Vision Accomplishment by Employees- Role of Talent Management
(A Comparative study in Hyderabad and Bangalore)

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Abstract

Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization. The conception of talent management has fascinated most of the researchers' attention in recent years. As human resources has become the most vibrant component of competitive gain, most organizations around the world have clenched the prominence of talent management. Talent management does not have one face, so various organizations implement it with their unique strategy. The aim of this study is to examine the talent management process in organizations with the major objective to understand role of talent Management in accomplishing vision in Hyderabad and Bangalore. To examine the Demographical factors relation to employee contribution towards accomplishment of the vision. This is a descriptive study. Both primary and secondary data used in this study. Data is obtained through Questionnaire and journal articles on the topic. Therefore the study essentially uses Primary and secondary data. This paper presents the definition, importance of talent management.

Key words: *Talent, Talent Management, Vision, Demographic Factors, Contribution*

Introduction

In the current economic downturn, there is high demand for talents and it has proven to be highly tough to attract, deploy, develop, and retain them. Talent management is a hot topic that has just attracted everyone's attention; on the other hand, the universities outflow fails to fulfill talent demand worldwide (Pruis, 2011). Today almost all the companies has started to use the concept of talent management and they know that they need to be more practical to deal with an employee with right knowledge, skills, abilities, behaviors, and relationships to achieve strategic business objectives (Morgan and Jardin, 2010). Almost all the organizations use talent management system but they may not be aware of what they do exactly in the talent system. Each of them defines talent management in a different way. Some define talent as the high performance employees or potential people in the organization; the others consider high skill and knowledgeable people as talents, and another group believes that the organization itself can make their

talented people with succession planning. However, in recent years, talent management has attracted most of the researchers' attention

Review of Literature

Many researchers have provided various definition of the term talent from different perspectives. Definition adopted depends on the strategy that is used by the firm, the nature of the organization, the environment that the firm competes in and other elements (CIPD, 2007). As Tansely (2011) wrote in his article, there is not a universal definition of "talent" in all the languages. Meaning of talent depends on the language that is shared in the organization. Many corporations do not even know what talent means, l*et al*one manage it (The Economist, 2006).

Definition of Vision

A mission and vision are standard and essential ingredients of a company's strategy. Most recognized organizations are seen to develop organizational mission statements and vision statements. These statements serve as foundational guides in the establishment of company objectives. If the mission describes one's reasons for being, then the vision describes what one wants to become or how one wants to be. It is the "dream" towards which one is moving. For example, you hear star baseball players talk about as children seeing themselves on the pitcher's mound or at the plate in the World Series or football players envisioning playing quarterback in the Super Bowl. Those are visions.

Definition of Talent

Morton (2004) believed that talents are those individuals who are capable of making a major transformation to the function of a company. Goffee and Jones (2007) supported Morton's definition that talent is a handful of employees' knowledge, skills and philosophies, which have the capability to create unusual values for the organization from the existing resources. Pruis (2011) described talent as something intrinsic, something that bolsters itself and does not require appreciation from others. Talent is unique to an organization and is extremely influenced by factors like industry, its nature, individuals, and implication at group level and so is likely to change over time (Chartered Institute of Personnel and Development (CIPD), 2007).

Definition of Talent Management

Although there are several rational definitions of talent management available, nevertheless, there is the lack of clarity on what it basically means (Lewis and Heckman 2006) and an accurate definition of talent management remains somewhat unclear (Hughes & Rog, 2008).

Stephenson & Pandit (2008) and several other researchers advised that having the right number of people at the right place at the right time with the right skill sets and levels of motivation are fundamental to talent management.

Lewis and Heckman, (2006) Talent management is involved with all the Human Resource Management (HRM) processes with an exact emphasis on the attraction, development and retention of talents.

Capelli (2008), talent management and HRM present a correlated theoretical base with dissimilar analysis.

Significance of the Study

Talent management is not just a simple human resource key term one will come across. It is also committed to hire, manage, develop, and retain the most talented and excellent employees in the industry. In fact, talent management plays an important role in the business strategy since it manages one of the important assets of the company—its people.

Statement of Problem

The critical search and evaluation of literature by the researcher confirms a dearth of research in 'Vision Accomplishment by employees' and also the effective 'Role of Talent Management.' The researcher is thus driven to pursue research, in turn, to explore and establish findings and conclusions on 'Vision Accomplishment by Employees- Role of Talent Management'.

Objectives of the study

The purpose of this research is to elaborate the facts on Role of Talent Management on employees regarding making them accomplish the Vision. In the current scenario of cutthroat competition, every company has to survive to satisfy its customers by providing them with quality products and services.

> ➢ To examine the talent management process in organizations.
> ➢ To analyse the role of talent Management in accomplishing vision at Hyderabad and Bangalore.
> ➢ To examine the Influence of all elements of Vision on Intensity of the vision of the organisation in IT.

Hypothesis

H_0: Employee contribution to vision are not related to Talent Management.

H_a: Employee contribution to vision are related to Talent Management.

H_0: There is no Influence of all elements of Vision on Intensity of the vision of the organisation in IT.

H_a: There is Influence of all elements of Vision on Intensity of the vision of the organisation in IT.

Research Methodology

The study is Descriptive in nature, the study used both primary and secondary data. Primary data was gathered through well-structured questionnaire and secondary data was gathered through Journals, Magazines, newspapers and websites. Data was analysed using statistical tools like cumulative weighted average and chi-square tests.

Research Design

The design of research is descriptive as it addresses a prevailing concept i.e., Vision Accomplishment by Employees - Role of Talent Management. The Researcher embarks upon descriptive research wherein every element of the concept of Vision, its intensity and the explicit role of Talent Management Practices on it at the IT industry in Bangalore and Hyderabad.

Sampling Plan

The sample plan consists of choosing employees from IT industries for the study from the geographical region of Hyderabad and Bangalore cities.

Universe

Encompasses Male and Female employees at various hierarchical levels of selected MNC organizations in IT Industry at Hyderabad and Bangalore.

Sampling Technique

Stratified sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed in different organizations as stratified groups at different geographical areas.

Sampling Framework

Refers to the framework that is fixed for purpose of predefining and drawing the sample from the sample universe, the framework pre-supposes to draw the sample from the cities of Hyderabad and Bangalore cities, from the selected Information Technology organizations existing in the region, from the male and female employees in all levels of organization, during the period of conduct of the research study i.e. 2016-18.

Population

https://docs.google.com/spreadsheets/sample

Sample Size

After testing its reliability, the received questionnaire was admitted to a total of 2882 respondents in both cities, 1539 in Bangalore and 1342 in Hyderabad. A total of 2609 responses have been received. The scrutiny of these let to rejection of incomplete responses. Thus 2500 (1250 – Bangalore, 1250 – Hyderabad) complete responses are considered.

Sampling Procedure

The study has been based on convenient sampling method which stipulates picking up of samples according to the convenience of the researcher from the clusters of samples existing in the organizations.

Sample Unit

Sample unit defines the single unit of the sample, in the pre-decided sample which is to be drawn from the selected IT organizations, a respondent who finds a place will be a male or female, in the age group of three categories 20-30 years, 30-40 years,40-50 years.

Statistical Tools Applied for Analysis

The following statistical tools are used for analyzing the data procured from the respondents from different locations selected for the study.

- Cumulative Weighted Average
- Chi-square Analysis

Limitations of the Study

The research study of this nature and magnitude can never be devoid of limitations and these can be enumerated as human time, financial, technological and uncontrollable factors. However appropriate efforts were taken to control to reduce the influence of limiting factors on the research. Human Element plays a key role in the stage of data gathering and researcher was hard to put in completing this since the time at the dispensation of IT employees is too restricted and they were unable to respond. Persistent efforts by the researcher could only solve the problem. Time dispensation with the researcher is also a constraint and the researcher could only solve it by appropriate planning.

Data Analysis

Table 1 Intensity of Vision of the Organization in IT – Age wise

Element / *Age*	Bangalore				Hyderabad			
	20-30	*31-40*	*41-50*	*CWA*	*20-30*	*31-40*	*41-50*	*CWA*
Clarity and comprehensiveness of *Vision*	4.65	4.58	4.95	*4.73*	4.61	4.94	4.58	*4.71*
Validity and viability of *Vision*	4.03	4.15	4.23	*4.14*	4.07	4.19	4.01	*4.09*
Employer passion for *Vision*	4.74	4.82	4.91	*4.82*	4.51	4.62	4.79	*4.64*
Employee passion for *Vision*	4.82	4.74	4.89	*4.82*	4.56	4.61	4.77	*4.65*
Intensity in pursuance of *Vision*.	4.67	4.35	4.15	*4.17*	4.72	4.63	4.87	*4.74*
Periodicity in *Vision* monitoring.	4.77	4.65	4.42	*4.61*	4.72	4.69	4.82	*4.74*
Synchronization of Talent Management strategies and *Vision*	4.69	4.58	4.56	*4.61*	4.81	4.76	4.59	*4.72*
Vision Vs Employee talent management Policy	3.15	3.24	3.23	*3.21*	3.24	3.10	3.19	*3.18*
Vision Vs components of Talent Management policy	3.05	3.21	3.11	*3.12*	3.11	3.04	3.07	*3.07*
Vision Vs Effective employee talent utilization.	4.59	4.86	4.78	*4.74*	4.61	4.58	4.75	*4.65*
	4.32	*4.32*	*4.32*	*4.30*	*4.30*	*4.32*	*4.34*	*4.32*

Status I

Table No. 1 presents cumulative age wise rankings of sample employees, yielded /derived from research data gathered for 10 statements of 'Vision of the organization' in IT Industry at Bangalore and Hyderabad. A glimpse at the table establishes 'Employer passion for *Vision*' 'Employee passion for *Vision*' 'Clarity and comprehensiveness of *Vision*' '*Vision* Vs Effective employee talent utilization' 'Periodicity in *Vision* monitoring' & 'Synchronization of Talent Management strategies and *Vision*' ranked on the higher side of 4 plus i.e.between 4.61-82 indicating 'Highly Appropriate implementation'. However 'Intensity in pursuance of *Vision*' 'Validity and viability of *Vision*' lie on the low side of 'Highly Appropriate implementation' and are ranked on the lower side of 4 plus i.e. between 4.09-4.17 on a 5 point scale. The statements '*Vision* Vs Employee talent management Policy' '*Vision* Vs components of Talent Management policy' are ranked on the lower side of 3 plus i.e.between 3.07-21.

Evaluation

Rankings for the implementation of Vision of the organization derived from the sample establish 'High Intensity Implementation' for 8 of the 10 elements, 2 elements follow them with 'Intense' rankings, indicating the trend in competitive HR practices in ever dynamic IT industry while "Vision and Mission Accomplishment by Employees - Role of Talent Management"

Findings

'Very effective' rankings for 8 statements and 'effective' rankings for 2 statements of intensity of the vision of the organization is established by the research.

Conclusions

The research concludes for sustenance of intensity of Vision of the organization for 8 statements, however, an enhanced intensity is suggested with respect to 2 statements.

Table 2 Chi-Square test – Intensity of Vision of the Organization – Age wise

Element	*Chi Square computed Value*		*Table Value*	*Significance Level*	*Degree of Freedom*
	Bangalore	**Hyderabad**			
Clarity and comprehensiveness of *Vision*	23.455	25.718	15.507	5	8
Validity and viability of *Vision*	24.064	27.724	15.507	5	8
Employer passion for *Vision*	31.530	22.020	15.507	5	8
Employee passion for *Vision*	45.216	39.321	15.507	5	8
Intensity in pursuance of *Vision*.	52.032	72.326	15.507	5	8
Periodicity in *Vision* monitoring.	76.025	89.309	15.507	5	8
Synchronization of Talent Management strategies and *Vision*	30.631	20.461	15.507	5	8
Vision Vs Employee talent management Policy	6.022	3.718	15.507	5	8
Vision Vs components of Talent Management policy	21.886	24.334	15.507	5	8
Vision Vs Effective employee talent utilization.	4.165	9.574	15.507	5	8

Status-II

Table No. 2 presents chi-square values age wise of sample employees, yielded /derived from research data gathered for 10 statements of 'Vision of the organization' in IT Industry at Bangalore and Hyderabad.

Chi-square test is applied for research data to further reinforce the meaningful interpretation; the same are presented against the demographic factor. From the above table x^2 cal value is greater than x^2 table value, at 8 d o f and 5% level of significance for all elements represented except for 'Vision Vs Employee talent management Policy' and 'Vision Vs Effective employee talent utilization 'at Bangalore and Hyderabad. Hence H_o is rejected for all and accepted for 2 elements. Thus the study reinforces the influence of all elements of Vision of the Organization except for two elements.

Table 3 Intensity of Vision of the Organization in IT – Gender wise

Gender Element	Bangalore			Hyderabad		
	Male	*Female*	*CWA*	*Male*	*Female*	*CWA*
Clarity and comprehensiveness of *Vision*	4.86	4.75	*4.81*	4.95	4.84	*4.90*
Validity and viability of *Vision*	4.01	4.11	*4.06*	4.03	4.09	*4.06*
Employer passion for *Vision*	4.81	4.72	*4.82*	4.70	4.75	*4.73*
Employee passion for *Vision*	4.85	4.79	*4.82*	4.77	4.69	*4.73*
Intensity in pursuance of *Vision*.	4.71	4.62	*4.63*	4.60	4.69	*4.60*
Periodicity in *Vision* monitoring.	4.66	4.59	*4.63*	4.55	4.65	*4.60*
Synchronization of Talent Management strategies and *Vision*.	4.53	4.62	*4.58*	4.65	4.59	*4.62*
Vision Vs Employee talent management Policy	3.26	3.21	*3.24*	3.52	3.02	*3.27*
Vision Vs components of Talent Management policy	3.06	3.12	*3.09*	3.09	3.06	*3.21*
Vision Vs Effective employee talent utilization.	3.16	3.22	*3.09*	3.19	3.16	*3.21*
Average	*4.19*	*4.18*	*4.18*	*4.21*	*4.15*	*4.19*

Status I

Table No. 3 presents cumulative gender wise rankings of sample employees, yielded /derived from research data gathered for 10 statements of 'Vision of the organization' in IT Industry at Bangalore and Hyderabad. A glimpse at the table establishes 'Employer passion for *Vision*' 'Employee passion for *Vision*' 'Clarity and comprehensiveness of *Vision*' 'Periodicity in *Vision* monitoring' 'Intensity in pursuance of *Vision*' & 'Synchronization of Talent Management strategies and *Vision*' ranked on the higher side of 4 plus i.e. between 4.58-90 indicating 'Highly Appropriate implementation'. However 'Validity and viability of *Vision*' lie on the

low side of 'Highly Appropriate implementation' and are ranked on the lower side of 4 plus i.e. between 4.06 on a 5 point scale. The statements '*Vision* Vs Employee talent management Policy' '*Vision* Vs components of Talent Management policy' & *Vision* Vs Effective employee talent utilization are ranked on the lower side of 3 plus i.e.between 3.09-24.

Evaluation

Rankings for the implementation of Vision of the organization derived from the sample establish 'High Intensity Implementation' for 7 of the 10 elements, 3 elements follow them with 'Intense' rankings, indicating the trend in competitive HR practices in ever dynamic IT industry while "Vision and Mission Accomplishment by Employees - Role of Talent Management"

Findings

'Very effective' rankings for 7 statements, and 'effective' rankings for 3 statements of intensity of the vision of the organization is established by the research.

Conclusions

The research concludes for sustenance of intensity of Vision of the organization for 7 statements, however, an enhanced intensity is suggested with respect to 3 statements.

Table 4 Chi-Square – Intensity of Vision of the Organization – Gender wise

Element	Chi Square computed Value		Table Value	Significance Level	Degree of Freedom
	Bangalore	**Hyderabad**			
Clarity and comprehensiveness of *Vision*	27.714	30.261	9.488	5	4
Vision Statement is an appropriate valid aim which can be achieved	16.273	14.827	9.488	5	4
Employer passion for *Vision*	25.317	21.269	9.488	5	4
Employee passion for *Vision*	48.471	49.061	9.488	5	4
Intensity in pursuance of *Vision*.	72.387	69.275	9.488	5	4
Periodicity in *Vision* monitoring.	22.850	19.790	9.488	5	4
Synchronization of Talent Management strategies and *Vision*.	23.402	12.020	9.488	5	4
Vision Vs Employee talent management Policy	6.915	4.141	9.488	5	4
Vision Vs components of Talent Management policy	7.724	2.522	9.488	5	4

Vision Vs Effective employee talent utilization.	8.038	9.009	9.488	5	4

Status-II

Table No. 4 presents chi-square values gender wise of sample employees, yielded /derived from research data gathered for 10 statements of 'Vision of the organization' in IT Industry at Bangalore and Hyderabad.

Chi-square test is applied for research data to further reinforce the meaningful interpretation; the same are presented against the demographic factor. From the above table x^2cal value is greater than x^2 table value, at 4 d o f and 5% level of significance for all elements represented except for 'Vision Vs Employee talent management Policy', '*Vision* Vs Effective employee talent utilization' and '*Vision* Vs components of Talent Management policy 'at Bangalore and Hyderabad. Hence H_o is rejected for all and accepted for 3 elements. Thus the study reinforces the influence of all elements of Vision of the Organization except for three elements.

Conclusion:

Finally the researcher conclude that employees contribution play the strategic role to the achievement of the vision of the organisation and there is no difference among the employees based on their demographical factors. All the elements of the vision influence on the intensity of vision of the organisation irrespective of the Demographical factors.

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