



REVIEW ARTICLE

AN ANALYTICAL STUDY FOR MECHANISMS OF POLARIZING AND EMPOWERING THE HUMAN TALENTS AT EGYPTIAN SPORT INSTITUTIONS

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ABSTRACT

Aim: The research Aims at recognizing the mechanisms of polarizing and empowering the human talents at Egyptian sport institutions and the researcher used the descriptive method (surveying method). **Methods:** The research community is represented in employees in sport institutions at Arab Republic of Egypt representing in (Egyptian Olympic committee, Egyptian sport federations, Ministry of youth and sport, departments of youth and sport, sport clubs located in youth and sport departments area (the research sample). The researcher selected the research sample with class and purposive method of (273) individuals. **Materials:** The researchers designed a questionnaire aiming at recognizing mechanisms of polarizing and empowering the human talents at Egyptian sport institutions. **Results:** The most important recommendations were the weakness of the mechanisms for capturing and empowering the human talents at sport institutions, not concerning with the functional security for talented to ensure their stability and relaxation, deficiency in determining the important functions such as (planning leaderships – executive specialists – technical functions) during preparing plans of functional displacement inside sport institutions .

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INTRODUCTION

When any organization meets the talented needs and develops their abilities, the innovative and creative production will appear and will lead in turn to outputs distinguishing this institutions than another one. The importance of talents management in terms of need costs appears in displacing a person of scarce skills and large talents leading to clients feel of confidence and comfort when these talents are present inside the institutions because of their belief of the extent of the service or the production distinction in which the receive, because competencies deficiency leads to the burden increase on the organization, absent of final deadlines obligation, lowering the work type making the organization loses its clients, and losing the ability on keeping pace with the practices pertaining the talents innovation. (Meyer, Terry, 2005). The human talents management is a part of the management process that can't be dispensed with, in other words, indicating to a particular set or a mixture of the human resources practices in an institution. So, managing talents can be considered a sub- system interacts with other sub systems

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constituting the macro or the whole system, that is the institution or sport body as a whole (Gerhart, Barry, 2007). The system of managing talents consists of several elements aiming at achieving the organization goals that adopts such system. The system of managing the talents can be defined as a set of procedures and operations that translate the organization strategy into operational and applied programs to arrive excellence in the organization (Berger & Dorothy, 2004). The process of developing sport can be reflected positively on aspects of another development, because countries that are advanced in sport become focus of attention for international federations to conduct the large competitions, so this necessitates preparing the infrastructure that is necessary to absorb international forums. This isn't done but through human leaders of high competence and the ability to keep pace with the development, innovation and creativity. This is available in human talents management, as in the case of most nations that seek to receive the global championships, it is well known that sport institutions can't meet their obligations due to its dependence on the conventional methods that leads to perform the service with deficiency, whether this deficiency in the offered activity type or its quality, sport institutions shouldn't run randomly and every institution uses human talents management. Despite the developments in which sport movement witnessed in Egypt, particularly after issuing the new sport legislation, but there are obstacles in the ability of

polarizing and empowering the human talents in Egyptian sport institutions representing in management obstacles related with management approvals of polarizing and empowering the human talents in sport field, as well as the technical obstacles pertaining with the conventional ideas of polarizing and empowering the human talents in sport institutions, in addition to the obstacles specific the officials unawareness with the importance of empowering the human talents managements for sport investment as a basic requirement in the ability of innovation, creativity, achieving sport institutions goals and developing sport in general and sport institutions in particular. From previously mentioned, it was shown for the researchers that sport institutions not interested in gifts and polishing talented leading to weakness of organizational belonging for talent employees that leads in turn to talented migration from different specializations to overseas to search the best opportunities that are appropriate with their abilities and gifts to achieve creativity and excellence in the field of their specialization. Appointments inside these installations are made according to seniority years or the professional level not by creative abilities. The plans of executing the activities and it's budget not made with planed and clear system guarantees activities execution according to the budget to achieve creativity and excellence not deficiency or helplessness to achieve the accepted level

TERMS OF THE RESEARCH

Talent: The talent as a term can be summed up as these individuals who can make a distinction in the organization performance, either by their contribution directly in this performance or by achieving high levels of performance in the long term (Armstrong, M, 2009).

Management of the human talents: A set of procedures and operations that translate the organization strategy and it's conviction to operational and applied programs to reach excellence in the organization (Gerhart, Barry, 2007).

MATERIALS AND METHODS

Method of the research: The researchers used the descriptive method (surveying method) with it's steps and procedures for it's appropriateness to achieve the research goals.

Community and sample of the research: Community of the research is represented of employees in sport institutions at Arab Republic of Egypt represented in (Egyptian Olympic committee, Egyptian sport federations, Ministry of youth and sport, departments of youth and sport, sport clubs located in the area of youth and sport departments (the research sample).and the research sample was selected purposively of (273) individuals.

Steps of the research

The pilot study: The researchers conducted a pilot study as a tool to collect data where they applied on a sample of the research community and outside the basic sample from 3/2/2019 to 12/2/2019 in purposive of recognizing the extent of it's appropriateness and relation with applying on this sample.

Applying the research: After determining the sample and testing the tool of data collection and confirming it's validity and reliability, the researchers applied it on all the sample individuals (under research). The application period was from 25/2/2019 to 14/3/2019.

STATISTICS

Statistical method used: the percentage, correlation coefficient, Cronbach Alpha, estimated balance, the relative weight, the percentage, chi square, Use of SPSS for statistical processors version (22).

RESULTS

Answering the first question stating that:What is capturing and polarizing the human talents ?. The relative weight, the percentage and the order of the sample opinions for the statements of the first axis: capturing and polarizing the human talents) (n=273). The tabulated (Chi) value at a significance level of (0.05) = 5.99.

It is shown from table (1) the following: The percentage of the research sample opinions (the research sample) in the statements of the second axis: "capturing and polarizing the human talents ranged between (33.94 %: 49.69%). There are statistically significant differences between the research sample opinions in all statements and in the direction of disagreement.

Answering the second question stating that: What is maintaining with the human talents?

The relative weight, the percentage and the order of the sample opinions for the statements of the second axis: maintaining the human talents)(n=273). The tabulated (Chi) value at a significance level of (0.05) = 5.99

The tabulated (Chi) value at a significance level of (0.05) = 5.99. It is shown from table (2) the following: The percentage of the research sample opinions (the research sample) in the statements of the fifth axis: " maintaining the human talents ranged between (34.68 %: 40.54%). There are statistically significant differences between the research sample opinions in all statements and in the direction of disagreement. Answering the third question stating that: What is the functional displacement " functional succession ? The relative weight, the percentage and the order of the sample opinions for the statements of the third axis: functional displacement "functional succession" (n=273) . The tabulated (chi) value at a significance level of (0.05) = 5.99. It is shown from table (3) the following: The percentage of the research sample opinions (the research sample) in the statements of the sixth axis: " functional displacement " " functional succession " ranged between (38.34 %: 44.57%). There are statistically significant differences between the research sample opinions in all statements and in the direction of disagreement.

DISCUSSION

It is shown from table (1) the following: The researchers attribute this finding to the lack of developing programs and incentives for polarizing the talents to display their abilities and innovations, not using measurement methods in selecting

Table 1.

Chi square value	The percentage	The relative weight	Response			The statements	Serial
			Disagree	Somewhat	Agree		
516.55	33.94	278	268	5	—	Several methods are used to advertising empty leadership places	2
341.82	40.17	329	235	20	18	The talented are captured to occupy leadership leaders positions of responsibility.	3
142.57	49.69	407	184	44	45	Measurement methods are used in selecting the talent competencies that contribute in their polarization.	4
366.40	38.83	318	240	21	12	Practicing the principle of justice and transparency in the process of selecting new talents and evaluating the present talents.	5
342.59	39.56	324	235	25	13	Using measurement methods in selecting Masters and Doctorals that help in capturing the human talents.	6
356.20	39.80	326	238	17	18	Developing programs and incentives to capture the talents to present their abilities and innovations.	7
	40.33	1982	Total axis score				

Table 2.

Chi value	The percentage	The relative weight	Response			The statements	Serial
			Disagree	Somewhat	Agree		
361.14	39.32	322	239	19	15	Encouraging the human talents to obtain high scientific qualifications in the field of specialization.	1
370.88	39.19	321	241	16	16	Working to make talented participate in taking their decision.	2
351.91	39.32	322	237	23	13	Connecting between incentives and performance of than talented performance.	3
323.43	40.54	332	231	25	17	Depending upon performance reports in which information systems provide during determining talented incentives	4
365.96	39.32	322	240	17	16	It's management concerns with opening communication channels between it and it's talent personnel	5
386.00	38.34	314	244	17	12	It's management depends on varied incentive policies to maintain it's talented.	6
356.20	39.68	325	238	18	17	Seeking to increase wages and salaries according to competence to maintain it's talent personnel.	7
328.15	40.29	330	232	25	16	Providing the appropriate climate of talented work and insuring different functional privileges	8
482.66	34.68	284	262	11	—	There is a special system of promotion for the human talented.	9
438.00	36.63	300	254	11	8	Interested in functional security to insure stability and comfort of it's talented.	10
401.14	38.10	312	247	13	13	Delegating authorities for it's talented and determining their responsibilities.	11
396.46	37.73	309	246	18	9	Seeking to participate in competitions ,and effectiveness of developing talents.	12
	38.60	3793	Total axis score				

Table 3.

Chi 2 value	The percentage	The relative weight	Response			Statements	Serial
			Disagree	Somewhat	AGREE		
385.91	38.46	315	244	16	13	Determining the important jobs such as (planned leaderships executive specialists, technical jobs) during it's preparation for functional displacement plans.	1
356.33	40.05	328	238	15	20	Candida ting the human talents to occupy important positions during preparing functional displacement plan	2
381.19	38.34	314	243	19	11	Preparing a mechanism of functional displacement for important jobs during planning for jobs occupation	3
295.01	40.78	334	224	37	12	Providing training plans for talent candidates in purpose of functional displacement to cover the skills necessary for occupying the targeted jobs .	4
327.98	40.42	331	232	24	17	Qualifying the human talents to occupy leadership roles in the future "second row" .	5
287.56	42.00	344	223	29	21	Developing an annual broad displacement plan for reducing risks resulting from leaving talented for their place .	6
222.88	44.57	365	207	40	26	Evaluating candidates for displacement in leadership functions through concentrating on characteristics of talents.	7
	40.66	2331	Total axis score				

Masters and Doctorals to help in capturing the human talents, where the talented aren't captured to occupy leadership leaders positions of responsibility, the severe deficiency in advertising the empty leaderships places, since these leadership positions are occupied according to the officials passions without depending on the principle of competence and the innovation ability in work. It is shown from table (2) the following: The researchers attribute this finding that there is a deficiency by sport institutions in participating in competitions and effectiveness of talents, since there is no stability and comfort for talented in sport institutions because of not interested in the functional security to insure their stability and comfort, there is no a system of promotion of the human talents, not delegating authorities for it's talented and determining their responsibilities, not sharing talented in taking decisions of sport institutions. The human talents should be encouraged to obtain high scientific qualifications in their specializations, thereby benefiting and their performance inside sport institutions.

It is shown from table (3) the following: The researchers attribute this finding that there are very difficulties in developing an annual displacement plan for reducing risks resulting from leaving talented in their places for following the conventional management methods, not using modern scientific and development methods where there are no training plans for talent candidates in purpose of functional displacement to cover the skills necessary for occupying the targeted jobs.

Conclusion

Weakness of the mechanisms for capturing and polarizing the human talents in sport institutions. There is a negligence from sport institutions in developing future plans and the ability to maintain the human talents and work to improve their conditions. Not interested in the functional security for the talented to insure their stability and comfort. There is no a suitable climate for talented work and insure those who have the functional privileges.

Following the conventional management methods and not using modern scientific and developed methods in functional displacement and succession. Not evaluating the candidates for the displacement in the leadership functions according to the human talents and the functional sequence only.

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