

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
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**AN INVESTIGATION OF HUMAN RESOURCE MANAGEMENT
AT GOOGLE INC**

Speciality 8.03060101 – Management of organizations and administration

ABSTRACT
for educational qualification “Master” degree

Ternopil – 2017

Master's research paper has been done at the management in manufacturing sphere department of the Ternopil Ivan Puluj National Technical University.

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GENERAL DESCRIPTION

The thesis of this master's research paper titled "An investigation of human resource management at Google Inc". Volume of graduation project is 102 pages.

Theme actuality.

Human Resource Management is based on ideas and techniques that are developed to enhance worker's motivation, productivity and performance. It clearly indicates that people are key resources of the firm to be actively managed and to be developed. From a lowly administrative support function, HRM has now increasingly been recognized as a strategic function that together with other crucial functions such as finance and marketing, helps accomplish organizational effectiveness and finance performance.

In the online world, Google has numerous competitors' but for the case of this study we would focus on 4 major key players with virtually same size, products and operation in the Online business industry -Yahoo, Bing, Apple, and Comcast inclusive specializing in Internet related services. According to Alexa, Google.com was listed as the most visited website in the world. Other Google services also fall in the top 100 most visited websites, which includes YouTube and Blogger. "Google has been the second most valuable brand in the world for 4 consecutive years, and has a valuation in 2016 at \$133 billion" (Wikipedia, 2017).

The main Purpose of this thesis is to critically investigate into the human resource management at Google, To meet the purpose, this study establishes an enquiry into the HRM aspects of the organization so as to reveal the barriers relating to HRM aspects of management in achieving the objectives of Google and to make suggestions for enhancing the efficiency and effectiveness of the organization in its core area of activities after bringing out the flaws.

This study examines the influence of core activities of Google on its approach to HRM and vice versa. The study examines whether the HRM philosophies, with other HRM elements adopted are felt appropriate. The study also examines whether Google is operationally sophisticated with an emphasis on harnessing their human resources.

Certain tasks of the thesis are listed below:

- ✓ to have relevant literature review of the topic of study;
- ✓ to investigate the HRM activities of the Google
- ✓ to examine whether the activities have improved during the last three years;
- ✓ to assess the impact of HRM practices on the core aspects of Google
- ✓ to carry out SWOT (strength, weakness, opportunity and threat) analysis of Google
- ✓ to identify the areas for improvement based on results of questionnaire survey and SWOT analysis;

To establish an enquiry into the HRM aspects of Google, the items are arranged/grouped in terms of whether or not they are indicative of the organization's HRM philosophy, HRM policies or HRM practices (staffing, appraising, compensating, developing and organizing) and the questions assess whether certain methods are currently used by management to communicate with employees at the workplace. The HRM policies of Google are assessed by asking whether or not the organization has a written policy on equal employment opportunities or affirmative action (reservation for scheduled castes/tribes and other backward classes) or against sexual harassment? These policies are also integral to the staffing aspect of the firm's HRM practices. The other HRM practices of the organization investigated here include questions assessing appraising, compensating and developing aspects of HRM practices.

Research paper includes the contents, abstract, introduction, seven chapters, conclusions and suggestions, list of references and appendices.

MAIN CONTENTS

The introduction clearly states an area of research, justification and discussion procedures, the aim, objectives and the research methods.

Theoretical section contains the meanings and definition of human resource management, theoretical review of HRM and factors affecting human resource management activities.

HRM refers to the policies, practices and systems that influence employees' behaviour, attitudes, and performance. Human resource management (HRM) as a pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. It could be achieved through the cultivation of an external orientation to customers' demands and a commitment to employees.

Human resource management (HRM) is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Human Resource Management is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Therefore organization is the system of relationships between members of a social unit, which assures the existence, development and characteristics of the social unit and rational achievement of its goals.

The discipline that concentrates on the management of people in organization has witnessed a great deal of change over the past twenty years. These changes can be discussed as two major

transformations. The first is the transformation from being the field of personal management to being the field of human resource management. The second is the transformation from being the field of human resource management to being the field of strategic human resource management.

The first transformation incorporated the recognition that people are an important asset in organizations that can be managed systematically. Managing them systematically involved co-ordinating the shape and substance of the several traditional personnel policies and practices. The need for this orchestration was based upon the increasing evidence that all these policies and practices substantially affect human behavior and their impact would produce positive results only if they were affecting human behavior in the same way. This required insight and knowledge about the several personnel policies and practices and how they impact human behavior. It also required co-ordination in formulation and implementation of the several personnel policies and practices. Together these events in personnel management required a growing body of knowledge and professionalization among the professionals engaged in dispute of managing people. To give recognition to this transformation in the discipline the field acquired the definition 'human resource management'.

The second transformation is based upon recognition that, in addition to coordinating Human Resource policies and practices with each other, they need to be co-ordinated or linked with the needs of the organization. Given that these needs are reflected in discussions of the major issues and direction of the organization, i.e. the strategy of the firm, the transformation of human resource management came to be known as strategic human resource management.

The main roles and responsibilities to be performed by the HR department are given in the following:

1. Employment and recruiting: Interviewing, recruiting, testing, temporary labor coordination
2. Training and development: Orientation, performance management skills training, productivity enhancement
3. Compensation: Wage and salary administration, job descriptions, executive compensation, incentive pay, job evaluation
4. Benefits: Insurance, vacation leave administration, retirement plans, profit sharing, stock plans
5. Employee services: Employee assistance programs, relocation services, outplacement services
6. Employee and community: Attitude surveys, labor relations, publications, labor law

relations compliance, discipline

7. Personal records: Information systems, records
8. Health and safety: Safety inspection, drug testing, health, wellness
9. Strategic planning: International human resources, forecasting, planning, mergers and acquisitions

The HRM function includes a variety of activities like recruitment and selection, staffing, performance management, pay structures, employee relations, and training and development systems. Human resource practices represent what people and organizations do and they affect executive thought, action and firm's performance. The HR department should create the practices that are consistently applied in different locations/ offices while also maintaining the various local cultures and practices.

Research and analysis section refers to the introduction of Google Inc, SWOT-analysis of the industrial and economic activity of company, and analysis of human resource management at Google Inc.

Google is an American multinational technology company specializing in Internet-related services and products that include online advertising technologies, search, cloud computing, software, and hardware.

Rapid growth since incorporation has triggered a chain of products, acquisitions and partnerships beyond Google's core search engine (Google Search). It offers services designed for work and productivity (Google Docs, Sheets and Slides), email (Gmail/Inbox), scheduling and time management (Google Calendar), cloud storage (Google Drive), social networking (Google+), instant messaging and video chat (Google Allo/Duo/Hangouts), language translation (Google Translate), mapping and turn-by-turn navigation (Google Maps), video sharing (YouTube), taking notes (Google Keep), and organizing and editing photos (Google Photos). The company leads the development of the Android mobile operating system, the Google Chrome web browser and Chrome OS, a lightweight operating system based around the Chrome browser.

Google has a clear and simple vision which states "To organize the world's information and make it universally accessible and useful". Google's unofficial slogan was "Don't be evil", which was later substituted In October 2015 in the Alphabet corporate code of conduct by the phrase: "Do the right thing"

Google's philosophy is hinged on the 10 number list principle which is revisited from time to time to see if it still holds true (GOOGLE, 2017):

1. Focus on the user and all else will follow.
2. It's best to do one thing really, really well.

3. Fast is better than slow.
4. Democracy on the web works.
5. You don't need to be at your desk to need an answer.
6. You can make money without doing evil.
7. There's always more information out there.
8. The need for information crosses all borders.
9. You can be serious without a suit.
10. Great just isn't good enough.

Google has many competitors, such as Yahoo, Bing, Apple, Comcast, and others. Because of the diversity of its products, Google also has a diverse set of competitors. The company now offers Google Glass, Google Fiber and Chromecast, while the Google driverless car is under development. This condition exerts a strong force on Google's business. Customers experience low switching costs because it is easy for them to move from Google to other companies. Thus, the low switching costs exert a strong force on the firm.

Google is substantially identified in the internet service related industry globally. However, like every other company in the system the company has face several challenges, criticisms and controversies such avoidance of tax, lawsuit (High-Tech Employee Antitrust Litigation) search neutrality, copyright, censorship of search results and content, and privacy. Other criticisms include alleged misuse and manipulation of search results, its use of others' intellectual property, concerns that its compilation of data may violate people's privacy and the energy consumption of its servers, as well as concerns over traditional business issues such as monopoly, restraint of trade, anti-competitive practices, and patent infringement. With some of the challenges highlighted Google has been able to formulate an exceeding and successful Global business.

Recommendation section includes the recommendations concerning human resource management, at Google Inc and recommendations for economic activity improvement. There are the best practices for successful human resource management:

The list of seven best HR practices of successful organization consists employment security, selective employment, teamwork, high pay linked to performance, extensive training, reducing status differentials and extensive communication. The other best practices include talent management, performance management, competency development, diversity management, knowledge management and relationship building and values and organizational culture. Soft (people) side of best practices aim at achieving employee's high performance and satisfaction and hard (goal) side of best practices aim at maximizing employee's performance.

Google's success is based on its high quality human resources. The company generally emphasizes smartness and excellence among its employees. Google's HRM includes carefully selected strategies, methods, and techniques for recruitment and selection, and for the retention of high quality workers. The firm's recruitment practices and selection process ensure an adequate workforce. The retention programs at Google are designed to retain excellent employees. These programs also attract employees to the firm. The company is now one of the best places to work.

This popularity and positive perception indicates the success of the firm's human resource management in recruitment, selection, and employee retention.

The most significant criteria used in Google's human resource management for the selection of applicants are smartness, creativity, drive for excellence, and alignment with the organization. The company does not use work experience as a major criterion for selection. These criteria are based on the firm's goal of maximizing innovation to support its broad differentiation strategy.

It is recommended that for Google to maintain its position and get a big market size in the social and payment area, certain measures are to put in place. One of the best strategies to adopt is to simplify its social platform and automate some other sections based on user preference. To be a major player in the payment and commerce area, the Google wallet would soon be a success if it's been used as a payment means on the google stores and other Ecommerce platform. Google would also remain the leader in the industry if he can localize and accept the currency of the hosting country, this would remove exchange barriers and ease payment.

Google need to constant monitors the trend to the government policy and their compliance with tax risk management to avoid fines and penalties and also make its activities transparent as possible.

Conclusion includes a summary of human resource management research at Google inc

SUMMARY

Shittu Ahmed Amidu

“AN INVESTIGATION OF HUMAN RESOURCE MANAGEMENT AT GOOGLE INC”

[Manuscript]: a comprehensive thesis for obtaining the qualification of master's degree

8.03060101 / Shittu ahmed amidu; TNTU. – Ternopil, 2017. – 102 p.

Master degree thesis consists: 102 pages, 8 figures, 14 tables, 3 additions, 40 references.

The object of investigation is the human resource management at Google Inc.

The aim of the work is paper is to improve the human resource management at Google Inc.

Research methods cover the statistical method and comparison analysis.

The meanings and definition of human resource management, theoretical review of project management and factors affecting human resource management activities have been described. The introduction of Google Inc, SWOT-analysis of the industrial and economic activity of Google Inc, and analysis of human resource management at Google Inc. have been done. The theoretical recommendations concerning human resource management, economic activity improvement at Google Inc. has been proposed.

Keywords: human resource manager, human resource management, Google Inc, organizational structure, SWOT-analysis, enhancement, motivation, strategic human resource management.