

**A PRAGMATIC STUDY ON IMPACT OF CULTURE AND TALENT IN
ORGANIZATION PERFORMANCE ON MANUFACTURING INDUSTRY**

R. Punniyamoorthy
*Assistant professor, Department of Management,
SRM University, Ramapuram campus, Chennai , India.
punyshrimath@gmail.com*

N .M. Hema ananda raman
*MBA scholar (Part time),
SRM University, Ramapuram campus, Chennai , India.
hemaanandaraman@gmail.com*

Abstract

The purpose of this paper is to contribute to the body of knowledge in the area of Winning Organizations, particularly the factors affecting it. The talent and culture determined as the primary factor for the small and medium enterprise in the mechanical industries. The opinions of the selected respondents were sought by the use of structured questionnaire; the collected data were analyzed and interpreted with ANOVA, T-test and chi square distribution method of analysis. The findings suggest that the Talent & culture are predominant factor in determining the success of organization. Companies are gradually changing their talent management and company values/cultures. The talent & cultural framework identified can be used as guideline for the small and medium enterprises in mechanical industries to further understand the function of talent management & reward system, thus design and implement their unique and attractive organizational culture. The paper shows that talent & culture leads to increase in both financial and non-financial performance of organization which will also enhance companies' reputation, as well as increase the recruitment possibility where more manpower will make a stronger team. Compelling prizes instrument will move from satisfying representatives essential prerequisite to self-realization as they are developing with the business.

Keywords: Talent management; Organizational Culture; Winning Company

I. INTRODUCTION OF THE STUDY

Most organizations unquestionably need their people to grasp a proprietorship mindset, yet so as to do that it is basic that they set clear desires around what extraordinary execution and surpassing desires resembles. You can employ the most gifted individuals on the planet, however in the event that you are not clear about what you need them to do, what extraordinary administration resembles, what really incredible work resembles what, particularly, they should do to reliably surpass desires - then there is no real way to consider them responsible So a basic component of

making a triumphant culture is to set up the frameworks, procedures and techniques important to plainly demonstrate the greater part of your representatives precisely what is anticipated from them. So the objective here is to see profoundly what the most essential components of accomplishment are in any business – and afterward make just the procedures and frameworks important to guarantee that those key deliverables are reliably executed particularly. It is really direct: clear desires prompt larger amounts of responsibility – more elevated amounts of responsibility prompt more elevated amounts of worker engagement – which is the absolute most basic achievement figure making very faithful, drew in and fulfilled clients.

II. INTRODUCTION TO INDUSTRY

The Engineering business in India fabricates an extensive variety of items, with substantial designing merchandise representing heft of the creation. The vast majority of the main players are occupied with the creation of substantial building merchandise and primarily delivers high-esteem items utilizing top of the line innovation. The light designing products portion, then again, utilizes medium to low-end innovation. Section hindrance is low because of the relatively bring down necessity of capital and innovation. This section is described by the strength of little and sloppy players which make low-esteem included items. Be that as it may, there are couple of medium and vast scale firms which fabricate high-esteem included items. This portion is additionally portrayed by little limits and abnormal state of rivalry among the players. According to Key monetary and work advertise markers, share of work in produce part alone constitutes to 12.5% of aggregate work of 472.9 million. In February'17, fabricating work ascended by 28,000. Work picks up happened in hardware (+7,000) and nourishment producing (+9,000). Work declined by 6,000 in transportation hardware. Makers have included 57,000 employments in the course of the last 3months.

III. OBJECTIVES OF THE STUDY

- To validate the influence of talented team in organization performance.
- To understand of the value/importance of culture in attracting & retaining this talented people in company

IV. NEED OF THE STUDY

- To get high talented people
- To find out the strategies to overcome the current problem.
- To show the talent and cultural aspect to enhance the company's reputation.

V. IMPORTANCE OF STRONG CULTURE:

Authoritative culture is not quite the same as world culture, those embroidered works of art of shared histories, dialects, convictions, and nourishments, which are the wellspring of our personality. The uplifting news is that authoritative societies can adjust and change to new impacts rapidly. Authoritative societies are interpretive. Keep in mind when you first took a position in another organization. Keep in mind how abnormal things appeared to be, yet soon that weirdness

appeared to vanish. By then, you knew the association's way of life so well it did not appear to exist by any stretch of the imagination. Case, bank home office are normally great and rich workplaces situated in the midst of urban focuses. They frequently have strong work of art and unmistakable furniture. Regardless of whether we recognize it or not, these qualities are deliberate. The organization needs to feel that place of riches. This condition impacts clients, as well as the general population who work there. Representatives likely will come to uphold this same sentiment riches and significance. Most associations don't depend on such obvious references. Rather workers are left all alone to translate an association's way of life.

VI. LITERATURE REVIEW

Prof. David Birchall, stresses that measures are needed to retain existing talent and this involves assessing just how fit they are for the immediate future they are facing. Also **Josh Bersin** highlights that "Talent Management" has become one of the most important buzzwords in Corporate HR and Training today. **Dorian LaGuardia**, a Europe-based consultant states that, if a company follow the inquiry, engagement, and review process, it will undoubtedly create culture change. All the more vitally ,it will be shocked at how viable, beneficial, content, and conferred representatives move toward becoming, and how much better it is to function at their association. While **Erika Agin**, Walt Disney World, Florida shares the thought that If company wants to develop more innovative cultures in their organizations, it will need to adopt more committed and less controlling behaviour to empower creativity in the workforce.

VII. RESEARCH METHODOLOGY

The research paper was endeavoured to take the Impact of Culture and Talent in Organization Performance. This review relies on upon both descriptive and analytical and, all things considered, depends on upon fundamental data assembled through well organized survey to draw out the evaluations from the respondents. The researcher selects the respondents in Chennai as testing structure by receiving non probability convenient sampling. 120 questionnaires were randomly distributed to the employees working in various organization belonging to mechanical industry in and around Chennai and we could able to retrieve only 100, The field study was driven for a period of 3 months (Dec 2016 - Feb 2017) . The initial segment of the review is identified with demographic qualities , Second part is associated with the variables and independent variables. The accumulated data were broke down principally exhaustive elucidating measurements by utilizing T-test, one way ANOVA and Chi square distribution were applied through SPSS.

Table.1

Age Group	No. of Respondents
18 to 28	21
29 to 39	46
40 to 50	25
Above 50	8

Table.2

Gender	No of respondents
Male	72
female	28

Table.3

Income Group (in Lakhs) CTC	No.of Respondents
Less than 5 lakhs per Year	31
5 to 10 Lakhs per Year	38
Above 10 lakhs per year	31

Table.4

Education Background	No.of Respondents
Engineering	69
Management	23
Others	8

VIII. TOOLS AND ANALYSIS

Chi Square distribution

Null Hypothesis Ho: There is no significant association between team's talent contributed to the growth of the company and Culture is a powerful force within an organization that influences its strategy, people, processes and systems.

Alternative Hypothesis H1: There is significant association between team's talent contributed to the growth of the company and Culture is a powerful force within an organization that influences its strategy, people, processes and systems.

Team's talent contributed to the growth of the company * Culture is a powerful force within an organization that influences its strategy, people, processes and systems.

(Table.5)

		Culture is a powerful force within an organization that influences its strategy, people, processes and systems					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
team's talent disagree Disagree to the growth of the company	Strongly contributed	2	1	0	0	0	3
		0	7	0	0	0	7
		0	1	1	0	0	2
	Neutral	0	0	11	21	0	32
	Agree	0	0	0	11	45	56
	Strongly agree	2	9	12	32	45	100
Total							

(Table.5a) Chi square test

	Value	d.f	Asymp.sig. (2 sided)
Pearson chi square	219.557 ^a	16	.000
likelihood ratio	151.406	16	.000
linear-by-linear association	82.118	1	.000
N of valid cases	100		

a. ¹⁹ cells (76.0%) have expected count less than 5. The minimum expected count is .04

INTERPRETATION

The calculated value is 219.557 and it is significant at this level of significance 0.000 at degrees of freedom 16 and it is less than 0.05 so reject null hypothesis and accept alternate hypothesis. Hence there is significant association between team's talent contributed to the growth of the company and Culture is a powerful force within an organization that influences its strategy, people, processes and systems.

T-test

Null Hypothesis Ho: There is no significant association between the sample mean and population mean.

Alternative Hypothesis H1: There is significant association between the sample mean and population mean.

One-Sample Statistics.

(Table.6)

	N	Mean	Std.Deviation	Std.Error mean
Effective job design & role clarity can improve performance at all levels	100	3.8400	1.00222	.10022

(Table.6a) One -Sample Test

	Test value = 100					
	T	df	Sig.(2-tailed)	Mean Difference	95%confidence interval of the Difference	
					Lower	Upper
Effective job design & role clarity can improve performance at all levels	-959.470	99	.000	-96.16000	-96.3589	-95.9611

INTERPRETATION

Here the test vale is considered as 100 , the mean value obtained through the one sample statistics is 3.8400 and the difference between the mean is 96.16000. based on the result generated by SPSS, the significant value is .000 and it is less than 0.05 so reject null hypothesis. Hence there is significant association between the two means ie, population mean and sample mean.

One Way ANOVA

Null Hypothesis Ho: There is no significant association between The top leaders are mentoring and nurturing and Process/procedures framed in jobs are flexible to achieve the results

Alternative Hypothesis H1: There is significant association between The top leaders are mentoring and nurturing and Process/procedures framed in jobs are flexible to achieve the results

The top leaders are mentoring and nurturing

(Table.7)

	Sum of Squares	df	Mean squares	F	Sig.
Between groups	151.657	4	37.914	320.093	.000
Within groups	11.253	95	.118		
Total	162.910	99			

The top leaders are mentoring and nurturing

(Table.7a) Duncan

Process/procedures framed in jobs are flexible to achieve the results	N	Subset for alpha =0.05				
Strongly disagree	17	1.5882				
Disagree	18		2.3889			
Neutral	14			3.7143		

Agree	24				4.0000	
Strongly agree	27					5.0000
Sig.		1.000	1.000	1.000	1.000	

means for groups in homogeneous subsets are displayed

INTERPRETATION

Based on result generated by SPSS , the significant value is 0.000 and it is lower than 0.05 so reject null hypothesis. Hence there is a significance association between the top leaders are mentoring and nurturing and Process/procedures framed in jobs are flexible to achieve the results.

IX. FINDINGS AND RESULTS

Table (5.a) Chi square distribution shows the calculated value is 219.557 which is less than the table value at 5% level of significance with degrees of freedom 16. We reject H_0 , so there is a significant association between team's talent contributed to the growth of the company and Culture is a powerful force within an organization that influences its strategy, people, processes and systems.

Table (6) T-test test shows that the mean score is 3.8400 and the difference between the mean is 96.1600 and the significant value is .000 and it is less than 0.05 so reject null hypothesis , we conclude that there is significant association between population and sample mean.

Table (7) shows the level of significance ie, ANOVA. Results specify that significant level is 0.000, as a result leads to rejection and shows significant association between the top leaders are mentoring and nurturing and Process/procedures framed in jobs are flexible to achieve the results.

X. CONCLUSION AND SUGGESTIONS

Leading part of the respondents assures that the organization gives importance to talent management and recognizes too. If the talented teams are developed within the company it indicates the positive sign towards achieving the organization goals and objectives. company faces lot of challenges and hurdles in the industry so leaders and employees contribution plays a significant role in attaining the business success to achieve this difficult task team members must be matched with the appropriate role within the organization based on their qualification, skills, knowledge and talent. Organizations are suggested to correctly frame the role clarity and job designs of the employees so that they can fully understand their roles and responsibilities. In some circumstances non-monetary benefits are given to motivate the employees. Every organization treat individual as their valuable assets and realize that Personal qualities & abilities of the individuals are important to the success. Positive subcultures, subgroups of people with similar values are encouraged within the organization. Hence, since the research findings shows positive signal, we recommend that, organization should strategically, periodically, and continuously involve in refreshing their talent pool and pay strong attention to the organizational culture.

REFERENCES

- [1] PwC talent management (2012), "Delivering better business results through talent", www.pwc.com/talentmanagement.
- [2] Adebisi.Y(2005) Business Statistics for Managers; 1st ed, Ado-Ekiti, OndoAdeyemoPublishing House.
- [3] Adebisi.Y(2006) Essential Marketing Management, 1st ed, Lagos, Gilgal Publication.
- [4] Aluko.T(2001) Strategic Management II Cases and Application. Volume 1, Ado-Ekiti, AfuscoPrinters and Publishers.
- [5] Amao.A (1979) Analysis for Strategic Implementation; 1st ed, Lagos, Olaniyan Publication Nigeria Enterprise.
- [6].Anosoff.H (1965) Corporate Strategy Analysis; 3rd ed, Juta and Co. Ltd.
- [7].Asika.N(2000) Research Methodology in the Behavioral Science; 1st ed, Lagos, Longman Nig.Plc.
- [8].Azhar.K(2009) Strategic Management and Business Policy 3rd ed, India, Tata McCrihan- Hill Publishing
- [9].Amabile T.M. (1998) "How to kill Creativity" Harvard Business Review, September-October.
- [10].Bhide A. (1994) "How Entrepreneurs Craft Strategies that Work" Harvard BusinessReview, March - April.
- [11].Bridges S. O'Neill K. and Cromie, S. (2003) Understanding Enterprises:Entrepreneurship and Small Business. New York: Palgrava MacMillan.