

Managing people and organisations

Term End Assignment

Assignment Title: Organizational Behavioral Analysis

Question 1

Examine the job satisfaction/attitudes surveys of the company and briefly comment on the following

1. How satisfied are the employees with the company and their work in terms of job satisfaction?

The "Googlegeist" was developed in 2007 and assesses employee happiness in leadership, salary, diversity, and corporate principles. CNBC obtained the results of the company's 2022 survey, which was performed in January 2022. According to the study, approximately 53% of Google employees said their pay is competitive, a 5 point decrease from last year, while 56% said their pay is fair and equitable, an 8 point decrease. The number of participants in the company's cloud segment who described the promotional process as suitable fell by two points, to 54 percent.

In recent years, Google has reduced internal openness as employees have more loudly criticised internal rules and company business practices, such as its collaboration with the Department of Defense. Management increased limitations on disclosing "need-to-know" information and revised its standards to limit what employees may debate in employee forums. It discontinued a weekly company-wide meeting for employees to address concerns and discuss workplace issues, blaming it partly on public disclosures of business information. Instead, Google will have monthly meetings focusing on specific product and business strategies, with separate town halls for "workplace issues."

Job satisfaction influences individual behaviours. Therefore, the organisation must monitor and maintain satisfaction levels. Google is concerned about employee unhappiness as it has serious ramifications. Employee empowerment boosts motivation, productivity, and job satisfaction, all of which help Google's profitability and customer service ratings. Contract workers are generally satisfied with their jobs in the same way as direct employees are, although agency workers are less satisfied. These new employment connections affect job performance, job happiness, team dynamics, self-concept stability and clarity, and the ambiguity of managerial responsibilities. Employees' job happiness, loyalty, and organisational citizenship tend to grow when aligned with the organisation's ideals. It also has the effect of lowering stress and staff turnover. Furthermore, when employees' personal beliefs align with the organisation's shared values, they are more likely to make decisions according to the organisation's expectations.

2. What kind of organisational commitment do they display, whether affective or continuance commitment?

Employees exhibit affective commitment, defined as an employee's emotional attachment to, involvement, and identification with a company. It is a psychological tie in which one chooses to devote oneself to and be accountable to the organisation. Furthermore, affective

commitment is an independent type of commitment that is, the employee is motivated by internal strivings of self-concept and values congruence rather than external factors.

This affective commitment provides a significant competitive advantage to Google. Employees who have a strong psychological connection to the organisation are less likely to resign or be absent from work. They also have better work motivation, organisational citizenship, and superior job performance. Affective commitment also enhances customer satisfaction since long-tenured employees better understand work processes, and clients want to do business with the same staff.

Employees at Google are encouraged to work together. They offer a "Googler to Googler" program that promotes productivity and skills, including management, public speaking, orientation, and extracurricular activities. It is critical to foster a positive culture to foster a sense of community within the workplace.

Google provides massage programs to its employees to relieve stress to a considerable level. Licensed therapists perform massages. The company permits its employees to devote 20% of their workweek to personal initiatives and interests.

The benefits are Flexibility and vacation time:

- Vacation, bereavement, jury duty, sick leave, parental leave, disability, holidays, and global reset/wellbeing days are all examples of paid time off.
- A hybrid work approach is used for most roles, with two work from home days per week.
- There are also opportunities for remote employment.

Question 2

Comment on the nature of organisational structure of the company.

1. Examine the form of departmentalisation – whether it follows a functional, divisional, product, geography, or matrix?

Google's organisational structure is cross-functional or team-based, referred to as a matrix structure. Google's organisational structure has three key characteristics:

- function-based definition
- product or project-based definition,
- flatness in terms of hierarchy.

Good alignment between the firm's corporate structure and corporate culture contributes to greater odds of success. This benefit is evident in the case of Google's information technology and Internet services business, which is expanding in the global industry. The company's dominant position is attributed to the synergistic benefits of its organisational structure and organisational culture.

The alignment of corporate culture and corporate structure aids in the development of the company's competitive advantages to address strategic challenges associated with multinational corporations such as Apple and Amazon. Google is an example of harmonising and efficiently utilising company structure and corporate culture to meet strategic objectives

in generating competencies for business growth. This alignment encourages human resource competencies critical to business development and the achievement of Google's corporate mission and vision statements.

The structure and culture interact to determine the organisation's capabilities and cultural features. The following are the significant aspects of Google's corporate culture:

- Openness
- Innovative
- Smart
- With a focus on excellence
- Hands-on contributes to the small-business-family bond

Openness entails exchanging information to improve Google's business processes. The matrix organisational structure promotes openness. Within the context of Google's corporate culture, such as in meetings with supervisors, employees can voice their thoughts and opinions. In addition, Google places a premium on innovation. Every employee is encouraged to come up with new ideas.

The culture encourages Google employees to be innovative. The goal is to inspire employees to strive for greatness. Moreover, the organisation promotes staff participation in projects and experiments designed to test new ideas. Google's company culture fosters a welcoming social environment. Warmth contributes to knowledge exchange and employee satisfaction.

The company's organisational culture preserves a small-company-family milieu in which individuals, including executives like Larry Page, may easily discuss ideas. As a result, Google's company culture encourages excellence in innovation through exchanging ideas and the ability to respond quickly to the worldwide market for information technology, cloud computing and Internet services, and consumer electronics.

2. Examine the levels of organisational hierarchy and comment on whether it is a flat or a tall organisation.

The company has fewer layers of management in terms of organisational hierarchy, therefore, a flatter structure. This is because they have a broader span of control with more employees per supervisor and more supervisors for each middle manager. Compared to a corporation with a narrower span of authority, this increased number of direct reports is only conceivable by reducing management layers.

Google has a cross-functional organisational structure, a corporate matrix structure with high flatness. This flatness is a distinguishing structural trait that contributes to the company's growth and competitiveness.

Google's success is tied to the effectiveness of its organisational structure and culture in fostering excellence in innovation. Because of its emphasis on flatness, Google's organisational structure is unconventional. In this regard, the company's corporate culture is likewise out of the ordinary because it promotes transformation and direct social relationships within the business.

Question 3

1. Identify major organisational changes over the last few years. Evaluate whether these changes were structural changes or cultural changes.

After dominating a slew of high-tech initiatives, Google co-founder Larry Page decided to restructure the entire corporation. Page divided Google into several firms with this structural change, all owned by Alphabet's new holding company. Each of Alphabet's firms has its own set of goals and a CEO who focuses entirely on those aims. Alphabet is about firms that thrive because of strong CEOs and independence.

Each Alphabet company is now responsible for its expenses and revenues. However, increasing accountability makes the change more relevant. Page's long-term vision for Google (now Alphabet) motivated him to spearhead a change management drive for the better.

As a result, Google devised a new strategy. They needed to start the conversation about change sooner and compel critical questions, such as "does this change need to happen?" They sought to involve teams (rather than just management) early in the process, gathering different opinions and considering alternatives to identify the most exemplary ideas and make the best judgments.

2. Comment on the drivers to change and identify the resistance to the change process.

The driver of change was that Google essentially wanted to divide each big project into autonomous groups, each with its own goals and ambitions. It would be simpler to manage and scale in this manner. When Alphabet was established, Larry Page explained that the restructure would allow employees to focus more successfully and happily on their particular purpose without worrying about Google.

Long-term Google employees also stated that the company culture shifted as the company grew to more than 100,000 employees, many of whom are contractors rather than full-time employees.

The idea was that Google could pioneer other businesses in the same way it pioneered the search industry. The move was meant to assuage market concerns by streamlining operations and providing investors more visibility into Alphabet's new endeavours and acquisitions.

The reorganisation allowed Google to focus on its core search and advertising businesses and disclose results to its parent firm that reflected its results rather than those of subsidiaries. It also aids Alphabet in preventing potential dangers from spreading to other limited liability companies within the group.

Question 4

1. Elucidate the sources used for recruitment by the company. Comment on whether the sources used are appropriate or not and why?

It's not dissimilar to how other organisations undoubtedly recruit, but it's a challenging process. The lengthy but thorough procedure ensures that they pick someone clever and talented who will affect the organisation (and the world).

Google's hiring process is an essential component of culture. "Googlers" genuinely care about their teams and the people who make them up. They are likewise concerned with creating a more diverse and inclusive workplace, which begins with hiring. Google has realised that they need a diverse range of viewpoints and experiences to develop for everyone genuinely, and a fair recruiting process is the first step toward that goal.

Google creates a hiring committee to begin the hiring process. Instead of a hierarchical corporate model, they adhere to the peer review method of academics. Professors are appointed at universities through peer-review processes to keep them in academia for as long as feasible, the same logic applies with Google.

The company's critical internal recruitment sources for HR needs are promotions, transfers, and trainees/interns. External sources of recruitment at Google include educational institutions and job applicants. Google handles all of its employment in-house. When building new teams or expanding into the unknown, uncharted area, they will occasionally engage third-party recruiting organisations. However, they've had success in finding their people for the most part.

Google is one of the greatest, if not the best, places to work because they invest in operations, products, services, acquisitions, and the quality of the people they hire. Finally, these individuals are the company's driving power.

2. Prepare an interview (with at least 6 questions) the company can use to interview candidates for the position of their Marketing Head. The interview should have at least one behavioral, one situational and one job-related question.

behavioural

- Describe when you were confronted with a challenging scenario that required you to use your coping abilities ?
- Sometimes it can be complex and challenging to obtain information from other people to solve a problem or achieve goals. Please describe a similar situation you encountered. What did you do?

Situational

- What would you do if you made a mistake that no one else noticed?
- Describe a situation in which you identified a problem and took action to remedy it rather than waiting for someone else ?

Job-related

- What is the most thorough marketing strategy you've ever devised and implemented?
- Please tell us what relevant marketing experience you have that makes you suitable for this senior management position? Please give us an indication of the staff complement you are managing and the size of your budget.
- What would you do to boost our consumer base if you knew our target audience?

- What are some of the most important marketing metrics you monitor regularly?

Question 5

Briefly explain and comment on the:

1. Company's efforts to manage diversity (in terms of culture if it has a global presence, gender, age, disability, gig/alternate workforce)

Google has hired Performance Paradigm to create Examined Human and Digital Human, two diversity, equity, and inclusion programs. The program is a revolutionary strategy to include diversity, equity and inclusion (DEI) within Google through shared experiences and community-building.

As Google expands, they scale its diversity, equity, and inclusion activities to increase routes to tech in its areas. Google is creating a large and diversified talent pool to assist the industry's expansion. Through programs such as CS First, Code Next, and Tech Exchange, they develop the next generation of Black and Latino tech leaders by delivering computer science education from elementary school to university.

Google works hard to attract the best people and wants them to stay once they arrive. To help with this, they train all Googlers, from managers and executives to front-line human resources, in diversity, equity, and inclusion. The Equity Programs Team strives for equality in recruiting and hiring Googlers and performance reviews, promotions, and retention. Google cultivates a sense of belonging throughout the firm through our Employee Resource Groups, Leadership Councils, and Diversity Councils, even though many works from home.

Responsible growth entails looking beyond industry expectations to assess how work affects Google's towns, sites, and nations. They approach their work through long-term collaborations with educational institutions, governments, and community organisations. Google.org is dedicated to charity in support of STEM access for underprivileged populations. One can also Develop, alongside Google's Digital Coaches, give digital skills training and coaching to help Black and Latin small businesses develop.

2. Company's people management initiatives in the digital age.

Google's recent whitepaper, "Work the Way You Live," outlines the company's vision for workplace productivity and collaboration in the digital age. "Why should work not happen with the same speed and collaboration we enjoy in our daily lives?" the company argues in the document.

Consumers today are always connected, checking their phones an average of 150 times each day and openly sharing everything on social media. They expect their bosses to provide them with the same consumer-friendly technology they use at home. According to Google, the user experience should come first. Users are burdened by complexity and superfluous

features. Accordingly, if your company's work tools require training, you're doing it incorrectly.

Google acknowledges that upgrading legacy company systems can be difficult and expensive. Changes may be required if outdated technology restricts your employees' capacity to work from anywhere and at any time. Google pushes companies to adopt innovative technologies that allow employees to work from anywhere and on any device.

Google is trying to make work enjoyable. Companies should embrace social media by making it easier for employees to communicate, cooperate, and share information. In its whitepaper, Google says, "Make it dead simple for the employee to identify and access information that's relevant to their job." Businesses should also interact with employees daily to show and reinforce how they and their teams fit into the overarching strategy and goals of the company.

Further Google Indicates, remove Obstacles to Productivity, Google indicates. Many individuals face individual and team productivity roadblocks regularly. The most apparent factors include out-of-date tools that impede cooperation, data that sits in silos, lengthy meetings, and email threads, but many more. Businesses must break down these obstacles to enable real-time communication and increase staff productivity.

Attract and retain digital natives, Google advises. Digital natives, who grew up completely immersed in the digital environment, now make up a third of the workforce in the United States. The group has similar interests to others looking for meaningful and gratifying work, but they are also likely to have higher expectations for the workplace environment and available technologies.

According to Google, "they expect their work experience to be connected, collaborative, and team-oriented."

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