority task to reduce their human capital risk and increase their return on human capital. By doing this, companies can use the talent management strategy and create a talent program. Effective use of talent management and human capital is an indispensable factor in the life of the company, which should be part of the corporate culture (Konczos-Szombathelyi, 2013). From the employers' point of view, it is important to cooperate with the athlete's employees and to make good use of their competences. The athlete is, on the one hand, a talent on the one hand, a "beginner" worker without experience on the side of company.

Talent and Athlete

The athlete as a talent should be defined as part of the corporate sphere. In the *Czeizel* model (2004), talent consists of four components. One such factor is general abilities above average, such as high-level abstract thinking, good memory, efficient information processing strategy. The next element is talent definition, creativity, which means originality, flexibility, problem sensitivity. Another component is the commitment to the task (interest, competitive spirit, endurance, emotional stability). As well as the special abilities above the average *Gardner* (1983), it is possible to distinguish seven types of special skills: linguistic, musical, mathematical-logical, visual-space, physical-motion, social-interpersonal, intrapersonal. The talent components are not ready by our birth, but they can be formed as a result of long, lifelong development work (Konczos-Szombathelyi, 2013).

Corporate embeddedness in projection of competitiveness and sport

International companies in the global market treat the impact of corporate culture on the region as a competitive advantage (Konczosné-Szombathelyi, 2014) where a sport as a social threat can affect a society and a nationwide economy. In addition, companies, sports and athletes are depends on each other. The company's sponsorship of sport, athlete, talent, sight, and value means corporate embedding in the region. Companies is determinant for the athlete's quality of life, the employer is the base the athlete's professional development.

By leveraging the identity-enhancing function of the sport, companies want to reach effect in the sectoral employee and occupational sectors, and strengthen their position on the local level and increase their competitive advantage (Faragó, 2017).

Talent Management in corporate culture

The relationship between human resource development and organizational efficiency is examined and utilized by management researches. Successful companies deal with talent management not only as HR tasks but as part of a business strategy. (Konczos Szombathelyi, 2013) Attract talent corporate brand is an employer brand that guides the retention and motivation of excellence. Messaging is necessary for efficiency not only for internal staff, but also important for outbound communication. This also contributes to strengthening the employer's credibility. In corporate efficiency, talents create the value that owners and managers expect (Szretykó, 2016).

Competence and Athlete

One of the definitions of competence attitudes and skills required by a skilled worker who will be able to perform professional tasks efficiently. Further on, competence is a core, decisive feature of a person that is closely related to effective and excellent performance. Human policy work explicitly requires that the exact formulation of competency should provide the basis for assessing the suitability of those who are in charge of each job group. One of the systematization principles of competences is that we can talk about general competencies, functional competences and within these key competences. General competences are defined by factors of social, community life that are formed by training institutions. One major group of competences is the range of personality characteristics. An important prerequisite for professional competence is that the individual has the abilities (skills) which is needed to perform a particular job. In the case of an application, besides defining professional competence, the question of personal compliance must be considered as an indispensable background. For a job, a task has features, abilities, which must be included in the relevant competence map (Poór, 2008).

Athletes who are socialized in sport have specific competencies whose development takes place in several areas. Workplace competences, soft factors of human resource management, are related to athlete's abilities. The athlete's talent is part of the athlete's dual career, the strategy of which sets the athletic career paths for civil life (Faragó & Konczos-Szombathelyi, 2017a, 2017b).

Dual careers for competency development

The career of the athletes was spontaneous following the regime change in Hungary. The created athletic statuses before the change of regime had ceased, and the athletes themselves had to compete with their athlete's career in school and later in civil life. The pursuit of sports development strategies by the Hungarian Government (Act I of 2004 on Sports) and the European Union (EU Guidelines on Dual Careers of Athletes) promotes the promotion of dual career paths, which promotes athletic career and learning and integrating into work, together with its actions, promotes it. In athletes' socialization, priority is given to physical activity and related activities in order to perform at the possible highest level. It is accompanied by the fact that other areas of life are in the background, such as academic progress, further education and preparation for civil work. In this process, the dual career model is used to handle the athlete's development and to prepare for the labor market end of athletes life. The athletes' dual career model show you the steps that will help you develop a successful career. To be able to handle the life of athletic athletes individually, we need the right self-knowledge that guides your career based on your needs and interests. *"The course is the stage of the personality's life-work, not a separate thing that the person finds, but belongs to it."* (Csirszka, 1966) One of the important elements of successful athletic life is the role of learning and motivation in the career path. At first, athletes are not consciously involved in the education system. In addition to their career as an avant-garde career, academic development is of the utmost importance, which is the basis for their realization in civil life. Athletes career path model is part of the Life Long Learning and Dual Career elements that enhance their application. According to the socialization of the athletes, the transition to civil life does not happen by itself, with the end of a life stage it is necessary to comply with a completely different social context. This change can only be achieved successfully through gradual preparation. The labor market challenge is a strong challenge for top athletes in a new field. Continued development of competences and skills, and a flexible attitude towards changed conditions are necessary to ensure the labor market (Faragó, 2015).

Sport competency matrix

Competence assessment and evaluation in HR is already available in the area of athletic positions. The significance of this can also be a part of later career as the athlete can develop his or her competences already at the end of the athlete's career and is able to effectively accomplish the job orientation.

The sports competence matrix is a highly usable model that compares the athlete's competences with the competency elements that are needed in the sport team's position for effective and successful work. Performance

measurement is performed at multiple levels at individual, team and organizational levels.

Competency Equalization. To accomplish the highest level of tasks and responsibilities in a given position, the competences required for the position are taken into account. Competences reflect the individual needs of the organization and the team based on their philosophy, culture, relationships and team dynamics. In most selection systems these competences are not taken into account when defining athlete's competences.

Competency Assessment. The assessment requires a qualified person in the organization who knows the responsibilities and tasks of the given position to be able to determine the required competencies for the optimal level of implementation in that role.

Work Model. The Competence Assessment System compiles feedback from competency assessments and creates a mathematical work model. The Model defines which competencies needed for the optimum performance in a given position in the culture in a team. The Model classifies competencies as primary, secondary, and tertiary competencies, depending on how they can affect performance.

Competence Matrix. The competence matrix simply determines whether the athlete or organizational employee is fit for the position. The Matrix also helps in the selection process, since comparison of the performance potential of candidates can be effectively handled in the system. The Matrix also provides significant support in the development, as it is visible to whom, what competence needs to be developed, which level is weak, and what supporting system or training strategy is needed for development.

Competency Matrix in HR vs Sport

Successful and efficient operation of a well-functioning organization needed professional organization, involvement and retention of human resources, human capital. The competence-based system provides the effective operation of security in strategic human resource management. The competence matrix is the systematization of the company's competence models, which shows the competencies of the specific positions that ensure successful implementation in the given job. Competence matrix can be developed from the corporate competence model. The competence model manages the relationship between the organization and the job in a framework, and can be measured by the distance between the competency set for the job. The content of competency models emphasizes the specific competencies that help the company to develop a competitive advantage, cognitive competences that are important in information processing, general, social competences, work, personal or personal competencies, execution, and functional competences, to perform outstanding work. Competence models cover 10-20 competences, the structure of which is defined by the organizational strategy's priorities (Varga, 2014).

We differentiate between functional and general competence models. The functional model defines the competences that characterize the job, and in the general competency model the psychic and personality factors are emphasized. Determination of competencies of competency models work on the identification of key competences, which form a subset of basic competences (Ditzendy et al., 2017). The selection can be performed efficiently through the Assessment Center, with the help of experienced specialists. The Competence Matrix is based on three pillars:

- profile profiling - job competence analysis - setting up a professional profile
- profiling of people - personal competence analysis
- Examination of job and personal consistency - comparison of the professional profile and personality profile - assessment

The purpose of the study is to compare the competency assessment on the labor market and the athlete assessment system. The basis for this comparison is that the athlete's competences can be used in the labor market by completing the athlete's career. In the table below will be compared, first the European Union experts as a result of a 5-year research, in 2006, identified 23 competencies, and the other hand the competences defined in the Athlete's Competence Assessment System.

Table 1. Competency in HR and Sport

Key Competency HR	Key Competency Sport	Job Competency HR	Job Competency Sport	Leader Competency HR	Leader Competency Sport
communication	communication	flexibility	adaptability	lead	lead
teamwork	role in the team	creativity	creativity	motivation	motivation
problem-solving skills	behavior, tolerance	initial autonomous decision making	management	learning from mistake	intellectuality
learning and performance	scientific interests	knowledge of foreign languages	scientific interests	contact, networking	people handling
quantification skill	memory	confidence	character definition	impact on other people	skills for people
		critical approach	learning abilities	decision-making	top management capability
		exploring opportunities	strategic thinking	focusing on the outcome and the completion of processes	stress management
		responsibility	emotional abilities	strategic thinking	strategic thinking
		capacity	loading	ethical attitude	intellectuality

Source: Own editing based on categories of personal competences and grouping them in the EU research program Varga 2014 and Sports Conflict Institute 2013

Conclusion

Aiming to enforce the athlete's competences in the labor market is a current social problem. At the end of sport career, athletes are released by hand, and their labor market is in difficulty. This problem has been dealt with in the American continent for many years, and in Europe only recommendations and initial steps have been made by the European Union. The solution to the problem needs to be visualized, the elements that affect external and internal factors in the athlete's career and what development solutions can be used to solve the social problem. Based on this we presented the theoretical aspects of corporate competitiveness, embeddedness and the role of sport, the talent of the athlete as the significance of human capital, the need for a dual career model for the development of labor market competences. It is an essential element to show that the competences of young people in the sport are in line with the competencies needed in the labor market, as many opportunities for sport are intensifying and emerging that are related to the HR soft elements. The interconnection between the corporate sector and the athlete's layer is an effective process for strengthening social capital, for individuals and for the athletes' model of life style.

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