google

by Gagandeep Kaur

Google

[Type the document subtitle]

Student Name
8/6/2017

Table of Contents:

Introduction

The report on the video by Google on its work environment that focuses on the reviews provided by its various employees delivers information about the fun and innovative environment that Google provides for its employees. In spite of its higher pay and benefits, there are also attractive features that Google offers for its employees and this is being provided in the video. The first section on this report details about the key messages about Google as an employer and as an organization. The second section details about the various HRM theories that explain how effective is the video on attracting the right talent for recruitment in Google and the third section explains the various challenges faced by recruiters like Google in hiring the best talent from external sources.

Key messages about Google

The video on Google, about the work life of its various employees, delivers Google will always care about the interests of the employees. It provides the best environment of work to its employees who enjoy doing their work. Google is different than other organizations as any new idea provided by employees are welcome and things seem to happen within days or weeks (rather than taking years which is more prevalent in other organizations) (Feloni, 2016). As an organization, Google provides a work environment that is both productive and pleasant for its employees with flexible work hours for new moms and 20% of the time to work on personal projects which motivates the employees to a greater extent. Google has startup spirit to launch their products quickly without undue delays which makes it more inquisitive for the employees as they work and see the results almost in real time (Bal, Kooij and Jong, 2013). The employees at Google are free to have ambitious ideas and work on them during some part of the work time. They are given fast responses to their original ideas and also can achieve big things through their ideas (Gratton, 2010).

As an employer, Google has a big impact on its employees where they are provided with both official mentors and unofficial mentors who address any issues that the new recruits might have with the company (Rotich, 2015). The company arranges various programs for its employees such as educational conferences and tech talks which educate these employees to stay updated on

2

their areas. There is also gym and organic food provided for the employees at their work offices where they can have both fun and health at the same time (Vaiman and Brewster, 2015).

The engineering candidates who are recruited by Google has to have some inherent characteristics which make them more productive for the company and these characteristics would include being passionate about the work that you are doing; the energy levels must be high enough to meet the demands of Google as an employer; the initiative to build and contribute to the building of great things in information technology and there should also be a greater level of commitment among the employees (Sullivan, 2005).

How effective is the video on attracting the right candidates for Google?

The recruitment for any organization can be done from both internal as well as from external sources. There are advantages and disadvantages for both sources. The video is based on the AIDA technique of generating attention and interest from potential candidates which would also create a desire by offering proper incentives (both monetary and nonmonetary) and create appropriate action from the candidates(Compton, 2009). This video is targeted towards attracting external candidates for Google as internal candidates are well aware of the work environment in Google and don't require an informative video on its work environment and facilities provided for its employees(Benson and Brown, 2007). As such the advantages of recruiting from external sources are that the talent pool available outside the organization is larger than the pool inside the organization. With the recruitment of outside candidates, there would be new insights, knowhow and skills of these recruits which might be introduced to the organization as Google welcomes new ideas with more openness than other organizations (Schinnenburg *et al.*, 2014). When new employees are recruited from external sources, they are not members of any groups which might avoid any prejudices that teams inside might develop. And it is often cheaper to recruit candidates from external sources. There are also disadvantages of recruiting from external sources as new candidates recruited might take longer time for orientation and adjustments to the new work environment(Brewster *et al.*, 2016).

There are organizations which offer pay or benefits that are higher than the market standards in order to attract more efficient workers, but Google has changed all the professional jobs inside

the company such that the work itself has become the primary pull and attraction for the external pool of candidates who apply for a job in Google. Yearly nearly two million candidates apply for jobs in Google but only several thousands of them get selected (Rotich, 2015)(Rees and Smith, 2017). This is mainly because the work place in Google is crafted in such a way that every employee at Google feels working in the organization as an interesting feature. There are opportunities for learning continuously in Google and the employees are challenged constantly to do more and then are rewarded appropriately. As these employees feel that they are adding value to the organization, they are more committed towards work.

There are various methods of external recruitment that international organizations like Google use for recruiting their employees. These include recruiting through employment agencies, through advertising, through international recruitment sources (web based recruiting), recruitment through employee and employer referrals, through recruitment consultants, and mainly through university recruiting which is most popular with software companies like Google(Allen, Lee and Reiche, 2015). This video is targeted for web users who use internet to know more about Google as an employer. Even before any candidate applies for a job in any company, in the contemporary environment it has become common to check about the company and the reviews about the company as an employer by its previous and current employees. This video delivers such a collection of reviews about Google by its current employees. These employees provide information on how fun and innovative working at Google would be to them and how they can develop themselves on the workplace.

One main attraction in the video about Google as an employer is that information about the 20% work which makes the work itself as a critical attraction and a driver of innovation within the company. The 20% work means that the employees are allowed to work on their own research projects for 20% of their work time (one day a week) which they feel appealing and interested. The 20% time feature excites job applicants and the current employees much more than any other program that is undertaken by the organization. It is not only an important recruiting feature for Google, but also has produced much innovative products and innovation is the key expectation from every employee which has resulted in disruptive innovations from Google.

Challenges that organizations like Google might face in recruitment of right candidates

There are various challenges that recruiters like Google are facing in the labor market and these are explained in detail with possible solutions for overcoming them.

The biggest challenge faced by recruiters like Google is that the best candidates are often demanded by more companies at the same time and these candidates face multiple offers at the same time and it would be necessary to make the organization look attractive to the best candidates and this would also require the interviewing process turned into a great experience(Edison, Wang and Abrahamsson, 2015).

Similarly, though Google might get 2 million job applications a year, there are many recruiters trying to connect with the same candidates. This would require the employer brand to be stronger than the other recruiters. (Kaltenecker, Hess and Huesig, 2015) The video on Google is one such attempt in building the employer brand (depicting how fun and innovative work environment at Google would be). This building of employer brand would help in building the demand for a job at an organization like Google instead of the recruiters chasing for the best candidates (Amadoru and Gamage, 2016).

Another challenge is the diversity among the possible candidates. Though diversity enables to attract the best human talent and also enables to reach the diverse markets, and there are also advantages of getting higher creativity and innovation which results in organizational flexibility and problem solving efficiency, it also results in subjective or human challenges that might happen due to the diverse perceptions, behaviors and attitudes of these diverse people(Stone, 2013).

Conclusion:

There are various benefits of getting recruited by an organization like Google as it provides an wonderful and challenging work environment for its employees. And that was the main idea of creating such an informative video about how it feels to work in Google. There are many programs that are provided by the organization that makes Google a learning environment for its employees and that they can grow along with the organization. However there are also some important criteria that is looked upon by the employer Google from its employees and these

include the commitment towards work, innovation and creativity. Such attributes will enable both the Google and its employees to travel in the growth ladder.

References:

Allen, D., Lee, Y. and Reiche, S. (2015) 'Global work in the multinational enterprise: New avenues and challenges for strategically managing human capital across borders', *Journal of Management*. Available at: http://journals.sagepub.com/doi/full/10.1177/0149206315602217 (Accessed: 6 August 2017).

Amadoru, M. and Gamage, C. (2016) 'Evaluating Effective Use of Social Networks for Recruitment', *Proceedings of the 2016 ACM SIGMIS*. Available at: http://dl.acm.org/citation.cfm?id=2890604 (Accessed: 6 August 2017).

Bal, P. M., Kooij, D. T. A. M. and Jong, S. B. De (2013) 'How Do Developmental and Accommodative HRM Enhance Employee Engagement and Commitment ? SOC Strategies', *Journal of Management Studies*, (June). doi: 10.1111/joms.12028.

Benson, J. and Brown, M. (2007) 'Generational Differences at Work : Do they Matter ?'

Brewster, C. *et al.* (2016) *International human resource management*. Available at: https://books.google.co.in/books?hl=en&lr=&id=j-zcDgAAQBAJ&oi=fnd&pg=PP1&dq=international+hrm+challenges&ots=C89HCn8bDY&sig=FJ4OKfIOGPgwvf_i-62KwmGfPLw (Accessed: 6 August 2017).

Compton, R. (2009) *Effective recruitment and selection practices*. Available at: https://books.google.co.in/books?hl=en&lr=&id=ndwp9W6TYi4C&oi=fnd&pg=PA1&dq=AIDA+technique+of+recruitment+advertisements&ots=Ic0JrRDYXD&sig=bfp_sKBOQRz0Mq_XbkOdBvCZh8E (Accessed: 6 August 2017).

Edison, H., Wang, X. and Abrahamsson, P. (2015) 'Lean startup: why large software companies should care', *Scientific Workshop Proceedings*. Available at: http://dl.acm.org/citation.cfm?id=2764981 (Accessed: 6 August 2017).

Feloni, R. (2016) *Google's HR boss explains the company's 4 rules for hiring the best employees | Business Insider India*. Available at: http://www.businessinsider.in/Googles-HR-boss-explains-the-companys-4-rules-for-hiring-the-best-employees/articleshow/51048044.cms (Accessed: 6 August 2017).

Gratton, L. (2010) 'The Future of Work', *Business Strategy Review*, pp. 16–24.

Kaltenecker, N., Hess, T. and Huesig, S. (2015) 'Managing potentially disruptive innovations in software companies: Transforming from On-premises to the On-demand', *The Journal of Strategic Information*. Available at:

http://www.sciencedirect.com/science/article/pii/S0963868715000475 (Accessed: 6 August 2017).

Rees, G. and Smith, P. (2017) *Strategic human resource management: An international perspective*. Available at: https://books.google.co.in/books?hl=en&lr=&id=Dtm_DgAAQBAJ&oi=fnd&pg=PP1&dq=international+hrm+challenges&ots=WKrAZMGyNL&sig=Z8cBuaIUyRBuh-cXEdjROwgNLN0 (Accessed: 6 August 2017).

Rotich, K. J. (2015) 'HISTORY, EVOLUTION AND DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT: A CONTEMPORARY PERSPECTIVE', *Global Journal of Human Resource Management*, 3(3), pp. 58–73.

Schinnenburg, H. *et al.* (2014) 'Young talent: individualistic, boundaryless and disloyal? Challenges for international HRM and development', *the 13th Conference of International … .*

Stone, R. (2013) *Managing human resources*. Available at: http://testbankcart.com/wp-content/uploads/2016/03/stone4e_tb_ch01.doc (Accessed: 25 May 2017).

Sullivan, J. (2005) *A Case Study of Google Recruiting | ERE*. Available at: https://www.eremedia.com/ere/a-case-study-of-google-recruiting/ (Accessed: 6 August 2017).

Vaiman, V. and Brewster, C. (2015) 'How far do cultural differences explain the differences between nations? Implications for HRM', *The International Journal of Human*. Available at: http://www.tandfonline.com/doi/abs/10.1080/09585192.2014.937969 (Accessed: 6 August 2017).

google