

# HUMAN RESOURCE MANAGEMENT PROJECT

Submitted to

Professor ABCD

Submitted By

Group 1-Section-

## Table of Contents

EMPLOYEE ENGAGEMENT PRACTISES AND ITS EVOLUTION .....	1
EMPLOYEE ENGAGEMENT AT GOOGLE .....	3
EMPLOYEE ENGAGEMENT AT APPLE .....	5
EMPLOYEE ENGAGEMENT AT MICROSOFT.....	6
UNIQUE EMPLOYEE ENGAGEMENT PRACTISES IN THE TECH INDUSTRY .....	7
KEY LEARNINGS .....	9

## EMPLOYEE ENGAGEMENT PRACTISES AND ITS EVOLUTION

Employee engagement refers to being psychologically involved in, connected to, and committed to getting one's job done. Managers are now planning on how to keep employees engaged in their job. They are now focusing on employee engagement to create more efficient and productive workforce. This can be supported by the Gallup survey, which states that business units with the highest levels of employee engagement have an 83% chance of performing above the company median; those with the lowest employee engagement have only 17% chance. Employee engagement is correlated with employees' customer service productivity, and improvements in employee engagement were associated with significant increase in sales, product quality, productivity, safety incidents at work, retention and absenteeism, and revenue growth.

As for the future of employee engagement, that now seems to be more about sustaining it rather than finding the HR theory about how to attract, motivate and retain good employees. As demographics change from Baby Boomers, Gen X, Gen Y/Millennials and now Gen Z, employee engagement gives organizations the tools to provide the kind of workplace needed to attract, retain and motivate its employees. Today, there are very few businesses which might be against employee engagement activities, but the problem is more about working towards it, particularly those in the small-medium enterprise sector which do not have the same kind of resources and infrastructure like larger organizations.

### *The evolution of employee engagement*

Employee engagement could seem a comparatively recent conception however, it goes back to over twenty years. The term 1st appeared in an instructional journal in 1990. Before that, throughout the 70's and 80's, the HR department focused on worker satisfaction. However, this had very little or no reference to performance and was more regarding the worker than the organization or the employee's relationship with it. The focus then moved from satisfaction to commitment, the employee would be loyal and committed himself to the organization. While commitment is a vital component of and predictor of engagement it cannot replace engagement.

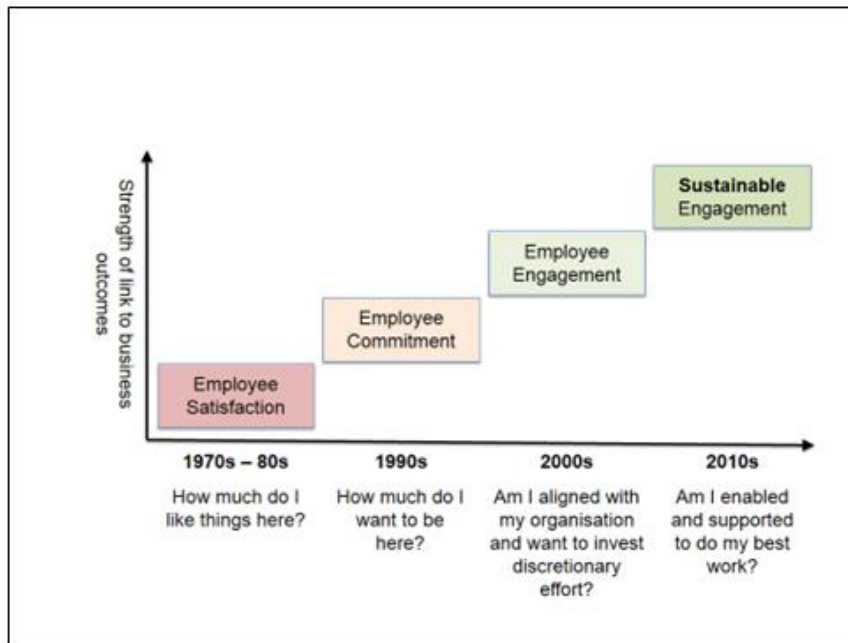


Fig1.Engagement evolution

The reliance of employee engagement programs on on-line administration is unlikely to vary within the near future, however there are many advances in measurement, administration and news, and analytics within the years ahead that practitioners ought to indurate. Examining the workplace experience using techniques from totally different disciplines like engineering, marketing research, labor economic science and medicine can seemingly increase. To totally leverage the survey results, organizations can increasingly measure more ideas from these totally different disciplines and vantage points in their surveys. The second of those seemingly advances is that the method within which surveys are administered and reported, and how action are driven from the results. Digitization and innovations can allow quicker, real-time and better in progress feedback loops between respondent and researcher – almost like several social media applications. Traditionally, worker analysis has been simply that – an exercise that treats the worker as a part of a large cluster which will be researched for consistent macro-level themes. Progressively, results won't solely be used at the organization and cluster level, however conjointly provided back to the individual. For example, upon completion of a survey an employee could receive their own individualized engagement report that has insights into how well they will conjointly perform a role in their job that they specified in their survey. In alternative words, they become a part of the answer rather than depending upon managers to drive all changes. Organizations can have the flexibility to produce a randomized set of survey items to a random choice of staff over an in progress amount of your time. Results can be fed back in real time to respondents and managers (in addition to periodic roll-up of information to color a full image across the organization). These kinds of approaches can allow chase employee engagement over the course of months, weeks or maybe days. Ultimately, this kind of technology innovation will unlock the important promise of employee analysis – economical, in progress dialogue and feedback with individual staff at the centre of the solution, as against one massive structure survey event that happens once a year or 2. The flexibility to trace, integrate and analyze knowledge at the individual level unlocks several prospects. For example, analyses is used to determine turnover trends, engagement, or maybe health outcomes for workers that have specific individual profiles. A “one size fits all”

approach to engagement can wane and interventions can happen progressively at segment and even individual levels.

## EMPLOYEE ENGAGEMENT AT GOOGLE

### **Flexibility to sleep**

Google's new headquarters in the UK will feature 5,000 "sleep capsules" manufactured by New York-based MetroNaps that claim to "enhance mood, creativity and learning" as well as "boost alertness and productivity".

Futuristic machines, which look like recliners with an orb-shaped visor down to the head, can be adjusted with programs of 15 to 20 minutes that turn into a "weightless position" (with the head and feet) raised while playing soothing music. The chair wakes users up with a series of vibrations and flashing lights.

Most of the company's existing offices have nap rooms, equipped with airtight door locks - the kind found on submarines - to keep them sound and light proof.

### **Getting your pets to the office**

Dogs are not only welcome, but encouraged at Google. In fact, the code of conduct of its employees states: "Google's affection for our canine friends is an integral part of our corporate culture." As long as they are supervised, employees can bring their four-legged friends to the office - and regular visitors even receive their own photo pass.

According to a former employee, the policy made him more productive at work, took him outside to walk his dog at lunch time and helped him meet new colleagues.

"The benefits of allowing dogs in the office far outweigh the costs, and the increase in job satisfaction for dogs far outweighs the slight boredom of those wretches who, one way or another, are not affected by the tail. But it's not so good for those with feline friends. The company says, "owners are discouraged from getting cats since so many dogs are around, although Google does not discriminate against them".

### **Free Services of Doctors, lawyers, hairdressers, laundry etc**

Google is doing everything in its power to encourage staff to stay at work, even when they have an appointment to make. The company offers doctors, dentists, physiotherapists and hairdressers on site - as well as a shoe shine service, beauticians and legal advice. Most amenities are free, including haircuts, which are performed in a state-of-the-art mobile salon run by a company called Onsite Haircuts. There is no need for the employees to go home to do laundry since staff can bring dirty clothes to work and use the office washing machines, or hand them over for dry cleaning in the office itself.

## **Excellent Food**

The new London headquarters will feature four upscale restaurants, which will sell mouth-watering food from around the world - and, like all of Google's offices, it's free.

The food ranges from lobster linguine to grilled steak, to freshly baked pastry to homemade ice cream, which is not a regular canteen kitchen; but appears to be worthy of a Michelin-starred restaurant. Google co-founder Sergey Brin taught desktop designers when the company began in 1998 that "no one should be more than 200 feet from food."

Employees love the great food that they are served in office, but the real reason behind the free lunches is that with tasty meals available at the office, there is no reason to leave the office.

## **Death benefits and new parents benefits**

Google has a policy in which if an employee dies his/her spouse continues to earn 50 percent of their salary each year for a decade.

Even more surprising, there is no minimum duration requirement, so every employee qualifies for the benefit, even if they have only been there for a week. New parents get similar benefits: maternity pay lasts almost five months, while new fathers get six weeks of paid leave after the birth of a child.

The company also offers what it calls "baby bond money" to pay for diapers and take-aways in the month following a baby's arrival, all for free for loyal staff.

## **Plethora of physical activities**

While some offices can boast an off-site gym or tennis court, Google staff around the world can enjoy almost every sport under the sun - inland sprawling grounds. Google gives facilities such as beach volleyball courts, ice rinks, basketball courts, football pitches, ping-pong tables and games rooms.

Staff can relax after a long day in the swimming pool with wave machines and underwater treadmills, as well as a lifeguard on duty 24 hours a day. For less athletic types, there are mobile libraries that also offer language courses, ranging from Spanish to Mandarin.

The current London office, located near Tottenham Court Road, has a rooftop space where employees with green fingers can grow plants, herbs and fruits. There is a waiting list for parcels. Google also loves that the staff spends every free time with colleagues and hence organises annual ski trips, summer picnics and theme nights etc.

## **Meetings not only in board rooms**

Why book a boring meeting room, where you could meet with your colleagues in a tent, on a bike - or even in a bathtub?

Google has been a pioneer of gimmicky interiors and prides itself on organizing ordinary office events in an out of the ordinary environment. Its Israeli office, for example, has an artificial

beach and toboggan, while London's headquarters is home to cars, beach cabins and giant dice-themed rooms.

In Dublin, there is a green roof and jungle-style canopies on the roof. The tables are made of old tubs, the rooms have padded walls and the legendary "conference bike" is used as a team-building exercise for the new staff. He has four wheels and five riders, who must work together to move him.

### **Interaction with famous personalities**

Google has a host of speakers on the quick call list to make presentations to staff.

Among the famous faces to give their words of wisdom are: singers Lady Gaga and Annie Lennox, models Lily Cole and Christy Turlington, actors Will Smith and Ryan Reynolds, and former US President Barack Obama.

Since 2005, more than 1,000 guests have given motivational lectures: the video of "Google Goes Gaga" is very popular - it has accumulated 2.5 million views. The international research giant also brings together the world's best thinkers and leaders for its annual "Zeitgeist Conference", an elite, invitation-only event organized in the English countryside, whose illustrious participants were Prince Charles, Sir Richard Branson and David Cameron.

### **Free transport services**

Google workers in San Francisco have free shuttles with Wi-Fi to transport them from downtown to corporate headquarters. Elsewhere in the world, there are scooters and golf carts to escort staff between different parts of the office - walking, it seems, is a waste of useful energy. Those driving to work can enjoy free on-site car washes and oil changes.

## **EMPLOYEE ENGAGEMENT AT APPLE**

Apple is one of the leading company in consumer electronics and its core competency lies in designing the innovative products. Apple employs the best of the brains in the industry to come out with such innovative products. Other than these employees, it also employs low end employees who work in the Apple retail stores and these constitute 60% of the human assets at Apple. It is these employees who man its retail stores and have direct customer contact and project the brand image of Apple. Apple has always followed industry leading HR practices to retain its employees and ensure that they stay motivated and deliver their best performance.

Employee engagement practices are crucial for getting the best out of employees. It measures an employee's affection and association with the organization. Apple knows that higher employee engagement leads to higher satisfaction levels and commitment towards the organization and hence Apple is the most visible example of employee engagement. Employees feel empowered and experience job involvement.

Apple has followed several creative strategies to engage their employees well. These strategies made Apple outperform its rival in terms of its revenues, profits and growth.

Steve Jobs, the founder of Apple pioneered the concept of 360-degree engagement with its employees where efforts were to continually engage their employees. Below are some of its strategies as a part of 360-degree programs-

1. ***Build a culture a Fandom-*** The biggest and the most enthusiastic fans that Apple and its product has are its own employees. Apple created an environment where it made its employees the biggest fans of their products. To make this happen, Apple allows its employees to use their products on a daily basis. Employees are given regular discounts of around 15-20% for buying their products. Sometimes they are given as free gifts. By doing this, Apple makes its own employees a fan of the company and make them company's brand ambassadors. Another interesting practice that they follow is they "clap out" other employees when their shift is over each day, building a sense of camaraderie and accomplishment. These employees put their best efforts to help the company achieve its goals both financial and non-financial. It also builds long term relationship with the employees
2. ***Emphasising Employee Retention-*** Apple lays a lot of importance on retaining its employees and its attitude creates a long-lasting impression on them. Even after an employee leaves the company, employees say that they bleed the six colours of Apple (referring to the old logo of Apple). At Apple, employees can raise issues directly the top management by posting on the Can We Talk section using the internal HR website of the firm. Also, the company has a great appraisal system for the employees and performance is linked with rewards. Therefore, they are able to retain the talented employees and their engagement levels with them.
3. ***Create Great Employee Experiences-*** Apple focuses on creating great experiences for its employees. They were literally encouraged to build the products that they wanted use and which was better than the ones already available in the market. To quote an example – they built their first computer because they really wanted one. This led to increase in the employee experiences and boosted the engagement level of the employees with the organization.
4. ***Focus on projects, not silos-*** At Apple, an employee's contribution is measured on the basis of the number of projects that he has worked on and not on the basis of how long he has worked. The best employees are rotated among the top projects so that the employees can perform their best in the best of opportunities they get. This is related to one of the Steve Job's core values – 'Focus on specific projects, and the roles of the department will fall into the place'.

Apple is one of the big names to have employee engagement as its top priority. One of the biggest achievement that it has hit is its employee retention rate, which has reached 81%

## EMPLOYEE ENGAGEMENT AT MICROSOFT

Microsoft is one of the well-known companies, for engaging the employees in various "development with fun activities". Throughout many years, there have been several practices that develop the skills of the employees, and build up the sense of belongingness in them. A few of these practices have been discussed below:

1. ***Increasing awareness about the environment:*** Microsoft believes that to inspire their employees, it is of utmost importance to make the employees aware of the initiative their company takes, for the benefit of the environment and society. For this reason, the company

has a online sustainability training. They give Environmental Action Awards where they recognize their teams or employees, who have shown leadership in the way their company has done. Other initiatives include highlighting their progress on internal and external websites, and quarterly newsletters.

2. ***Drive Engagement:*** The company has many “green teams” in its campus that provide opportunities for employees, who want to be directly involved in sustainability works. The most popular green teams are: MS Green, Sustainability Champions, Environmental Sustainability Leads; these teams have done some exceptional works, for example: buildings programs and products to save more energy. One of these teams, try to reduce employees travelling to the best possible extent. The Sustainability champions team has established goals to reduce controllable energy consumption by 3-10% per building at the plug level. The Environmental Sustainability Leads are striving to advance technology to such an extent that it can enable low carbon economy.
3. ***Involving them in big occasions:*** Microsoft has an annual company meeting held in Seattle, but the employees elsewhere feel left out, so the meeting is webcasted with a television-style format, and offer giveaways for online viewers, who could then comment on Yammer. This lead to make the employees very satisfied, and they loved this idea.
4. ***Make it easy for people to act:*** Microsoft creates infographics, which is called “By the Numbers”, it is based on concrete data that interests its software programmers. It was very much liked by the employees, because the company has many engineers, who like numbers and big data points or facts. So, it becomes easy for them to decipher and remember data in pictorial form.
5. ***Making events more fun:*** Microsoft posted the photos of executives cutting a ribbon in a Microsoft Store, and it asked them to provide mock-serious captions on the photos. This made the employees very hilarious, and it also drove a ton of engagement, it also created a positive sentiment among them.
6. ***Treating employees as customers sometimes:*** The company provides employees discounts on its products, and it turned shopping in a social event. It brought the general managers, from the store, to the campus, and insisted other employees to ask them questions about any product, so the employees in the campus can buy the product pitched by the general managers. For example: The employees asked, “What kind of video games should I get for my nephew?”

## UNIQUE EMPLOYEE ENGAGEMENT PRACTISES IN THE TECH INDUSTRY

Companies with high employee engagement receive various profitable rewards: productivity and innovation prosper; employee engagement and loyalty develop. One key way that companies can drive employee engagement and separate themselves in a focused job market is through their Learning and Development (L&D) programs.

Millennials now contain the biggest fragment of the American workforce, and a current report demonstrates that they rank preparing and development as the #1 most profitable advantage managers can give. Driving tech companies today comprehend this and are making new learning activities to drive employee engagement and job fulfilment. Pandora calls these programs their "B2E" (Business to Employees) activities. Salesforce, the idea pioneer behind Customer Success, has named them "Employee Success"



## ***SALESFORCE: Innovative, Customized Learning Journeys***

Salesforce redoes Learning and Development to the individual employee to expand productivity and engagement. Dan Darcy, SVP Productivity, runs enablement at Salesforce and depicts his job as Customer Success for interior employees.

For Salesforce, Customer Success is tied in with putting customers first. It implies currently attempting to expand client satisfaction, engagement, productivity, retention and extreme achievement. For Dan and his group, Employee Success starts things out.

"I will probably set up the best deals training program in the industry; and afterward reveal this structure for training over all Salesforce divisions," Dan says energetically. Dan's group surveyed employees and found that Salesforce employees needed customized learning opportunities that they could do at their own pace.

## ***Google: Encourage managers to think about their new employees before those folks start working***

It's a well-known fact that Google can run analytics superior to other associations.

People on Google's analytics group as of late made sense of a simple method to quicken time-to-productivity by 25%, as per an ERE piece. Precisely how they did that may amaze you.

Rather than holding up until Monday to start pondering another hire, Google's HR group chose to convey update messages to chiefs the Sunday before another hire begins. These messages delicately prod chiefs to consider five undertakings that Google's information says are fundamentally critical to the accomplishment of new employees:

- Discuss their role and responsibilities
- Find a peer buddy to mentor them
- Introduce your new hire to the rest of the team
- Check in with your new hires once a month for the first six months
- Encourage open dialogue

Remember that supervisors aren't compelled to do anything. Google just advises them that these five assignments have been demonstrated to enable new hires to conform to their new environment.

In the event that your administrators tend to begin considering new employees on their first day, you might need to urge them to change their approach and start pondering onboarding a couple of days sooner.

## KEY LEARNINGS

A successful policy of employee engagement highlights the level of commitment and motivation exhibited by the employees. Focused employees are the asset and the bedrock of every successful organization and the energy that they show while working is a key performance indicator of their active engagement and how well dedicated are they to the company. Those who are well involved are more productive in terms of professional output, more satisfied and more likely to remain in the company for a longer duration. When organizations implement sound HR methodologies, employees are content, safe and will be motivated to work to their full potential, culminating in overall improvement economically and financially, from the point of view of the company and the successful retention of engaged employees.

Successful and strategic employee engagement planning connects HR management directly to an organization's strategic plan essentially signals how the employees shall have substantial roles that aims at the strategic techniques that the organization intends to adopt. Whether to determine the number of employees required to deliver services over the next operational period or how performance will be analyzed, the HR management practices and activities need to be planned to answer the question: "Where is our organization going and how will it get there?"

Successful employment engagement policies

- Motivates employees to perform to their full potential, improving individual and overall productivity
- Establishes clear communication between various employee levels and what they require to do
- Provides constructive feedback on employee activities and performance
- Document plans for improving performance, as and when necessary
- Identifies the skills and abilities of each employee and assign the appropriate projects to adept individuals
- Identifies individual employees for more challenging assignments
- Helps and supports employees in executing their work and career aims by highlighting required training and development opportunities
- Contributes to the succession management plan in the form of leadership programs so that employee skills develop and employers develop the skills they need to fill an potential HR gap in the future
- Help to maintain diversity in the workplace and create an environment where people feel welcome and safe from harassment and discrimination which motivates the staff to perform
- Help to reduce absenteeism and performance problems which decrease while productivity, morale, productivity and employee retention rate increases

The factors which aids in driving employees to be engaged in their jobs differ not only from country to country but also vary industry wise and company wise. As a result, organizations which are looking to expand globally need to be aware of what actions they need to take in order to engage their employees in various global locations.

In looking to engage employees globally, employers should:

- Observe strategic global HR decisions from the point of view of a national culture

- Use valid analysis and refrain from stereotypes in order to align HR practices for a local population.
- Take heed of the fact that the norm and form of engagement varies significantly from nation to nation, which makes it all the more critical to have data on country norms and practices to measure and analyze employee surveys properly.
- Realize that the elements which create engagement also create and sustains the brand of the employer
- Realize how the company conducts its work reflects the culture of the organization.