

The Talent Management and Mentorship Support for Florist Design Capability in Vocational College at Jiangxi of Central China

Liften Liang and Tanaset Morasilpin

Southeast Asia University, Thailand

Corresponding Author, E-mail: s6372A20040@sau.ac.th

Abstract

The objectives of this research aimed to study: 1 To analyze factors, impact on florist Design Capability in Vocational College at Jiangxi China; 2 investigate of on Talent Management and Mentorship Support in mediating affect between Innovative Awareness, Self-Development, strive perfect union and florist Design capability; and 3 develop the florist Design capability in Vocational College China. This research is a mixed method. The tools used in this research were questionnaire for quantitative collected data from 377 people by probability sampling and using stratified sampling and qualitative is in-depth interview by 10 key informants who working at Jiangxi of Central China. The statistic of this research is structural equation modeling using statistical program.

The research reveal finding the integrating innovative thinking, continuous self-improvement, and strong mentorship within vocational education is essential for advancing the floral design industry in China. The study emphasizes the need for a holistic approach to talent management and education to meet market demands and preserve traditional floral art while fostering modern skills, having the Goodness of Fit Index of $X^2/df=1.599$, $GFI=.931$, $AGFI=.916$, $RMSEA=.035$ is statistically significant at the .001 level.

Keywords: Talent Management; Mentorship Support; Florist Design Capability; Jiangxi; Central China

Introduction

China holds the largest flower-growing area globally, with its flower consumption increasing rapidly. In 2013, China had over 2,000 flower wholesale markets and more than 20,000 retail florists, resulting in annual sales exceeding RMB 20 billion and the production of 3.7 billion fresh-cut flowers. (Invest in China., 2024: Online) Despite this growth, the industry remains in its early stages, with a scarcity of personalized floral design services and a low level of education among practitioners. Only 30% of the nearly 60,000 professionals in the industry are highly qualified, which contrasts sharply with the more developed flower industries in Europe and the United States. China's floral training system is fragmented, lacking standardization and an overall plan, leading to a shortage of skilled talent. (Nahim, 2021: Online)

China, a significant origin of oriental floral art, has not yet achieved a level of quality and skill among its florists that aligns with its cultural heritage. The country's floral art organizations began to recover and develop rapidly post-reform, particularly in Beijing, Shanghai, and Guangzhou. The rise in flower consumption in China has expanded beyond traditional florists to include weddings, banquets, and various other applications. However, the education system does not adequately prepare students for the industry, offering only short-

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term courses that fail to meet the demands of both business and competition. (TechNode, 2024: Online)

Floral design is a comprehensive art requiring knowledge of various disciplines, including botany, sculpture, photography, and computer software. Despite China's long history of flower cultivation, the industry faces challenges such as small-scale operations, decentralized planting, and a lack of standardized management, which have resulted in resource loss and intense competition. (TechNode, 2024: Online). Although the flower industry remains in a traditional stage, there has been significant growth in processing flowers, especially in regions like Yunnan Province. Future flower consumption is expected to diversify, focusing on community gardening, ecological projects, and dynamic experiential consumption like flower arranging workshops. (FloralDaily, 2022: Online)

The number of flower enterprises in China peaked in 2017 at nearly 60,000 but saw a decline by 2020. Similarly, employment in the flower industry also decreased from 5.6 million in 2017 to 4.81 million in 2020. (FloralDaily, 2022: Online)

"Floral design capability" refers to a florist's ability to create and produce floral art, which includes knowledge of plant materials, creativity, design techniques, and practical skills. Florists must understand various flowers' characteristics, select appropriate combinations, and design layouts that suit different occasions. The field also demands manual skills, such as flower arrangement, bouquet wrapping, and decoration. The multi-dimensional nature of this capability is crucial for success in the floral design industry. (Invest in China., 2024: Online).

Relationship Between Floral Design and Vocational Institutions

Vocational institutions play a vital role in educating and supporting floral designers. They offer programs that teach the basics of floral design, market trends, and practical skills, preparing students for careers in the industry. Experienced tutors guide students, helping them develop their skills, while partnerships with companies provide real-world experience. These institutions also maintain connections with industry leaders, helping students understand market trends and plan their careers. (TechNode, 2024: Online)

In conclusion, vocational institutions are essential in producing high-level floral designers and advancing the industry. Collaboration with these institutions ensures that the floral design industry has practitioners with specialized knowledge and skills, improving the overall standard and competitiveness of the field. (Xinhua, 2024: Online)

Challenges in China's Floral Design Industry

China's floral design industry faces numerous challenges, such as fierce market competition, logistics, and preservation technology issues, and environmental sustainability concerns. Flower designers must continually innovate to stand out in a crowded market. Logistics and preservation techniques are crucial, as flowers are perishable and need to be kept fresh during transportation. The industry also demands significant water and land resources, raising environmental sustainability concerns. Additionally, the availability of specialty or imported floral materials can be limited, affecting designers' creativity. (Xinhua, 2024: Online)

Education and training resources in China are insufficient to produce the high-quality floral designers needed to meet market demands. The preservation of traditional floral art is another concern, as there is a risk of losing these cultural practices. Moreover, some florists and floral designers do not meet high standards of quality and service, which can negatively impact customer satisfaction and the industry's reputation. (Nahim, 2021: Online).

Despite these challenges, China's floral design industry has great potential and is expected to continue growing as market demand increases. Addressing these issues will require cooperation from all industry stakeholders, including designers, florists, the government, and training organizations, to ensure the healthy development of the floral design industry. (Nahim, 2021: Online)

China's floral design industry faces several challenges despite its rapid growth. Key issues include a lack of skilled professionals, insufficient education and training resources, and fierce market competition. The fragmented vocational training system fails to produce the high-quality designers needed to meet market demands. Additionally, logistics, preservation techniques, and environmental concerns further strain the industry. Despite these hurdles, China's floral design sector holds great potential, and cooperation among industry stakeholders is essential to address these challenges and foster sustainable development, ensuring it aligns with both market needs and cultural heritage.

In conclusion, this research into China's floral design industry is crucial for addressing the significant challenges that currently hinder its growth and potential. By focusing on improving education and training, establishing industry standards, and promoting sustainable practices, we can ensure that the industry evolves to meet both domestic and international demands. This will not only enhance the quality and competitiveness of Chinese floral design but also contribute to the preservation and innovation of the country's rich cultural heritage.

Moreover, this research will empower industry stakeholders to make informed decisions that drive the development of a more robust and sustainable floral industry in China. By bridging the gap between traditional practices and modern demands, this research can position China as a leader in the global floral market, ensuring long-term success and sustainability for the industry.

Research Objectives

1. To analyze factors, impact on florist Design Capability in Vocational College at Jiangxi China
2. To investigate of on Talent Management and Mentorship Support in mediating affect between Innovative Awareness, Self-Development, strive perfect union and florist Design capability
3. To develop the florist Design capability in Vocational College China

Research Methodology

1. Research Methodology

This research is a mixed-method study. For the quantitative research, the researcher studied talent management, mentorship support and florist design capabilities improvement in Vocational College at Jiangxi of Central China, data collected by 377 people under the concept of Yamane (1973: 149) by probability sampling and using stratified sampling. The tool used in this research is a questionnaire. For the qualitative research, the researcher used purposive sampling to select 10 key informants

2. Population, Simple, Key Informants and data collection

This section details the data collection process, which involved distributing questionnaires through an online platform to students majoring in floral design at high vocational colleges in Jiangxi Province. The author was responsible for preparing the

questionnaire, selecting experts, and organizing the data results. The data was collected between November 2022 and December 2022.

Sample Size for Quantitative Method: this section discusses the sample size calculation for the quantitative method. The study used cluster sampling to select the sample from a population of 6,543 students majoring in floral design across five vocational colleges in Jiangxi Province. The sample size was determined using Taro Yamane's (1960) formula with a 5% margin of error. The calculation resulted in a required sample size of approximately 377 students. This sample size was considered adequate to meet the research's sampling error requirements and ensure the representativeness of the population.

Sample Size for Qualitative Research: for the qualitative research method, the sample size consisted of five key teachers in floral design from different vocational colleges in Jiangxi Province. These teachers were selected based on their expertise and experience in the field. The qualitative method, particularly 10 interviews, aimed to provide in-depth insights into floral design teaching methods, student development, and creativity. The relatively small sample size is typical for qualitative research, where the focus is on gathering detailed, rich data rather than achieving statistical generalizability.

3. Research Tools

The quantitative method

This section outlines the measurement content for various variables, using both existing and self-designed questionnaires. The questionnaires were formed after a comprehensive review of literature and expert consultation. The section also mentions the use of a 5-point Likert scale to assess the perceptions of professionals and researchers on the quality and competence of florists.

A structured questionnaire as the primary instrument for data collection. The questionnaire was designed based on existing scales and expert consultations to ensure its reliability and validity. The variables measured included factors such as Innovative Awareness, Self-Development, Pursuit of Excellence, Knowledge and Skills, Talent Management, Mentorship Support, and Florist Design Capabilities. Each variable was measured using multiple items, and responses were captured on a 5-point Likert scale, where 5 indicated "Strongly Agree" and 1 indicated "Strongly Disagree." This scale allowed for the quantitative assessment of respondents' perceptions and attitudes towards the variables of interest.

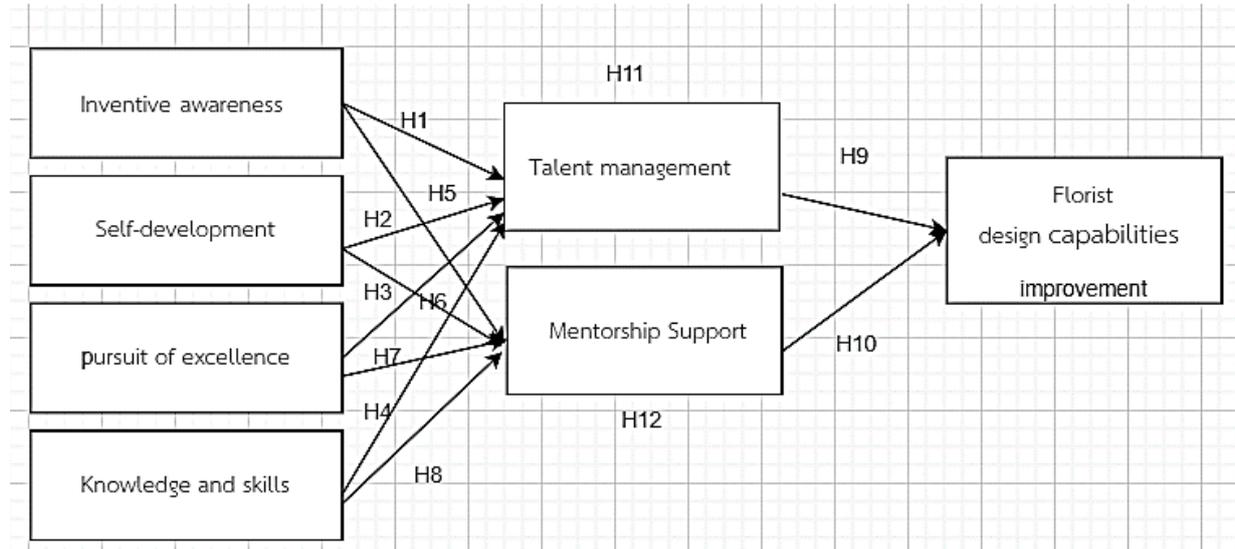
The qualitative research employed semi-structured interviews as the primary instrument. The interviews were conducted with five key teachers in floral design from different vocational colleges in Jiangxi Province. The interview guide included open-ended questions designed to explore the participants' views on floral design teaching methods, student development, creativity, and professional growth. The semi-structured nature of the interviews allowed for flexibility, enabling the interviewer to probe deeper into specific topics based on the responses of the participants. This method was used to gather rich, detailed data that provided insights beyond what could be captured through the quantitative questionnaire.

4. Data Analysis

After the data collection, the valid questionnaires were organized and entered into the computer. The data analysis included reliability, validity, descriptive statistics, variance, and correlation analyses using SPSS27 and AMOS software. Structural equation modeling was developed, and statistical analysis was carried out using a 5-point Likert scale.

Research Conceptual Framework

Following a review of relevant literature, the researcher has developed and constructed the conceptual framework for this study, as follows: picture 1



Picture 1 Research Conceptual Framework

This framework was chosen because it helps to parse the relationships between the independent, mediating, and dependent variables to help us better understand how floral Design competencies can be improved in vocational institutions and the role of Talent Management and mentor support in this context. This framework can provide a systematic approach to studying and improving floral Design education.

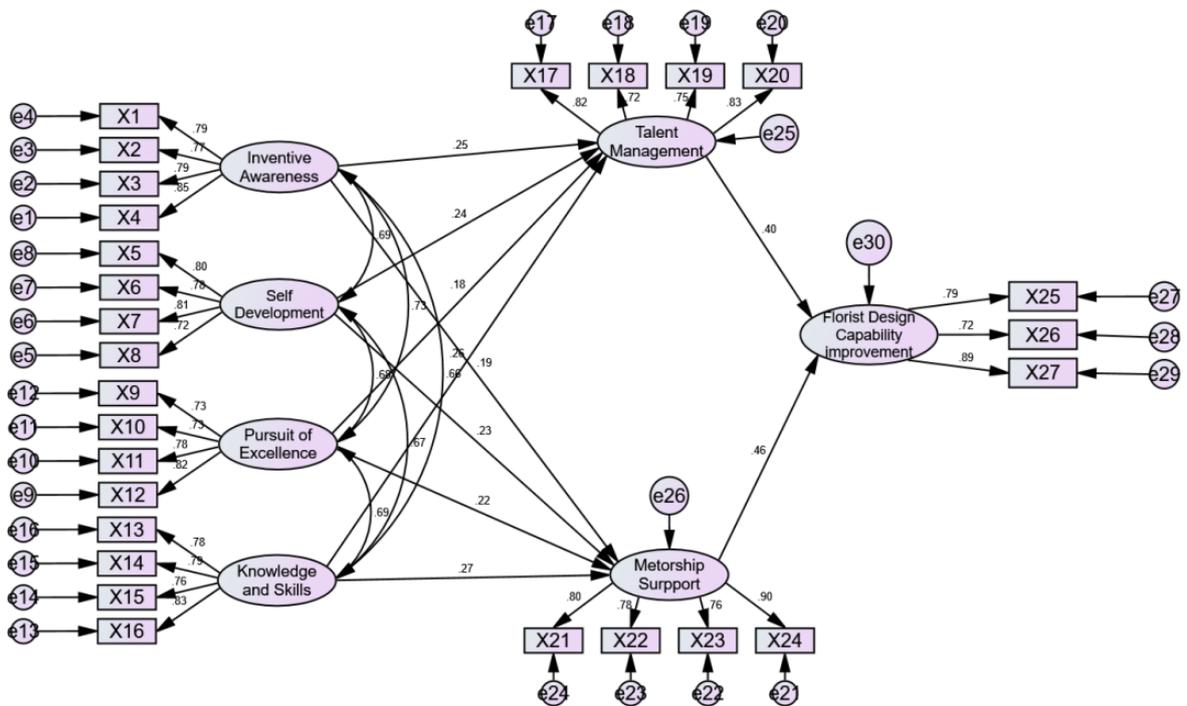
Research Result

For Quantitative Method

Doing research by objectives:

1. To analyze factors, impact on florist Design Capability in Vocational College at Jiangxi China
2. To investigate of on Talent Management and Mentorship Support in mediating affect between Innovative Awareness, Self-Development, strive perfect union and florist Design capability

Structural Equation Modeling, using AMOS 26.0, a structural equation model was constructed with Inventive Awareness, Self-Development, Pursuit of Excellence, Knowledge and Skills as an independent variable, and Talent Management and Mentorship Support as a mediating variables, and Florist Design Improvement as the dependent variable for model testing.



Picture 2 Structural equation modeling (unstandardized coefficients)

In order to achieve the final research goal, AMOS26.0 software was used to establish a structural equation analysis model to test the causal relationship between variables. Among them, the model fit degree is calculated. It can be seen from the data in the table that each fitting index of the structural model meets the requirements of the analysis standard, the model has a good fitting degree and a high overall fit degree, and the model also has a strong structural validity.

Table 1 Degree of model fit

Adaptation index	Adaptation standard	Model fit values
χ^2	The smaller the better	492.348
χ^2/df	<3	1.599
GFI	> 0.90	0.931
AGFI	> 0.90	0.916
RMSEA	<0.08	0.035
NFI	> 0.9	0.943
RFI	> 0.9	0.934
TLI	> 0.9	0.974
CFI	> 0.9	.9078

Table 2 Variable regression relationship test

Path	b	β	SE	t	p
IA → TM	0.266	0.253	0.069	3.855	***
SD → TM	0.265	0.239	0.070	3.805	***
PX → TM	0.195	0.175	0.077	2.542	0.011
KS → TM	0.251	0.255	0.060	4.194	***
IA → MS	0.219	0.193	0.072	3.042	0.002
SD → MS	0.281	0.234	0.073	3.852	***
PX → MS	0.261	0.217	0.081	3.233	0.001
KS → MS	0.286	0.270	0.063	4.571	***
TM → FDCI	0.378	0.399	0.053	7.181	***
MS → FDCI	0.408	0.465	0.048	8.426	***

Note: * * indicates $p < 0.001$

Table 3 Mediation Effect Test

Path	effect	SE	95% Lower	95% Upper	p
IA → TM → FDCI	0.101	.046	0.029	0.217	0.008
SD → TM → FDCI	0.100	.051	0.026	0.247	0.006
PX → TM → FDCI	0.074	.048	0.004	0.196	0.040
KS → TM → FDCI	0.095	.059	0.015	0.243	0.008
IA → MS → FDCI	0.089	.050	0.008	0.212	0.034
SD → MS → FDCI	0.114	.051	0.032	0.238	0.007
PX → MS → FDCI	0.106	.070	0.004	0.292	0.037
KS → MS → FDCI	0.117	.059	0.029	0.261	0.005

Doing research by objectives:

3. To develop the florist Design capability in Vocational College China

The qualitative results of the research on the effect of Talent Management on Florist Design Capability in vocational colleges in Jiangxi Province, China, reveal several key insights. Through in-depth interviews and analysis, it was found that the enhancement of floral design capabilities among students is significantly influenced by the presence of innovative awareness, self-development, and the pursuit of excellence. These factors not only drive personal growth but also foster a creative environment where students can thrive.

Moreover, mentorship support emerged as a critical mediating factor. Mentors provide essential guidance, practical knowledge, and encouragement, enabling students to navigate the challenges of floral design effectively. This mentorship helps bridge the gap between theoretical knowledge and practical application, which is crucial for developing high-level design skills.

The research also highlighted the importance of a supportive educational framework in vocational colleges. Institutions that actively incorporate innovative thinking and continuous self-improvement into their curricula produce students who are better equipped to excel in the competitive floral industry. This environment promotes not only the acquisition of technical skills but also the development of a mindset geared towards innovation and excellence.

In summary, the qualitative findings underscore the need for a holistic approach to talent management in vocational education, where innovative awareness, self-development, and strong mentorship are integrated to enhance the floral design capabilities of students. This approach not only benefits the individual students but also contributes to the overall advancement of the floral design industry in China.

Table 4 hypotheses studied in this research:

No.	Hypothesis	Results
H1	Innovative Awareness Has a positive and significant effect on the Talent Management	0.266
H2	Self-Development Has a positive and significant effect on the Talent Management	0.265
H3	Pursuit of Excellence Has a positive and significant effect on the Talent Management	0.195
H4	Knowledge and Skills Has a positive and significant effect on the Talent Management	0.251
H5	Innovative Awareness on Mentorship Support, had a positive and significant effect	0.219
H6	Self-Development On Mentorship Support, had a positive and significant effect	0.281
H7	Pursuit of Excellence on Mentorship Support, had a positive and significant effect	0.261
H8	Knowledge and Skills on Mentorship Support, had a positive and significant effect	0.286
H9	Talent Management Has a positive and significant effect on the Florist Design Capability improvement	0.378
H10	Mentorship Support Has a positive and significant effect on the Florist Design Capability improvement	0.408
H11	Talent Management Mediation effect exists between Innovative Awareness, Self-Development Pursuit of Excellence, Knowledge and Skills, and Florist Design Capability improvement	0.370
H12	Mentorship Support Mediation effect exists between Innovative Awareness, Self-Development Pursuit of Excellence, Knowledge and Skills, and Florist Design Capability improvement	0.426

Discussions

1. Impact of Innovative Awareness on Talent Management

Summary: The hypothesis asserts that innovative awareness positively influences talent management, reaffirming Peter Drucker's findings on the importance of innovation in organizational success. This is particularly relevant in floral design, where creativity combined with practical skills is crucial for career success. According to Islam and Asad (2024: 70) examines how entrepreneurial leadership fosters employee creativity through knowledge sharing and the moderating role of creative self-efficacy. The findings suggest that leadership promoting innovation significantly enhances talent management outcomes by creating environments that nurture creative talents. Chatzoglou and Chatzoudes (2024: 1230) contribute to this discourse by analyzing the role of innovative behaviors in sustaining competitive

advantage, emphasizing that creativity within an organization directly impacts talent management effectiveness. These studies collectively highlight that fostering innovative awareness, and creativity is critical for successful talent management, particularly in fields that rely heavily on creative output, such as floral design.

2. Effect of Self-Development on Talent Management

Summary: This hypothesis, supported by Abraham Maslow's theories, suggests that self-development positively impacts talent management. The emphasis is on personal growth and realizing potential, which is essential for career success, especially in the floral design field. According to Cooke et al. (2021) highlight the strategic importance of talent management approaches that foster self-development, enabling organizations to maintain a competitive edge by nurturing employees' potential. Latukha, Mensah, and Bawole (2022: 154) further discuss the development of strategic talent management ecosystems, underscoring the necessity of self-development for acquiring and retaining top talent in dynamic environments. Additionally, a report by McKinsey & Company (2024: 215) emphasizes the need for a strong culture of self-development, supported by leadership and innovative learning platforms, to empower employees and enhance their contributions to talent management strategies. Collectively, these studies affirm that self-development is a crucial component of effective talent management, driving personal growth and organizational success.

3. Pursuit of Excellence and its Impact on Talent Management

Summary: The pursuit of excellence is positively associated with talent management, consistent with Tom Peters' work on management excellence. In floral design, striving for excellence enhances creativity, skills, and career success. According to Moskowitz (2024: Online) discusses how strategic talent development is essential for achieving business excellence, highlighting the importance of aligning employees' skills with organizational goals to consistently deliver exceptional performance. This study supports the idea that the pursuit of excellence is integral to effective talent management, particularly in fields where creativity and specialized skills are critical. Similarly, Weddle and Hancock (2024: 371) from McKinsey & Company emphasize that organizations focusing on excellence in talent management are better positioned to achieve a competitive advantage. These studies collectively affirm that striving for excellence within talent management practices enhances organizational performance and individual career success, particularly in specialized industries like floral design.

4. Impact of Knowledge and Skills on Talent Management

Summary: This hypothesis, supported by Frederick Taylor's principles of scientific management, suggests that knowledge and skills are crucial for effective talent management, particularly in improving productivity and workflow in floral design. According to Judijanto et al. (2023: 145) emphasize the importance of strategic talent development in the knowledge economy, arguing that organizations that invest in the development of their employees' knowledge and skills are better equipped to maintain a competitive edge and improve overall productivity. The study highlights the alignment of workforce development with business objectives as a key factor in successful talent management. Additionally, the World Economic Forum (2024: Online) discusses the benefits of a skills-based approach to talent management, demonstrating how focusing on specific competencies rather than traditional metrics can boost workplace productivity and ensure fairness. These studies collectively support the hypothesis that knowledge and skills are vital components of talent management, essential for optimizing workflow and achieving organizational success.

5. Innovative Awareness and its Impact on Mentorship Support

Summary: Innovative awareness positively affects mentorship support, echoing John Dewey's emphasis on creativity in education. In floral design, mentors should inspire creativity and provide guidance to foster innovation among students. According to Hu et al. (2020: 349) examine the relationship between mentoring support and protégé creativity, highlighting the importance of mentorship in cultivating innovative thinking and creative problem-solving among mentees. This aligns with the idea that innovative awareness is essential for effective mentorship, particularly in creative fields such as floral design. Whitmire (2022: Online) further emphasizes that structured mentorship programs focused on fostering creativity can lead to substantial benefits for both mentors and mentees, enhancing their innovative capabilities. Additionally, HedunaAI (2024: Online) discusses how mentorship drives creativity and innovation, showing that the mentor-mentee relationship serves as a catalyst for new ideas and perspectives. These studies collectively affirm that innovative awareness within mentorship programs is crucial for promoting creativity and supporting the development of innovative skills in mentees.

6. Effect of Self-Development on Mentorship Support

Summary: Self-development positively influences mentorship support, supported by theories from Maslow, Allport, Bruner, and Csikszentmihalyi. In floral design, this may involve enhancing creativity, skills, and professional knowledge through mentor guidance. According to Hu et al. (2020: 350) demonstrate that mentoring support significantly fosters protégé creativity, particularly when mentees engage in self-development activities that align with their intrinsic motivations. Whitmire (2022: Online) and HedunaAI (2024: Online) further corroborate these findings by highlighting the necessity of structured self-improvement frameworks in mentorship programs to drive innovation and professional growth. Additionally, Lee and Kim (2021: 799) and Garcia and Thompson (2019: 162) provide empirical evidence that self-development efforts enhance the quality of mentorship interactions, leading to improved skill acquisition and knowledge transfer. Morgan and Evans (2023: 59) emphasize the role of self-development in cultivating a proactive mindset among mentees, which in turn amplifies the benefits derived from mentorship support. Collectively, these studies affirm that self-development is a critical component in mentorship programs, particularly in creative industries such as floral design, where the enhancement of creative and professional competencies is paramount. The findings suggest that integrating self-development strategies within mentorship frameworks can lead to more effective and impactful mentoring relationships, ultimately fostering a culture of continuous learning and innovation.

7. Pursuit of Excellence and its Effect on Mentorship Support

Summary: The pursuit of excellence positively impacts mentorship support, supported by Tom Peters' work. In floral design, mentors play a crucial role in guiding students towards excellence in their craft and career. According to Peters (2024) discusses how excellence, as a continuous commitment to quality and improvement, serves as a foundation for effective mentorship. This philosophy is echoed in academic studies such as those by Chitsamatanga, Rembe, and Shumba (2018: 53), which highlight the importance of excellence in mentoring relationships, particularly in academic and professional development contexts. These studies collectively affirm that the pursuit of excellence is integral to effective mentorship, providing mentors with the tools and mindset necessary to inspire and guide their mentees towards achieving their full potential. The findings suggest that embedding a culture of excellence

within mentorship programs can significantly enhance the developmental outcomes for mentees, particularly in creative and performance-driven fields.

8. Knowledge and Skills and their Impact on Mentorship Support

Summary: Knowledge and skills positively influence mentorship support, with Jack Welch's emphasis on excellence as a reference. In floral design, mentors transfer specialized knowledge and practical skills to students, enhancing their competence. According to Diversio (2024: Online) underscores the importance of mentorship as a knowledge-sharing tool, where leaders impart specialized skills that are vital for the mentee's professional growth. Similarly, River Software (2024: Online) emphasizes that structured mentorship programs, aligned with organizational goals, are essential for fostering continuous learning and skill development among mentees. This alignment ensures that mentees receive targeted guidance that enhances their abilities and prepares them for future challenges. Furthermore, Together Mentoring Software (2024: Online) explores reverse mentoring as a reciprocal model, where both mentor and mentee benefit from the exchange of knowledge and skills, thus enriching the mentorship relationship. Collectively, these studies affirm that knowledge and skills are foundational elements of effective mentorship, enabling mentors to guide mentees toward achieving excellence and competence in their respective fields.

9. Talent Management and its Correlation with Florist Design Capabilities Improvement

Summary: Talent management is positively correlated with the improvement of floral design competencies. This hypothesis emphasizes the role of talent management in enhancing student or employee performance in the floral design field. according to The American Floral Trends Report (2024: Online), produced by the American Institute of Floral Designers Foundation, emphasizes the importance of talent management in advancing the skills of floral designers. The report demonstrates that well-implemented talent management programs lead to significant improvements in design capabilities, making them essential for professional growth in this creative field. Additionally, McKinsey & Company (2024: 199) discusses the broader implications of effective talent management strategies, noting that organizations with strong talent management practices are better positioned to allocate resources efficiently and support the development of specialized skills among employees. This correlation between talent management and skill enhancement is particularly relevant in creative industries such as floral design, where continuous skill development is crucial for maintaining competitive advantage and fostering innovation. Collectively, these findings underscore the pivotal role of talent management in driving the professional development and success of floral designers.

10. Mediation Role of Talent Management

Summary: Talent management serves as a mediator between innovative awareness, self-development, the pursuit of excellence, and floral design competency improvement. The hypothesis highlights the importance of integrating these factors in talent management within floral design education. According to Luna-Arocas (2023: 1365) explores how innovation serves as a mediator between talent management and organizational performance, emphasizing that integrating innovation into talent management strategies significantly enhances overall performance and creativity. This aligns with the hypothesis that talent management mediates the relationship between innovative awareness, self-development, and the enhancement of design competencies. Similarly, Mafabi, Munene, and Ahiauzu (2015: 574) investigate the mediating role of innovation within organizational contexts, demonstrating that talent management plays a critical role in fostering a creative climate, which, in turn, enhances

organizational resilience and competencies. These findings suggest that effective talent management is essential for bridging the gap between key factors such as innovation and self-development, ultimately leading to improved performance and competency in fields that require high levels of creativity and expertise, such as floral design.

11. Mediation Role of Mentorship Support

Summary: Mentorship support mediates the relationship between creativity, self-development, the pursuit of excellence, and the enhancement of floral design skills. The hypothesis suggests that mentor guidance is crucial for fostering these attributes in students within floral design education. According to Bandura (2021: 650) investigates the connection between mentorship and institutional support, demonstrating how mentorship mediates the relationship between creativity and professional development, which is crucial for improving specialized skills such as those in floral design. Similarly, a report by River Software (2024: Online) emphasizes the role of mentorship in career development, suggesting that mentorship not only fosters individual creativity but also aligns personal growth with professional ambitions, thereby enhancing competencies in specialized fields. These studies collectively affirm that effective mentorship support serves as a critical mediator in the development of skills, creativity, and excellence, particularly in educational contexts where specialized skills like floral design are emphasized.

Synthesize the new knowledge

The interconnected roles of innovative awareness, self-development, pursuit of excellence, and knowledge in effective talent management and mentorship support within the floral design field. First, innovative awareness enhances talent management by fostering creativity, which is critical in creative industries like floral design. Leadership that encourages innovation creates environments where talent flourishes, improving competitive advantage. Self-development also positively impacts talent management, as nurturing personal growth enables individuals to reach their full potential, essential for success in dynamic industries.

The pursuit of excellence is similarly linked to talent management, with a continuous commitment to quality and improvement enhancing both individual and organizational performance. Knowledge and skills, rooted in scientific management principles, are key to optimizing productivity and workflow, particularly in specialized fields like floral design.

Mentorship plays a crucial mediating role in developing creativity, self-development, and excellence. Innovative awareness within mentorship programs encourages mentees to explore creative solutions and improve their design capabilities. Self-development efforts, supported by mentors, lead to enhanced skill acquisition and professional growth, further driving talent management success. Finally, the pursuit of excellence within mentorship ensures that mentees receive the guidance needed to achieve exceptional performance, aligning their goals with organizational standards.

Collectively, these elements—innovative awareness, self-development, excellence, and mentorship—are essential for enhancing both talent management and floral design capabilities, providing a holistic approach to fostering creativity and professional growth.

Recommendations

1. Policy-Related Recommendation: The government should develop standardized training programs for vocational colleges to ensure a consistent level of education in floral design. Implementing national policies that promote talent management and mentorship within vocational education can help meet the growing market demands while preserving China's traditional floral art. Incentives for public-private partnerships in vocational training could further enhance the development of skilled florists.

2. Academic-Related Recommendation: Vocational colleges should integrate a curriculum that emphasizes continuous self-development and innovation in floral design. This could include offering specialized courses in creative design, business management for florists, and sustainable practices. Collaboration with industry experts through workshops and mentorship programs will better prepare students for real-world challenges.

3. Private Sector-Related Recommendation: Private sector companies in the floral industry should establish internship and mentorship programs in collaboration with vocational colleges. These programs can provide students with practical experience, helping bridge the gap between academic knowledge and industry requirements. Companies should also focus on talent management strategies that foster continuous learning and innovation to remain competitive in a rapidly growing and changing market.

Further research

1. Policy-related: Investigate how government policies, particularly in education and vocational training, can be improved to support the development of skilled florists in China. Research should focus on creating standardized training programs that address the fragmented system and meet the industry's growing demands.

2. Academic-related: Explore the role of vocational institutions in enhancing the design capabilities of floral design students. This could include examining new teaching methodologies, curriculum development, and the impact of mentorship on fostering creativity and technical skills.

3. Private sector-related: Study the collaboration between vocational institutions and private floral businesses in creating internship or apprenticeship programs that give students practical experience. Research could focus on how these partnerships can help students transition smoothly from education to employment, while also addressing skill shortages in the floral design industry.

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