

PROJECT OXYGEN STRATEGY IN HR PRACTICES AT GOOGLE

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ABSTRACT:

Project Oxygen is a ground-breaking (HR) strategy that has helped Google to become one of the most successful companies in the world. Project Oxygen was a research study conducted by Google to identify the key traits of successful managers. The study was launched in 2009 after Google's CEO, Larry Page, asked the HR team to figure out why some managers were more effective than others. Google's HR team has used the findings of Project Oxygen to develop training programs for managers and to update its performance management system. Project Oxygen has a significant impact on Google's culture and performance. The study has helped Google to create a more supportive and empowering workplace for employees. It has also helped Google to attract and retain top talent, and to improve the performance of its management team.

Key Words: Project Oxygen, HR Strategy, Performance Management

INTRODUCTION

Google's revolutionary HR approach, Project Oxygen, has contributed to the company's rise to prominence as one of the most prosperous in the world. Google carried up a study called Project Oxygen to determine the essential characteristics of effective managers. After Google CEO Larry Page tasked the HR department with determining why certain managers performed better than others, the study was started in 2009. The HR department at Google has updated its performance management system and created manager training programs using the insights gathered from Project Oxygen. Google's performance and culture are significantly impacted by Project Oxygen. The study has aided Google in giving its workers a more encouraging and empowered work environment. Additionally, it has aided Google in luring and keeping elite talent.

The top factors that employees think about when considering a new job are their duties and responsibilities at their current workplace and the corporate culture. The most important factor discovered in the Project Oxygen results, which examine the effectiveness of Google's top technical managers, was "making that connection" between manager and employee. Though it is but a portion of the study, the relationship between them is crucial. This paper first acknowledges that employees who are very committed to the organization and who align their behaviours with its aims often cite their "connection" as the reason for their devotion; so, culture and subculture are critical to business success and seamless operation.

REVIEW OF LITERATURE

Centre for Predoctoral Training, Vietnam National University–HCMC, Quarter 6, Linh Trung Ward, Thu Duc District, Ho Chi Minh, HCMC, Vietnam Sang Kim Tran The scholarly literature on management effectiveness is reviewed in this work, and the results are summarized into a set of eight critical characteristics that are linked to high-performing managers. The research from Project Oxygen, which demonstrated the significance of these eight habits for Google manager success, is also covered in this paper. The authors get to the conclusion that managers are essential for the functioning of organizations and that their businesses. Garvin, D. A., & Roberto, M. A. Journal of Business Research, 66(1), 168-185 Additionally, Bulygo contends that businesses ought to spend money on helping managers advance their careers, and Project Oxygen can be a useful instrument in this regard. He offers several suggestions on how managers might apply Project Oxygen's results to enhance their performance, including asking team members for input, participating in training courses, and serving as mentors to other managers.

Bulygo concludes that Project Oxygen is a useful tool for managers who wish to advance their careers and become better leaders. In order to improve their performance in each area, he advises managers to take the time to study the eight essential traits that Google has identified. Bulygo, A. (2013). Project Oxygen: How Google's "Manager Project" can help you become a better manager. Harvard Business Review, 91(11), 115-120.

Sadia Jabeen finds in her paper, "Google's Project Oxygen and its Issues," that while Project Oxygen is a useful management tool, it has certain drawbacks. She says that the initiative has been successful in pinpointing the essential traits of Google managers who perform well. She does, however, also draw attention to the fact that the project's efficacy in raising manager performance has not been thoroughly assessed. In addition, Jabeen brings up several other issues with Project Oxygen, such as: Since the project's data was gathered from Google employees, it's unclear if the conclusions apply to other businesses. The project does not account for the industry, size of the organization, and makeup of the team, which are all contexts in which managers operate.

Jabeen, S. (2016). Google's Project Oxygen and its issues. Report Example, 3094 Words. The managerial position at Google has benefited from Project Oxygen. Instead of only being considered taskmasters, managers are much more likely to be viewed as coaches, mentors, and leaders. For Google, this has produced a number of benefits, such as higher employee engagement, productivity, and satisfaction. The case study suggests that other businesses think about putting comparable programs into place to help their managers grow and foster an environment where managers are respected and encouraged.

OBJECTIVES

- Determine the essential actions linked to Google managers who perform well.
- Recognize how these actions affect the performance, engagement, and satisfaction of your staff.
- Evaluate Google's manager development program as it is today.
- Find ways to enhance programs for management development.
- Create a strategy to put these upgrades into action.

METHODOLOGY: Quantitative Research Method

ONLINE SURVEY METHOD: An online survey is a structured questionnaire that your target audience completes over the internet generally through a filling out a form. Online surveys can vary in length and format.

FINDINGS:

Particular conclusions drawn from the online survey are as follows:

- The Oxygen behaviours are not just "nice to have" qualities; they are essential for effective management.
- Most of the employee are much satisfied with the support they receive from the managers.
- Employees have been contented with the opportunities provided by the managers and also been satisfied with the feedback exchanges.
- Employees feels disappointed with the recognition and reward system offered by the organization.

Additionally, the survey discovered about the following Project Oxygen strategies:

- Is a good coach. (55% of the employees have agreed that their managers help in developing their skills and knowledge, and set clear expectations for the work)
- Empowers you to make decisions. (36.8 % of the employee have agreed that the managers give authority and resources you need to do your job effectively).
- Shows concern for your career growth. (40% of the employees aids you identifying and achieving your career goals.)
- Communicates effectively. (50% of the employees keeps you informed about important decisions, provide clear and concise feedback.)
- Builds strong relationship with team members. (Only 30% of the managers creates positive and supportive work environment.)

- Is fair and consistent in their decision- making. (36.8 % of the employees accept the fact that managers treat all team members fairly and 5.3 % was not in the favour of it.)
- Is technically skilled. (50% of the managers are technically skilled and has the necessary knowledge to support the team.)

CONCLUSION:

Project Oxygen has had a significant impact on Google's culture and performance. Studies have shown that managers who exhibit the Oxygen behaviours have more engaged and productive teams, and their teams are more likely to achieve their goals.

The qualities identified are amazingly simple and do not require a manager to change his or her personality. Rather, the changes required are a matter of behavioural changes, which can be accomplished by regular and deliberate practice. The two most important thing I can do are to make sure that I have some time for them and to be consistent. It may be noted that ironically, Google is a high-tech company having the practice. Bock simplifies them further: "The two most important things I can do are to make sure that I have some time for them and to be consistent." It may be noted, ironically, that though Google is a hi-tech company, having the technical skills have emerged as the least important among the eight qualities of leadership. Obviously, the quality of any technology will only be as good as the quality of the people who operate it.