

## Feasibility of Talent Management in Preschool Centers in Tehran

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### ABSTRACT

The purpose of this study, the feasibility of talent management of experts, managers and coaches of preschool centers in Tehran through the study of the five components of fivefold talent management from perspectives of professionals, managers and coaches of preschool centers in Tehran. Methods was sectional survey and population consisted of all the experts, managers and coaches of preschool centers in Tehran in 2013-2014 academic year that has been done through the multi-stage sampling (with a unit of care). Population included 130 patients (46 experts, 28 managers and 56 coaches) meanwhile 97 people (34 experts, 21 managers and 42 coaches) were selected as the samples. Data collection tools is a researcher made questionnaire containing 51 closed package questions of talent management, with content validity and reliability coefficient (Cronbach's alpha 97 %). Data obtained with the use of descriptive and inferential statistics and has been analyzed through the single sample t-test. The overall findings of the study showed talent management of experts, managers and coaches of preschool centers in Tehran is in good condition and is well above average and the null hypothesis on the basis of no difference between the sample mean and the mean of base is rejected. As well, in regard the current state of talent management components based on attracting talent of employees as the most valuable component of human capital and component of explore and evaluate potential talents of employees to adapt the job and the efficiency and component of development and education and responsibility for development and personal improvement and create opportunities for learning and component of retention of talent in enhancing the efficiency of manpower and finally the component of succession planning as attempt in regard to key positions and development for talents, are in a favorable position and is above average as well as components for components of capturing, discovery and assessment of development and training and retention of talent and its successor development, the null hypothesis of no difference between the sample mean and the mean of base is rejected and there is a significant difference.

**KEYWORDS:** Pre-School Education, Talent Management, Succession Planning

### 1. INTRODUCTION

In the current competitive situation and in an environment where constant change and innovation is its most features, only organizations will be won excellence which understand the strategic role of human resources and have skilled, knowledge-based, competent, elite and abled human resources. In the era of knowledge and wisdom, organizations are increasing emphasis on knowledge and knowledge workers. Therefore in the field of human resource management is emphasized on the importance of planning a comprehensive process of talent management. Talent management will ensure organizations that they be qualified people with the right skills in the right job status [1]. Talent management is one constantly searching for serious talent and with creating a challenging environment and meet the needs of staff maintains them. In other words, talent management theory focuses on how individuals enter the organizations and grow and focuses on the competencies talents and in fact not only consists of attracting and retaining the best talents, but also consists the identification and exclusion of unnecessary individual and also completely inappropriate [2].

Schweyer, [3] says, talent management includes all actions and activities related to the human resource that is, sourcing, screening, selection, placement, development and retention in other words, talent management is what occurs in the link of recruit, development, workforce management processes and can also be described as optimizing talent. Creelman [4] claims that it is well that we consider talent management not only as a suite of topics but as an "attitude". In "talent management perspective," there is the belief that talented people play a pivotal role in the success of organizations, and can influence all organizational issues. Rottwell [5] defines talent management: talent management point out to process or the strategies to acquire, develop and retain talent namely the employees who are important for future of an organization strategically. Gay and Sims [6] also believe that talent management is an effort by an organization to identify, develop and retain ascending upward mobility top talent [7]. Talent management has a cycle includes fields to identify and attract talent, retain and keep talent, talent development and succession planning and talent. Today' agencies have not been searching for recruitment but are looking to attract talent. The affair which is called as a battle of talent or a war to get talent [8].

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The best strategy is not for success in the competition to attract talent, gather all talented people, but is to attract the best people. In other words the discovery, capture, manages and interacts with people who can work motivated, committed and effective on workplace [9].

“The field of human resource and managers and professionals to become the business partner for the organization and take the role actively in the plans to nurturing talents should have following tools:

1. They have to understand as business leader that are responsible for the management of human capital of organizations.
2. They have to be the keeper and the guardian of intelligence and knowledge capital of its organization and in process of identification and education talents be responsible for the leader role.
3. They have to be able talented staff and assist them to earn set of new skills and abilities that is the serious need of organization.

Talent management program requires that an organization has an assessment system and effective and appropriate performance. In fact, through this system, should be identified and introduced talented staff who have obvious and hidden ability and competence. The organization must also have a system of efficient and logical connection through which all employees each based on the their merit and performance can progress in their career and at the end the most important principle in talent management is that managers of organizations should be have "coaching style" and if the managers have the style, organizations talent can: 1- Find their solving; 2- Develop their skills, 3- Correct and change behavior; 4- Transform their attitude; 5- Achieve to their treasure of reason and tact [10].

Overall, in this management focus and emphasis is on enhancing the value of knowledge generated by the development of effective organization and in fact it is due to return and retain talents of individuals in the human resources in their organization. In other words, the management of talent is management of good individuals' recruitment for good jobs at the right time [11].

Talent Management has 5 steps: 1- Attract talent; 2- Discover talent; 3- Develop Talent; 4- Retain talent; 5- Succession planning talent

Khorshidi et al [12] in a study, has been mentioned talent management cycle as follows: 1- Selection and placement of qualified and talented individuals of human resources; 2- Leadership in regard to Education of attract talented Human Resources individuals of organization consistently; 3- Application of Performance Management; 4- Set up a performance-based compensation and payments amends system; 5- Succession planning to remove potential talents crisis; According to the above issues and due to the children are the largest wealth of each country. It is no doubt that investing in way meet the bliss and welfare of children and education of them is more beneficial and more resultful than other fields.

Psychologists warn us that the earliest years of a child's life are the most important training courses and if the facilities are available for them correctly, the personality and the learning and intelligence will develop significantly. Considering the importance of pre-school centers that personality of a child is formed in this period and given the importance of this period in the Islamic Republic system, attention to this period is very important and vital. Preschool period in Iran has important goals as [13]: A) Comprehensive development of the physical, emotional, social, emotional and intellectual of Children B) Cognition of children's abilities; C) Fostering a spirit of innovation; D) Foster creativity and imagination in children; E) Foster commitment and accountability of children.

Ro realize these objectives, existence of human resources such as talented managers, coaches and professionals related to the area that in this research, possibility of implement the talent management for human resources has studied. Several studies have been conducted on the feasibility of talent management, the following are some of them. Maali Tafti and Tajodini [14] in their study entitled "Talent Management Maturity Model" describe the design of a four-stage model of talent management system by "Lore" and pointed out that talent management maturity model is a diagnostic and prescriptive framework that allows enterprises to evaluate current situation of their efforts in the field of talents management, identify what should do actually for move to a better situation and design the programs to achieve them. Keshvari [15] in his study entitled "Feasibility of application of teachers' talent management at middle school in Tehran" with check the status of the eightfold components from the views of teachers and administrators in secondary schools in Tehran, concludes:

- There is no significant difference between different educational and employment groups about the current state of talent management components of the teachers. But there is a significant difference between some of the ages about talent management components of the teachers. Zinodini Bid Meshki [16] in his study entitled "post-secondary education readiness assessment for performances succession planning and talent management" with focusing on the public Universities of Tehran concludes:

- There is significant difference between current and desired status of succession planning and management of talent in the public universities of Tehran, in all aspects, and findings of the study indicated the need for a program for succession planning and management of talents of public universities in Tehran. Ashegh Hosseini Mehravani [17] in a study entitled “impact of the implementation of talent management on performance of the organization (Ports and Maritime Organization of Gilan province) concludes that there is a positive relationship between the use of talent management and organizational performance, and therefore use of talent management programs and processes cause to improve profitability, sales, creativity and innovation, quality of

products and services and flexible of organization. And Ports and Maritime Organization of Gilan can to improve its financial and non-financial performance by implement models and talent management programs.

Asgari Bajgrani [18] in its study entitled "effect of talent management strategy on mental and emotional involvement of municipality staff in Esfahan" with the emphasis on talent management strategies such new paradigms in the field of management of human resources concluded that talent management strategy has significant positive impact on mental and emotional involvement of the municipality employee. Rafiee [19] in his study entitled "The Pathology of talent management in the company of Rose Polymer and providing the solutions to improve it", indicates that managers had assess passable the company's talent management situation for components of identify and absorb and develop the talents and about the components of selection and recruitment, deployment, maintenance and management approach to the management were assessed as moderate and in all components except identifying and attracting and developing talents the reported difference was statistically significant. Krauss [20] in a study entitled "succession planning and talent management programs, proposed to reduce erosion of employees and prepare for retirement" concluded that the changing demographics of the workforce in the next ten years and has a significant impact on the organization as this information focus on the talented employees is so vital and necessary. Bett & Berestak [21] in their study entitled "teacher's talent management, promising practices and the lessons from Midwestern state" described and analyzed the need for a systemic approach to teachers' talent management and provided the offers for policymakers to develop a systematic systems of teachers' talent management that is in line with the formulation and development of policies to support teachers in the implementation of teachers' talent management system and the broad participation of stakeholders to increase collaboration and attracting and retaining effective talented teachers. Berestak [22] in his study entitled "talent management in the private sectors and education, literature review" examines and describes best practices and talent management experience in the education sector and other sectors and he concludes that the education sector to achieve its ultimate goal of improving success of student achievement should be implement the best talent management performances of the eight continuum domains of teachers' career.

Stepp [23] in study entitled "a comparison of the views of teachers and administrators about the elements components of compensation system of teachers' service explore the similarities and differences between the views and perceptions of teachers and administrators about the compensation system of teachers' service. From his perspective both the teachers and principals believed that compensation of teachers' service should be performed by performance and their degrees. But teachers believed the experience years be considered an elements of compensation system of teachers' service and teachers' satisfaction cause to the effects on their morale and commitment and affect achievements of the students positively.

So what have been the main objectives of this study provide an appropriate response to the following questions.

- 1 Is it possible to implement talent management for human resources (including technicians, managers and coaches) of pre- school Centers of Tehran?
- 2 Is it possible to attract talented human resources in pre-school centers in Tehran?
- 3 Is it possible to discover talents in preschool centers in Tehran?
- 4 Is it possible to educate and develop talents of pre-school centers in Tehran?
- 5 Is it possible to retain talent in preschool centers in Tehran?
- 6 Is there succession planning talent in preschool centers in Tehran?

## **2. MATERIALS AND METHODS**

Materials and Methods of the research is practical, quantitative, survey and cross-sectional in terms of purposes, data, nature and type of study, respectively. The population of the study composed of all the experts, managers and coaches of preschool centers in Tehran for 130 cases (46 experts, 28 managers and 56 coaches).

### **Sample and the method of its determination**

to select a representative sample and to increase the accuracy of measuring, multi-stage sampling (with a Unit of Nursery) has been used. Thereby, on the basis of a formula to determine the sample size HS Bola [24], 97 people composed of (34 experts, 21 managers and 42 coaches) form the population.

Measurement tool for the study was a researcher-made questionnaire of 51 questions. These questionnaires with the help of national and international studies and expert interviews have been obtained. Should be noted that the questioner has joined end of the thesis. Reliability of the measurement tool in the present study has been calculated by Cronbach's alpha and its value is equal to 0.97 and its validity has been obtained by formal validity.

To analyze the data, in addition to the data description and using conventional statistical descriptive methods, statistical test called single- sample t-test was also used and this test is justified answers of the research question.

### 3. RESULTS

The findings of this study are presented in two parts as follows.

#### A) The data description:

Statistical characteristics of 5 factors of the feasibility of talent management are given in Table 1.

The figures in Table 1, we can conclude the following:

1- Comparison of five factors of talent management, from the perspective of sample group generally show that the factor of, development and training talent, talent recruiting, succession planning, talent retention and discover talent, respectively, is effective on feasibility of talents management in preschool centers in Tehran. 2- Comparison of the standard deviation of the factors from perspectives of sample group specifies that variance of succession planning factor is more than other factors. 3- The lowest score from the perspective of sample group for each factor is 1.30, and the highest score 7.00. 4- Positive skewness indicates that the distribution skewness than a normal distribution to the right and the positive tilt indicates that the distribution is longer than a normal distribution.

**Table 1.** Statistical properties of factor scores according to priority (n = 97)

component	Minimum	Maximum	Average	SD	Tilt	Elongation
Attracting talent	3.25	6.83	5.3411	0.92820	-0.380	-0.727
Discover Talents	2.44	7.00	5.1785	1.05180	-0.412	-0.587
Talent Development and Training	1.86	7.00	5.5258	0.98685	-0.903	1.218
Retain talent	1.30	7.00	5.2031	1.22283	-0.917	0.435
Succession planning	1.33	7.00	5.2904	1.23680	-0.851	0.421

#### B) Analysis of data

In order to confirm the data description and generalization of the study results to the population from which the sample was extracted, a single sample t test has been used and the results are shown in the table below.

**Check the first question:** Is it possible to implement talent management for human resources (including technicians, managers and coaches) of pre- school Centers of Tehran? To examine the questions, single sample t test has been used and the result in Table 2 has been presented. The results above show that the t value observed ( $t_{ob} = 13.998$ ) with degrees of freedom ( $df = 96$ ) at level ( $\alpha = 0.001$ ) is significant. So, the null hypothesis of no difference between the sample mean and the mean of base is rejected and can be concluded that the talent management for human resource is in good condition and is well above average.

**Table 2.** The result of single sample t test of talent management for human resources

Dependent variable	t	Degrees of freedom	Significance Level	The mean difference
Talent management for human resources	13.998	96	0.000	1.30776

**Examine the second question:** Is it possible to attract talented human resources in pre-school centers in Tehran? To examine the question, the single sample t test has been used and the result has been presented in Table 3. The results above show that the t value observed ( $t_{ob} = 14.230$ ) with degrees of freedom ( $df = 96$ ) at level ( $\alpha = 0.001$ ) is significant. So, the null hypothesis of no difference between the sample mean and the mean of base is rejected and can be concluded that the talented human resource is in good condition and is well above average.

**Table 3.** The result of single sample t test of attract talented human resources

The dependent variable	T	Degree of Freedom	Significant Level	The mean difference
Attract talented human resources	14.230	96	0.000	1.34107

**Examine the third question:** Is it possible to discover talents in preschool centers in Tehran? To examine the question, the single sample t test has been used and the result has been presented in Table 4. The results above show that the t value observed ( $t_{ob} = 11.035$ ) with degrees of freedom ( $df = 96$ ) at level ( $\alpha = 0.001$ ) is significant. So, the null hypothesis of no difference between the sample mean and the mean of base is rejected - and can be concluded that discovery of the human resource talented to learning is in good condition and is well above average.

**Table 4.** The result of single sample t test of talented human resources discovery

The dependent variable	t	Degree of Freedom	Significant Level	Average Difference
Discovery of the talented human Resources Learning	11.035	96	0.000	1.17848

**Examine the four question:** Is it possible to educate and develop talents of pre-school centers in Tehran? To examine the question, the single sample t test has been used and the result has been presented in Table 5. The results above show that the t value observed ( $t_{ob} = 15.227$ ) with degrees of freedom ( $df = 96$ ) at level ( $\alpha = 0.001$ ) is significant. So, the null hypothesis of no difference between the sample mean and the mean of base is rejected and can be concluded that development of the talent is in good condition and is well above average.

**Table 5.** The result of single sample t test of talent development

The dependent variable	T	Degrees of freedom	Significance Level	The mean difference
Talent Development	15.227	96	0.000	1.52577

**Examine the five question:** Is it possible to retain talent in preschool centers in Tehran? To examine the question, the single sample t test has been used and the result has been presented in Table 6. The results above show that the t value observed ( $t_{ob} = 9.690$ ) with degrees of freedom ( $df = 96$ ) at level ( $\alpha = 0.001$ ) is significant. So, the null hypothesis of no difference between the sample mean and the mean of base is rejected and can be concluded that retain talents available at human resources is in good condition and is well above average.

**Table 6.** The result of single sample t test to retain talents available at human resources

The dependent Variable	t	Degrees of freedom	Significant Level	The mean difference
Retain talent available at human resources	9.690	96	0.000	1.20309

**Examine the sixth question:** Is it possible to succession planning talent in preschool centers in Tehran? To examine the question, the single sample t test has been used and the result has been presented in Table 7. The results above show that the t value observed ( $t_{ob} = 10.276$ ) with degrees of freedom ( $df = 96$ ) at level ( $\alpha = 0.001$ ) is significant. So, the null hypothesis of no difference between the sample mean and the mean of base is rejected and can be concluded that succession planning talent is in good condition and is well above average.

**Table 7.** The result of single sample t test to retain talents available at human resources

The dependent variable	T	Degrees of freedom	Significance Level	The mean difference
Succession planning talent	10.276	96	0.000	1.29038

## DISCUSSION

The findings of this study suggest there is possibility of implementing talent management in preschool centers in Tehran and the result is consistent with the findings of Maali Tafti and Tajodini [14], Zinedini Bid Meshki [16], Ashegh Hosseini Mehravani [17], Asgari Bajgrani [18], Rafiee [19], Krrous (2010), Beth And Brstak [21], Brstak [22], Stepp [23] and is inconsistent with the findings of the Keshvari [15].

**The second finding** of this study suggest that there may attract human resources in preschool centers. And the result is consistent with findings of Bajgrani Asgari [18], Rafiee [19], Beth and Brstak [21], Brstak [22].

**The third finding** of the present study suggest that there is a possibility of discovering talent in preschool centers. This result is consistent with findings by Maali tafti and Tajodini [14], Keshvari [15], Rafiee [19], Brstak [22].

**The fourth finding** of the present study suggest that there is possibility of development and training talent in preschool centers and the result is consistent with the findings by tafti Maali and Tajodini (2009), Ashegh Hosseini Mehravani [17], Rafiee [19], Beth and Brstak [21] and Brstak [22] is consistent and is inconsistent with the findings of Keshvari [15].

**The fifth finding** suggest that there is possibility of retain talent in preschool centers. This result is consistent with findings by Rafiee [19], Brstak [22], Stepp [23] and is inconsistent with the findings of Keshvari [15].

**The sixth finding** suggest that there are succession planning and talent in pre-school centers conclude with findings and Tajodini tafti Maali [14], Zinedini Bid Meshki [16], Krraus [20], Brstak [22], Stepp [23].

Identify, attract, develop, retain and succession planning of experts, managers and coaches talented and capable, causes the costs of hiring and recruit low quality and without passion applicants, as a result, their premature burnout and turnover are reduced. On the other hand, experts and managers are faced with mentors who will have a sense of belonging and a high commitment to the centers and the achievement of the vision, missions and objectives, and therefore with the cooperation of the experts, managers and coaches can be better and more effective to advance the education of the children. By improving children's success in a comprehensive developing (Physical, Social, Emotional, Rational) children by experts, managers and trainers talented parents are also encouraged further involved in programs for pre-school centers. More importantly, raising children capable that is the final outcome and the ultimate goal of talent management of managers and coaches and accept the role of the community's future by them, in the long term will lead to improvement of the country. Therefore, talent management of teaching staff as a priority and strategic requirements needs willpower and involvement and a wide and comprehensive participation and also shared responsibility of all stakeholders in the education system.

Welfare and the Ministry of Education should be use the results of this study and similar research to assess the current situation of the talent management components and to learn standards and indices of improvement and their promotion and prepare and formulate "Vision document of talent management of experts, managers and coaches" and provide legal, Finance and administration contexts for the implementation of talent management.

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