**Table 1.** Distribution of Sections in IKCO

|  |  |  |
| --- | --- | --- |
| Section | Frequency | Percentage |
| Manufacturing | 9 | 25 |
| Information | 3 | 8.3 |
| Marketing Services | 6 | 16.7 |
| Public Service | 1 | 2.8 |
| Transportation | 4 | 11.1 |
| Financial | 1 | 2.8 |
| Technology | 12 | 33.3 |
| Total | 36 | 100 |

***B. Number of Employees and Age of Each Section***

The minimum numbers of employees in each section are 15 and the maximum numbers of employees in the each section are 3100. So the outcomes indicate that this section is not newly established. Also the oldest establishment is 50 years and the newest is for four years (Table 2).

**Table 2.** Distribution of the Respondents According to Numberof Employees and Age of Each Section

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Min** | **Max** | **Mean** | **Std** |
|  |  |  |  |  | **Deviation** |
| **Number of** | 36 | 15 | 3100 | 339.86 | 790.799 |
| **Employee** |  |  |  |  |  |
| **Establishment of** | 36 | 4 | 50 | 27.38 | 14.497 |
| **Section (Year)** |  |  |  |  |  |

***C. Hiring and Selecting Strategies of Talent***

The range of this scale from strongly disagree is shown in number one to strongly agree in number five is shown. The average score is three. It means which each section is taking initiative to recruit talent.

Also the maximum means is for align employees with mission and vision of each section with 4.19 and the minimum is the employment terms and conditions facilitates talent recruitment with value of 3.50. also 91.7 percent of each section said which the recruitment initiative are balance to the mission and vision of each section that lower than half of the each section (47.3%) reported which the recruitment condition

and terms presented by the each section facilitate in recruitment of talent.

More than two third of each section create a culture which makes people want to join the each section (72.3%) and using choose strategies used by each section can each section to

obtain talent(69.4%) through the strategies for talent recruitment. Only more than half of each section (55.5%) have agreed. the selection strategy used by each section can them to obtain the talent is there (Table 3), (Table 4).

***D. Talent Development Strategies***

Mean more than 3.5 scores shows that the each section use the strategies to average extent for developing talent. Also 3 strategies which is presenting training opportunities for skill up gradation is (4.03), presenting job challenge is (4.0) and creating policies that career growth is (3.94).

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**Table 3.** Distribution of Talent Recruiting and Selecting Strategies

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Recruitment | | | Strongly | Agree | Neutral | | Disagree | | Strongly | | | Mean |
| and Selection | | | Agree | (%) | (%) |  | (%) |  | Disagree | | |  |
| Strategies | | | (%) |  |  |  |  |  | (%) |  |  |  |
|  | | |  |  |  |  |  |  |  |  |  |  |
| Recruitment | | |  |  |  |  |  |  |  |  |  |  |
| initiatives | | | 30.6 | 61.1 | 5.6 |  | 2.8 |  | \_ |  |  | 4.19 |
| align |  |  |  |  |  |  |  |  |  |  |  |  |
| employee | | |  |  |  |  |  |  |  |  |  |  |
| with |  | the |  |  |  |  |  |  |  |  |  |  |
| mission | | and |  |  |  |  |  |  |  |  |  |  |
| vision | | of |  |  |  |  |  |  |  |  |  |  |
| each section | | |  |  |  |  |  |  |  |  |  |  |
| Candidates | | |  |  |  |  |  |  |  |  |  |  |
| skills |  | are | 11.1 | 58.3 | 25 |  | 5.6 |  | \_ |  |  | 3.75 |
| assessed | |  |  |  |  |  |  |  |  |  |  |  |
| earlier in the | | |  |  |  |  |  |  |  |  |  |  |
| hiring | |  |  |  |  |  |  |  |  |  |  |  |
| process | |  |  |  |  |  |  |  |  |  |  |  |
| Creating | |  |  |  |  |  |  |  |  |  |  |  |
| culture | | that | 16.7 | 55.6 | 27.8 |  | \_ |  | \_ |  |  | 3.89 |
| makes | |  |  |  |  |  |  |  |  |  |  |  |
| individuals | | |  |  |  |  |  |  |  |  |  |  |
| want | to | join |  |  |  |  |  |  |  |  |  |  |
| the |  | each |  |  |  |  |  |  |  |  |  |  |
| section | |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | **Table 4.** Distribution of Talent Recruiting and Selecting | | | | | | | | | | |
|  |  |  |  | Strategies | | |  |  |  |  |  |  |
| The planning by the HR | | | | 13.9 | 41.7 |  | 36.1 | 8.3 | | \_ |  | 3.61 |
| department identifies the | | | |  |  |  |  |  |  |  |  |  |
| talent required | | | by each |  |  |  |  |  |  |  |  |  |
| section | |  |  |  |  |  |  |  |  |  |  |  |
| The | selection | | strategies | 8.3 | 47.2 |  | 41.7 | 2.8 | | \_ |  | 3.61 |
| enables | | my organization | |  |  |  |  |  |  |  |  |  |
| to acquire talent | | | |  |  |  |  |  |  |  |  |  |
| The | employment terms | | | 5.6 | 41.7 |  | 50 | 2.8 | | \_ |  | 3.5 |
| and | conditions | | facilities |  |  |  |  |  |  |  |  |  |
| talent recruitment | | | |  |  |  |  |  |  |  |  |  |

Mean the scores near 4 or more than 4 shows which these strategies can be used much more. ¾ of each section announced which each section make policies which encourage career growth (77.8) ,provide job challenge (75%) and providing training opportunities for skill up gradation(75%) . the lowest score is for succession planning is through talent development (3.56). just 42.7%of each section used this strategy (Table 5).

***E. Talent Management Strategies***

Just 2 strategies get an average score more than three. A little more than two third of each section (64%) reported that each section have particular talent management initiative in place. It also reported (64%) which talent management initiatives were top preference in each section. Less than a third of each section (30.6%) said that they had employee member that situation is only responsible for monitoring talent management initiatives (Table 6).

***F. Reliability Statistic for the Questionnaire on Talent Management***

The Pearson moment solidarity used to realize relationship between independent variables, recruiting and selecting,

Bentolhoda Abdollahbeigi, Farhang Salehi and Sreenivasan Jayashree,“ The Effect of Recruitment, Selection and Development on Talent Management in IKCO Company in Iran,” *International Journal of Advanced Engineering and Management,* vol. 2, no. 3, pp.69-77, 2017.

development with the dependent variable of talent management (Table 7).

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Table 5.** | | Distribution of Talent Development | | | | |  |
|  |  |  | Strategies | |  |  |  |
| Talent | Strongl |  | Agre | Neutr | Disagre | Strongl | Mea |
| Developme | y |  | e | al | e | y | n |
| nt | Agree |  | (%) | (%) | (%) | Disagre |  |
| Strategies | (%) |  |  |  |  | e (%) |  |
| Creating | 22.2 |  | 55.6 | 16.7 | 5.6 | \_ | 3.94 |
| policies |  |  |  |  |  |  |  |
| that |  |  |  |  |  |  |  |
| encourage |  |  |  |  |  |  |  |
| s career |  |  |  |  |  |  |  |
| growth |  |  |  |  |  |  |  |
| Identifying | 22.2 |  | 41.7 | 33.3 | \_ | 2.8 | 3.81 |
| gaps in |  |  |  |  |  |  |  |
| current |  |  |  |  |  |  |  |
| employees |  |  |  |  |  |  |  |
| and |  |  |  |  |  |  |  |
| candidates |  |  |  |  |  |  |  |
| competenc |  |  |  |  |  |  |  |
| y levels |  |  |  |  |  |  |  |
| Providing | 25 |  | 50 | 25 | \_ | \_ | 4 |
| job |  |  |  |  |  |  |  |
| challenge |  |  |  |  |  |  |  |
| Providing | 30.6 |  | 44.4 | 22.2 | 2.8 | \_ | 4.03 |
| training |  |  |  |  |  |  |  |
| opportuniti |  |  |  |  |  |  |  |
| es for skill |  |  |  |  |  |  |  |
| up |  |  |  |  |  |  |  |
| gradation |  |  |  |  |  |  |  |
| Promotions | 8.3 |  | 61.1 | 27.8 | 2.8 | \_ | 3.75 |
| are based |  |  |  |  |  |  |  |
| on talent |  |  |  |  |  |  |  |
| Training | 8.3 |  | 66.7 | 22.2 | 2.8 | \_ | 3.81 |
| programs |  |  |  |  |  |  |  |
| are |  |  |  |  |  |  |  |
| constantly |  |  |  |  |  |  |  |
| carried out |  |  |  |  |  |  |  |
| to develop |  |  |  |  |  |  |  |
| talent |  |  |  |  |  |  |  |
| Succession | 11.1 |  | 36.1 | 50 | 2.8 | \_ | 3.56 |
| planning is |  |  |  |  |  |  |  |
| through |  |  |  |  |  |  |  |
| talent |  |  |  |  |  |  |  |
| developme |  |  |  |  |  |  |  |
| nt |  |  |  |  |  |  |  |
| **Table 6.** Distribution of Talent Management Strategies | | | | | | | |
| Talent | Strongl |  | Agre | Neutr | Disagre | Strongl | Mea |
| Manageme | y |  | e | al | e | y | n |
| nt | Agree |  | (%) | (%) | (%) | Disagre |  |
| Strategies | (%) |  |  |  |  | e (%) |  |

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|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Having a | \_ |  | 30.6 |  | \_ |  | 69.4 |  | \_ | 2.61 |
| staff |  |  |  |  |  |  |  |  |  |  |
| member |  |  |  |  |  |  |  |  |  |  |
| whose |  |  |  |  |  |  |  |  |  |  |
| position is |  |  |  |  |  |  |  |  |  |  |
| for |  |  |  |  |  |  |  |  |  |  |
| overseeing |  |  |  |  |  |  |  |  |  |  |
| talent |  |  |  |  |  |  |  |  |  |  |
| manageme |  |  |  |  |  |  |  |  |  |  |
| nt initiative |  |  |  |  |  |  |  |  |  |  |
| Section | \_ |  | 69.4 |  | \_ |  | 30.6 |  | \_ | 3.39 |
| has a |  |  |  |  |  |  |  |  |  |  |
| specific |  |  |  |  |  |  |  |  |  |  |
| talent |  |  |  |  |  |  |  |  |  |  |
| manageme |  |  |  |  |  |  |  |  |  |  |
| nt initiative |  |  |  |  |  |  |  |  |  |  |
| in place |  |  |  |  |  |  |  |  |  |  |
| Talent | \_ |  | 63.9 |  | \_ |  | 36.1 |  | \_ | 3.28 |
| manageme |  |  |  |  |  |  |  |  |  |  |
| nt initiative |  |  |  |  |  |  |  |  |  |  |
| is a top |  |  |  |  |  |  |  |  |  |  |
| priority in |  |  |  |  |  |  |  |  |  |  |
| each |  |  |  |  |  |  |  |  |  |  |
| section |  |  |  |  |  |  |  |  |  |  |
| **Reliability** | **Statistics for the Questionnaire on Talent** | | | | | | | | | |
|  |  |  | **Management** | | | |  |  |  |  |
| **No** |  | **Constructs** | | |  |  |  | **Cronbach Alpha** | | |
|  |  |  |  |  |  |  |  |  | **Values** |  |
|  |  |  |  | |  |  |  |  | |  |
| 1 |  |  | Talent | |  |  |  | 0.78 | |  |
|  |  | Management | | |  |  |  |  |  |  |
|  |  |  | | | | |  |  | |  |
| 2 |  | Recruitment | | | | |  | 0.82 | |  |
|  |  |  | | | | |  |  | |  |
| 3 |  | Development | | | | |  | 0.86 | |  |

Since the Coronbach alpha values are above 0.7, the questionnaire is deemed to be reliable for

use in this research.

**Table 7.** Reliability Statistic for the Questionnaire onTalent Management

|  |  |  |
| --- | --- | --- |
| Factor Influencing Talent | r | P |
| Management |  |  |
| Recruitment and Selection | 0.388 | 0.019 |
| Development | 0.275 | 0.104 |