

The Reality of Human Resource Management Practices :Case Study on the Strategic Human Resource Management at Google (Alphabet)

واقع ممارسات إدارة الموارد البشرية: دراسة حالة إستراتيجية إدارة الموارد البشرية لشركة "جوجل ألفابت"

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Abstract:

Google Alphabet serves as an excellent case study, offering detailed insights into how the company implements human resource management practices to maintain its standard of excellence. This study aims to present both a historical and current overview, along with an analytical case study of Google Alphabet, based on secondary data sources. It provides practical and applicable insights by linking strategy and human resource management within the context of Google Alphabet insights that may serve as inspiration for other organizations.

Keywords: HR Planning, Recruitment, Training, Performance management, SWOT Analysis.

JEL Classification Codes: M12, L1

ملخص:

تُعد شركة جوجل ألفابت دراسة حالة ممتازة كونها توفر معلومات مفصلة حول كيفية قيام شركة جوجل ألفابت بممارسات إدارة الموارد البشرية للحفاظ على مستوى التميز الخاص بها، حيث تركز هذه الورقة على تقديم الخلفية الحالية والتاريخية بالإضافة إلى تحليل دراسة الحالة لشركة جوجل ألفابت بناءً على المصادر الثانوية للبيانات، تقدم الدراسة رؤى عملية تطبيقية من خلال ربط الإستراتيجية وإدارة الموارد البشرية مع سياق شركة جوجل ألفابت التي يمكن أن تلهم المنظمات الأخرى .

الكلمات المفتاحية : ؛ تخطيط الموارد البشرية ؛ التوظيف ؛ التدريب ، إدارة الأداء ، تحليل SWOT

تصنيف JEL : M 12 ؛ L1

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INTRODUCTION:

Traditional aspects of human resource management (HRM) have attracted the attention of many researchers over several decades. Both academic theory and business practice have addressed the theoretical and practical techniques involved in managing personnel within organizations (Ahmed, Tabassum, & Hossain, 2006). Human resources have become a core function in achieving organizational success. However, numerous scholars have emphasized that while traditional HRM practices remain necessary, they are no longer sufficient on their own.

Due to both internal and external forces, the perspective on HRM has shifted from mere personnel administration to strategic human resource management, and more recently, to strategic management of human capital. This approach extends beyond employees alone to include other stakeholders such as organizational leaders, the HR department, middle management, and staff members (Wedchayanon, 2010, p. 185). This broadened HRM perspective has elevated the importance of stakeholders in the organization overall and their role in supporting the development of organizational capabilities for competitive advantage.

In other words, the distinction between HRM and strategic HRM lies in the fact that traditional HRM does not engage with the practical knowledge of the organization's strategic objectives. Instead, strategic HRM refers to a planned pattern of HR resource allocation and activities aimed at enabling the organization to achieve its goals (Wright and McMahan, 1992). As (Ulrich, 1998) summarized, HR should not be defined by what it does but by the outcomes it delivers outcomes that enhance the organization's value for customers, investors, and employees.

Strategic HRM involves aligning HR policies and practices with organizational strategies. This includes identifying the competencies and behaviors necessary to achieve strategic objectives. At Alphabet Inc. (Google's parent company), the HR department fulfills four key roles and practices:

- workforce planning, job analysis, and design;
- recruitment, selection, and retention;
- training and performance management; and
- compensation and career development.

Study Problem

This leads us to the following research question:

How have HRM practices contributed to developing Alphabet's workforce to maximize operational agility and achieve competitive advantage?

Previous studies

To understand the path and development of human resource management strategy in practice, we reviewed and analyzed previous research and academic sources, as follows:

1/ (Nurfitasari et Sumadhinata, 2022)

This study was conducted at PT. Santosa Kurnia Jaya to determine the company's business strategy by analyzing the company's strengths, weaknesses, opportunities, and threats. The type of approach taken is to use qualitative methods through SWOT analysis, then analyzed using IFAS and EFAS matrices to get the right business strategy for PT. Santosa Kurnia Jaya. Based on the results of the SWOT analysis in this company improving human resource development and employee performance is good, because refers to the results of the IFAS and EFAS matrices, from the internal factor analysis (IFAS), namely, the company shows that the quality of production results has a major effect on the survival of the company.

2/ (Wibowo1 et Kusumastuti, 2022)

This study explores the perception of how HR employees and stakeholders harmonize HR development with the strategic plan through SWOT analysis. The results show that there are a number of advantages such as the millennial generation and the weakness is the inadequate direction of HR development policies. On the other hand, the rise of digitalization and its rapid changes are both opportunities and threats for organizations. The author formulated the strategies of strengths-opportunities (SO), weaknesses-opportunities (WO), strengths-threats (ST), and weaknesses-threats (WT). Finally, the author hopes that the article can be an option of recommendations for organizational leaders in human resource development strategies at the Ministry of Manpower.

3/ (Pancasasti, R., et.al., 2021)

This research aims to find out how the human resource planning strategy conducted by PT X Cigarette Distributor , So in this study analyzed whether existing human resources are effective or not. The type of research conducted is Field Research which is descriptive analysis that is research that describes the strategy of human resource planning in an effort to improve employee performance. Data collected by interview, observation, and documentation. Data analysis techniques used qualitative descriptive analysis combined with SWOT analysis approach. The results of the study explain that in human resource planning there are several stages in the process of procuring new employees. And in carrying out its operational activities, the company considers the strengths, weaknesses; opportunities and threats that one day can benefit or harm the company.

in the table below we summarise and compare the main SWOT analyses of approaches to SHRM in each of the three literature review.

Table 1: Summary SWOT analyses of HRM Strategies in the Literature Review

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Literature Review	Name of HRM Strategy	STRENGTHS (S)	WEAKNESSES (W)	OPPORTUNITIES	THREATS
Nurfitasari et Sumadhinata (2022)	SWOT analysis as HR development and performance assessment PT	SO Strategy Generate strategies that use strengths to take advantage of opportunities	WO Strategy Generate strategies that minimize weaknesses to take advantage of opportunities	ST Strategy Generate strategies that use strengths to address threats	WT Strategy Generate strategies that minimize weaknesses and avoid threats
Wibowo et Kusumastuti, (2022)	SWOT Analysis in SMART ASN Development	The growth of the quantity of the millennial generation in the Ministry of Manpower	There are no clear policies and regulations related to SMART ASN within the Ministry of Manpower	The rise of digitization	Technological developments and globalization are going fast
Pancasasti, R., et.(2021)	Human Resources Planning Strategy With SWOT Analysis Method At Pt. X	Employee turnover intention is very low Employee benefits and benefits are quite good (Health, bonuses, transportation, money, meals, etc.)	Cigarette excise policy from the government At a certain level, employees must be ready to be rotated to all areas	Continue to develop business and create sister companies (FMCG, Banking, E-Commers, and real estate (hotels and housing)	Non-smoking non-governmental organizations (NGOs) who continue to voice the closure of cigarette factories

Source: Prepared by the researcher based on(Nurfitasari et al (2022) , Wibowo1 et al, (2022), Pancasasti, R., et.al., (2021).

Comment on previous studies:

Studies Nurfitasari et al (2022) , Wibowo1 et al, (2022), Pancasasti, R., et.al., (2021) have been more effective in highlighting the policy practice gaps in strategic HRM than in highlighting ,the perception of how HR employees and stakeholders harmonize HR development with the strategic plan through SWOT analysis the means for closing them and supporting effective implementation. Although Some academics argue on the basis of their research that HR strategies are impractical and unachievable and favour externally-driven institutional explanations for HR system determination and deny the existence of HRM strategies in practice (Trevor, 2009), Guest and Bos-Nehles (2013: 95) commented that: ‘One of the most seriously under researched topics concerns the process whereby new HR practices are introduced’ – that is, with implementation. Dealing with this issue has very much been the aim of the study , and we have found that HR leaders are very aware of the delivery problem and are clearly taking steps to try to address it . Perhaps the most important conclusion reached

by our review was that there is a need both for a more multi-stakeholder perspective to strategic HRM – which we have seen emerge in research studies and HR function priorities – as well as the need to make SHRM research more relevant for practitioners, this is the primary aim of our case study .

Study Objectives

This study aims to identify the best practices in human resource management at Google Alphabet and assess the company’s potential to achieve organizational excellence by implementing these best HR practices through:

- Examining and analyzing the current application of best human resource management practices at Google (Alphabet).
- Reviewing the implementation of strategic human resource management by conducting a SWOT analysis of Google (Alphabet).

Study Significance

The importance of this study lies in its alignment with contemporary organizational trends focused on achieving competitive differentiation by adopting human resource management strategies that develop human capital and integrate HR strategy with overall organizational strategy. Effective HR management practices enhance employee performance and expedite task completion, thereby contributing to organizational excellence. Achieving organizational excellence is crucial for building the company’s reputation, strengthening its competitive position, and enabling sustainable growth and goal attainment. Human resource management is considered a vital workforce force that ensures the organization’s continuity, sustainability, and achievement of its objectives.

2. Theoretical framework of the study

2.1 The concept of the strategic approach to human resource management

Human resource management, like other departments and organizations, is influenced by numerous local and global environmental variables. In the context of economic competition and globalization, it is essential to focus on HR management not only in fulfilling its traditional functions such as recruitment, training and development, and performance appraisal but also in its role in shaping and implementing the organization’s strategy. This necessitates emphasizing the strategic approach to HR management as an integral part of the overall organizational strategy. Strategy involves formulating the organization’s mission and goals and developing a plan to achieve these objectives to secure a sustainable competitive advantage (Durra & Al-Sabbagh, 2010, p. 113). Based on this definition, the concept of the strategic approach to human resource management comprises six elements, detailed in the following table:

Table (2): Elements of the Strategic Approach to Human Resource Management

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Elements	External Environment	Competition for Skilled Labor	Long-Term Vision Availability	Focus on Decision-Making	Attention to Employee Capabilities	Integration with Organizational Strategy
Content	<p>The external environment encompasses various factors that can either support or challenge an organization's human resources efforts. These include the availability of skilled labor in the job market, prevailing labor legislation, economic trends, demographic shifts, and technological advancement</p>	<p>Competition is an important factor in how organizations attract, keep, and inspire their employees.</p>	<p>Developing an HR strategy requires the management to have a long-term vision aligned with the organizational strategy.</p>	<p>HR management involves making numerous critical decisions concerning the organization's human resources.</p>	<p>The HR strategy pays attention to employees' capabilities across all levels, from top management to the base, in all directions equally.</p>	<p>HR strategy must integrate with both the overall organizational strategy and other functional strategies.</p>
Area of Influence	<p>Affects the department's functions in areas such as HR planning, recruitment, training, compensation, and labor relations.</p>	<p>Competition strongly influences HR strategy, especially in terms of salaries, benefits, training, and career development.</p>	<p>The strategy is not subject to rapid change or modification since it is long-term, spanning several years in future planning.</p>	<p>Decisions focus on answering: What should the organization do to achieve its mission and goals, and why?</p>	<p>Drives the organization as a unified entity toward achieving its goals, facing competition, and handling multiple and changing environmental factors.</p>	<p>If the organizational strategy is growth-oriented, the HR strategy will be affected in recruitment, salaries, and training to provide qualified human resources aligned with growth objectives.</p>

Source: Durra & Al-Sabbagh, 2010, pp. 113-114

2.2 Roles of human resource management

The role of human resource management has shifted from a basic administrative function to a more strategic partner in achieving organizational goals. The distinction between these two roles can be illustrated in the following table:

Table (3): Traditional Role vs. Strategic Role of Human Resource Management

Dimension	Traditional Role	Strategic Role
Planning and Strategy Formulation	Participation only in implementing operational plans	Participation in formulating the overall organizational strategy and linking it with HR strategy
Authority	Limited to performing traditional HR tasks; departmental head with vertical authority	Linked to top management in setting organizational goals, strategies, and mission; HR Vice President with horizontal authority and teamwork
Decision-Making	Making routine operational decisions	Making strategic decisions
Degree of Integration with Organizational Functions	Partial integration with other organizational functions	Full integration across all organizational functions and employees
Organizational Structure	Functional organizational structure	Operational organizational structure
Perspective on Employees	Viewed as costs	Viewed as investments with returns

Source:Anthony, 1999, p. 17

One of the key factors for achieving high performance is the efficiency and effectiveness of HR management in fulfilling its functions and responsibilities. For instance, Jack Welch, former CEO of General Electric, played a pivotal role in raising the company's market value from \$60 billion to \$300 billion during his decade-long leadership, attributed this success to effective investment in human resources. He emphasized that the company is managed by the best talent and stated, “My greatest achievement is getting the best people to work in the company and operate together as one team, where everyone outperforms the majority. They are a workforce that constantly strives to win” (Durra & Al-Sabbagh, 2010, p. 122).

The roles mentioned above can be summarized in the following table:

Table 4. Roles of Human Resource Management

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Dimension	Administrative Role	Operational Role	Strategic Role
Focus	Administrative processes and record-keeping	Procedural support for other departments	Organization and its vision
Timing	Short-term (less than one year)	Medium-term (one to two years)	Long-term (two to five years)
Activities	Managing employee benefits	Managing employee salaries and compensations	Studying and evaluating employee trends
	Orientation programs for new employees	Recruiting and selecting employees to fill vacancies	Assisting in organizational restructuring
	Explaining and interpreting HR policies, guidelines, and procedures	Implementing training programs	Advising on merger and acquisition decisions
	Preparing required periodic reports	Handling employee issues and complaints	Developing human resource management strategy

Source: Mathis & Jackson, 2000, p. 15

3. METHODOLOGY AND TOOLS

This study adopts a qualitative approach based on a case study methodology, utilizing descriptive analysis. Data sources include the company's official documents, its website, relevant academic journals, and research papers. Employing a case study approach enables the researcher to focus intensively on a single, specific entity requiring examination, allowing for detailed description, analysis, and understanding of that case (Ahmed, Tabassum, & Hossain, 2006). However, this method also has certain limitations; for example, the lack of extensive inquiry conducting broad interviews or surveys within Alphabet Inc. (Google) was not feasible, which could have enhanced the study's accuracy and depth. The case study was selected for several reasons, including data accessibility, the organization's reputation, its size, and the significance of its contributions.

The study was conducted through the following steps:

- Reviewing the literature on strategic human resource management theories and practices as applied by Google (Alphabet).
- Collecting data by exploring a wide range of websites providing relevant information, such as the company's official site and pertinent research articles.

The central research question can be formulated as follows:

How have the HRM practices of the studied company contributed to workforce development, maximizing operational agility, and achieving competitive advantage at Alphabet Inc. (Google)?

This overarching question is further divided into the following sub-questions:

- How does HRM at Alphabet practice workforce planning, job analysis, and design?
- How does HRM manage recruitment, selection, and retention at Alphabet?
- How does HRM implement training and performance management at Alphabet?
- How does HRM handle compensation and career development at Alphabet?
- Practical Aspect: (Case Study of Alphabet Inc.)

3.1 Brief overview of human resource management at google alphabet

Google has redefined the technological landscape and internet services and now operates as a subsidiary of Alphabet Inc. A major reason behind Google's remarkable success is its forward-thinking approach to human resource planning, which is deeply integrated into the company's overall philosophy. Google's HR strategies are shaped by its distinctive culture—one that values open communication, encourages innovation, and promotes employee autonomy.

Google has been known for a long time for its unique way of encouraging new ideas by letting employees spend about 20% of their work time on passion projects that aren't part of their main job. This policy not only encourages a culture of creativity and intellectual curiosity, but it also shows that the company has a lot of faith in the initiative and creativity of its workers. This freedom has been very important in the creation of innovative products like Gmail and Google Maps, showing how important it is to give people the freedom to pursue their own ideas. Google's strict hiring process looks at a lot more than just a candidate's technical skills. It also places a lot of importance on how well a candidate fits with the company's core values. The selection strategy focuses on traits like being able to think critically, work well with others, and adapt to fast-paced situations. Google wants to hire people who not only add to its innovative spirit but also do well in its culture of shared success and forward-thinking progress by putting these qualities first.

The way Google manages its employees' performance is different because it focuses on data. It uses analytics to evaluate how well employees are doing, give them constructive feedback, and create personalized development plans. This method shows how dedicated the company is to ongoing growth and supports its larger goal of encouraging innovation at all levels of the organization. Google's human resources strategy is a great example of how closely aligning HR efforts with a company's core values and culture can lead to big changes. Google shows how careful, values-based planning can not only improve performance but also give the company a long-lasting edge over its competitors in the fast-changing technology market. They do this by creating a workplace that values innovation, gives employees a sense of freedom, and encourages open, honest communication.

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3.2 The reality of strategic human resource management practices at google alphabet

3.2.1 Human resource management at google alphabet (jessicalombardo, 2024):the process of human resource planning, job analysis, and job design

- **Forecasting:** Google uses a mix of trend analysis and scenario analysis to figure out what the company's future workforce needs will be. Trend analysis is a quantitative method that uses data to look at patterns in the past and take into account expected changes in the business to predict future HR needs. Scenario analysis, on the other hand, is a qualitative forecasting method that lets Google look at a number of possible future situations by taking into account different internal and external factors that could affect the number of workers needed. This two-pronged approach makes sure that the HR planning strategy is thorough and flexible. It does this by looking at different combinations of variables to predict HR demand in each possible situation. Google uses both quantitative and qualitative methods to accurately predict how many workers it will need through this method.
- Concerns about having too many or too few employees at Google mostly come from production operations, like making Chromecast devices and providing Google Fiber Internet and IPTV services. On the other hand, having too many or too few workers is less of a problem in product development and online software services. Google's HR department uses forecasting methods to find possible surpluses and shortages. So, the company's workforce planning takes into account expected HR surpluses and shortages and uses this information to make decisions about hiring and scheduling.
- **Balancing Supply and Demand:** Google's Human Resources management faces minimal difficulty in aligning human capital supply with organizational demand. Even with rising demand for web-based products, software, and online advertising services, the digital nature of these offerings reduces the need for proportional workforce expansion in these areas. However, the company must carefully manage supply and demand in sectors like the production and distribution of consumer electronics, including Pixel and Chromecast. In these domains, Google adopts a flexible approach, recruiting employees based on anticipated HR needs. By integrating forecasting methods and identifying workforce imbalances, Google effectively aligns its HR strategies with operational demands. Alphabet supports these efforts through a combination of traditional techniques and advanced information systems to analyze HR data and guide strategic decision-making.
- **Job Analysis and Design at Google (Alphabet):** The company's organizational design facilitates a flexible approach to addressing human resource needs. The interconnections within Google's (Alphabet's) organizational structure enable HR managers to easily identify interrelationships across various departments and utilize this insight in job analysis and design processes. Consequently, Alphabet's organizational design streamlines and enhances HR activities, particularly in the areas of job analysis and design.

- **Methods of Job Analysis:** Google utilizes both work-oriented and worker-oriented approaches to job analysis, tailoring each method to suit the nature of specific roles. Work-oriented techniques are primarily applied to functions such as research and development, product design, and manufacturing, where tasks and technical requirements are the primary focus. In contrast, worker-oriented methods are prioritized for positions that demand strong interpersonal and cognitive skills, such as those in human resource management, where individual attributes and competencies are critical to job performance.
- **Job Descriptions and Specifications:** Given the expansive scope of its operations, Google maintains a wide array of job descriptions and specifications, each tailored to the unique requirements of specific roles. For example, the qualifications and responsibilities associated with positions in product development vary considerably from those in human resource management. Despite these differences, Google—operating under Alphabet—promotes a consistent set of core attributes across all roles. Traits such as intellectual aptitude and a strong commitment to excellence are emphasized company-wide, reflecting a unified organizational culture irrespective of department or function.

3.2.2 Human resource management at alphabet inc: recruitment, selection, and retention process

The success of Alphabet Inc. (Google) relies heavily on its high-quality human capital. The company's competitive workforce is characterized by intelligence and excellence. The HRM function at this leading technology firm employs carefully designed strategies, methods, and techniques for recruiting, selecting, and retaining top-tier talent. Recruitment practices, selection procedures, and retention programs ensure an adequate and capable workforce while securing high-performing employees, who form the foundation of the company's strengths as identified in Google's SWOT analysis. These programs also attract new talent to the organization. Today, Alphabet is recognized as one of the best places to work, and this reputation and positive perception reflect the effectiveness of its HRM in recruiting, selecting, and retaining employees.

– Recruitment Practices at Alphabet (Google):

Sources: Alphabet's HRM utilizes a blend of internal and external recruitment sources to maintain sufficient human capital. Internal sources include promotions, transfers, and internships, which serve as primary channels for meeting HR needs. Externally, recruitment draws from educational institutions and applicants responding to job advertisements. Most job postings are available through the careers section of Google's official website. Through these diverse sourcing channels, the company ensures a steady inflow of qualified candidates, aligning employee capabilities with organizational HR requirements.

Methods: In line with its use of both internal and external recruitment sources, Alphabet implements a combination of direct and indirect recruitment methods. Indirect methods play a prominent role, particularly through job postings on the company's official website. Simultaneously, the HR department engages in direct recruitment efforts, such as establishing

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connections with academic institutions to identify and attract potential interns and future employees. This integrated approach, blending direct engagement with broader outreach, aligns with Alphabet's internal-external sourcing strategy and effectively supports its human resource objectives.

Selection Process at Google (Alphabet): The most important criteria used in Google's human resource management for selecting candidates are intelligence, creativity, the desire for excellence, and organizational fit. Google does not place primary emphasis on practical experience as a central selection criterion. Instead, its selection standards are shaped by the overarching objective of fostering innovation to sustain the company's competitive strategy and support its ambitious growth trajectory. Human resource selection processes are tailored to meet the specific needs of diverse functions, including software engineering, hardware design, and marketing for consumer electronics. While the selection procedures may vary by role, the general process commonly involves initial screening, work sample assessments, and interviews. The HR department adapts its approach according to the nature of the position—for example, work sample tests are more commonly applied to roles frequently filled by entry-level candidates or trainees.

Employee Retention Programs at Alphabet (Google): The compensation package is the primary HR tool used by the company to retain high-quality human capital necessary to achieve the strategies and objectives outlined in its mission and vision statements. Google offers competitive and above-average compensation packages, including high salaries and wages. Additionally, employees benefit from free meals, incentives, and other perks. The company's office designs emphasize fun and creativity, attracting and retaining innovative and creative talent. Alphabet's HR management employs training and mentoring programs to retain and develop employees with leadership potential.

3.2.3 Human resource management at google alphabet (Lombardo, 2024): training and performance management

Google's human resource practices incorporate robust employee training initiatives coupled with strategically aligned performance management systems to optimize workforce potential. Training programs are developed through comprehensive needs analysis, ensuring they support the organization's innovation-driven culture. These programs, along with their outcomes, are systematically evaluated to maintain alignment with evolving HR objectives. Additionally, performance management at Google is carefully structured to reflect organizational priorities, with performance planning directly tied to the broader strategic goals identified in Alphabet's SWOT analysis. To address performance gaps, Alphabet integrates targeted training with performance management measures, creating a cohesive approach to employee development and organizational effectiveness.

– **Employee Training at Google (Alphabet):**

Needs Analysis: Google's Human Resource Management employs a multifaceted approach to needs analysis, utilizing organizational analysis, job analysis, and cost-benefit analysis to inform strategic HR decisions. Organizational analysis is used to assess evolving HR

requirements in response to the company's current operational context—for example, during the development of new software products or expansion into emerging business areas, interviews are conducted to determine specific staffing needs. Job analysis, on the other hand, outlines the detailed qualifications and competencies required for particular roles, especially when introducing new positions or after structural changes within the organization. Cost-benefit analysis is employed to assess the practicality and effectiveness of proposed training programs, ensuring that the investment yields measurable returns. Collectively, these analytical methods enable Alphabet's HR management to maximize the value derived from training initiatives and align workforce development with broader organizational goals.

Program Design: Google's HR management combines the relational model with a results-oriented approach to design training programs. The relational model emphasizes the company's relationship with employees. Google fosters positive internal relations to encourage employee engagement in creative and innovative processes. The results-oriented approach focuses on training outcomes. For example, when implementing a training program, Google uses this approach to facilitate employee learning. Thus, the relational model enhances employee relationships, while the results-oriented approach ensures the effectiveness of human capital within this technology company.

Training Delivery: Google's HR management delivers training programs through various methods, such as discussions, simulations, and on-the-job training. The discussion method enables Google to maintain rich communication channels and engage employees deeply. Training programs benefit from this approach by maximizing trainee feedback. Simulations are used to encourage creative responses, allowing employees to gain an in-depth understanding of job tasks, projects, and products. The HR department utilizes on-the-job training to optimize knowledge transfer to new hires or interns. Many of these trainees are subsequently absorbed into Alphabet's organizational structure.

Evaluation at Google: At Google, the evaluation of training programs fulfills both summative and descriptive functions. Summative evaluation is conducted to determine the program's effectiveness in enhancing human capital in alignment with broader strategic objectives, including Alphabet's competitive advantage and intensive growth strategies. Descriptive evaluation, meanwhile, concentrates on examining how training influences employee development and performance. Google's HR management utilizes various evaluation metrics, including trainee learning outcomes, participant feedback, and training results measured by changes in employee knowledge, skills, and competencies.

– **Performance Management Practices at Alphabet (Google):**

Performance Planning: Google's performance planning encompasses several key human resource dimensions, such as customer service, communication, diversity support, and problem-solving skills. The company's appraisal systems integrate performance metrics that correspond to these areas. For instance, the HR department assesses employee effectiveness in internal communication and problem-solving tasks to guide and refine its performance management strategies.

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Alignment with Corporate Goals: Alphabet's performance management practices are directly linked to the company's HR objectives, ensuring employees remain capable of supporting core business activities. For instance, an emphasis on diversity fosters a range of perspectives, enhancing innovation a key component of the company's mission and vision statements. Additionally, focusing on problem-solving skills ensures that the workforce contributes effectively to building organizational resilience across IT, consumer electronics, and online services markets.

Metrics and Standards: Google's HR management employs a variety of individual and team-based performance metrics across different HR functions. Individual measures include ethical behavior, contributions to innovation, and output quality. Team-level variables such as collaboration are also evaluated. Creativity is a critical performance indicator, as innovative employees significantly bolster Alphabet's organizational culture. The company maintains rigorous standards for all metrics and consistently emphasizes employee excellence.

Performance Interviews: Google's HR conducts performance interviews to address concerns related to both individual and team performance. These interviews cover individual performance assessments comprehensively.

3.2.4 Human resource management at google alphabet compensation and career development

Google's human resources department has a strong policy for professional development and a pay structure that is competitive. This pay plan is meant to attract and keep the best workers, and the company's development programs give people in the information technology field real chances to move up in their careers and grow as people. Offering competitive pay and a wide range of development programs helps develop human capital and makes people happy at work. The company's strong performance in these HR areas shows that its HR leadership is good and effective. Alphabet is a good example of how good pay and career development can improve HR performance as a whole.

Professional Development at Alphabet (Google): Aligning the Individual with the Organization Google ensures alignment between individual and organizational needs by filling positions based on a combination of performance evaluations and interviews. These assessments provide HR managers with critical information to guarantee an appropriate fit between employees and their roles, teams, business units, and the organizational culture at Alphabet. In this context, the company's HR approaches address alignment at multiple levels: person-job fit, team-group fit, and person-organization fit. These various forms of alignment support optimal human resource performance at the job, team, and organizational levels, respectively.

Finding Job Openings and Requirements: Google's HR department uses a combined approach of job analysis and targeted training programs to find job openings and the skills needed for them. Job analysis helps HR people figure out and describe the possible career paths for each employee. At the same time, training programs are a way to learn more about what employees can do and match them with internal job openings. This two-part strategy lets

HR managers clearly spell out the requirements for different career paths and also see how these roles help employees grow professionally within the company.

Establishing Professional Development Initiatives: Some professional development initiatives at Google are implemented on a regular basis, while others are introduced as needed. Regular implementation relies on the company's structured professional development programs. Google conducts annual performance reviews, which also serve as a foundation for career development. During or following these evaluations, HR informs employees about potential job opportunities. Moreover, certain initiatives arise in response to specific organizational needs for example, the development of new business lines or products creates new job opportunities, which are then offered to employees within the technology company.

Compensation Strategy at Alphabet (Google): Alphabet's compensation strategy is highly competitive relative to those of its industry peers. The company offers both financial and non-financial incentives, including high salaries, comprehensive benefits, and unconventional perks. Additionally, Alphabet provides medical insurance, retirement plans, free meals, and complimentary access to fitness facilities. In fact, Google's HR function has been successful in its compensation strategy by effectively attracting highly intelligent, exceptional, and well-qualified employees who contribute to strengthening the company's core competencies and competitive advantages, as highlighted in Alphabet's SWOT analysis. Consequently, the company is widely regarded as one of the best employers in the technology sector.

3.2.5 Swot analysis of google alphabet (Thompson, 2024):

The SWOT analysis of Google (Alphabet) examines the internal and external strategic elements that impact the company's operations within the technology sector. These factors are closely tied to Alphabet's competitive positioning against major industry players, including online advertising platforms and marketplaces such as Facebook and eBay; consumer electronics and digital service providers like Apple, Microsoft, Amazon, Samsung, and Sony; as well as internet service providers such as Verizon. Furthermore, companies like Disney and Netflix are considered competitors due to Google's involvement in digital content distribution, particularly through film streaming services offered via YouTube.

This competitive environment compels Google to capitalize on its strengths to maintain resilience and achieve sustained success amid constant innovation and evolving conditions in the online services and consumer electronics industries. The SWOT analysis serves as a framework for evaluating the company's Strengths, Weaknesses, Opportunities, and Threats—key elements in assessing overall business performance. By accounting for significant market shifts influenced by rapid technological progress and changing consumer demands, the analysis offers essential insights to inform Google's strategic planning and decision-making processes.

As one of the most valuable corporations globally, Google exemplifies sustained profitability and success, primarily driven by its commitment to technological innovation, business diversification, strong branding, and related strategies. The internal and external factors examined in the SWOT analysis inform Google's strategic technology planning and competitive positioning. Moreover, Alphabet's overarching competitive advantage strategy and intensive growth strategies are closely linked to its SWOT factors.

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- **Strengths of Google (Internal Factors):** Within the context of ICT business analysis and its implications for competitive positioning, Google’s internal strengths significantly contribute to its profitability and sustained growth, even amid intense global competition. Taking into account advancements in computing technologies, a strong culture of innovation, the dynamics of the digital landscape, and prevailing market conditions, Google’s core internal strengths include:
 - Strong brand value and high brand reputation
 - Exceptional capability for rapid and innovative technological advancement
 - A diverse portfolio of patented commercial products
 - Significant business diversification
 - Large organizational scale

Google’s brand strength serves as a foundational internal factor that reinforces its global competitive advantage within the SWOT analysis framework. This brand equity effectively attracts target consumers, often diverting them from competitors such as Apple, Samsung, and Microsoft. In addition, Google’s robust capacity for technological innovation fuels continuous product development, enabling the company to maintain a competitive edge over other technologically sophisticated industry players. This strength is also closely linked to Google’s corporate culture (Alphabet’s culture) and its influence on the human resources’ ability to innovate. Additionally, Google’s diverse patent portfolio enables the company to establish and maintain profitable advantages for its consumer electronics products and online services.

Furthermore, Google’s SWOT analysis identifies business diversification as an internal factor that enhances the company’s position. Alphabet integrates operations across various sectors including software and hardware development, digital content distribution, online advertising, and cloud computing services to create an ecosystem of products that encourages customer loyalty. The company’s large organizational scale further strengthens its competitive advantages by optimizing economies of scale and organizational flexibility in responding to external forces, such as those analyzed in Google’s (Alphabet’s) Five Forces framework. In this respect, the strengths identified in the SWOT analysis drive competitiveness and business growth in an industry environment characterized by high technological dynamism.

- **Weaknesses of Google (Internal Factors):** Despite its substantial success, Google continues to grapple with internal limitations that constrain its business development, as outlined in the SWOT analysis. These internal deficiencies may undermine operational efficiency, restrict organizational growth, or introduce complications within Alphabet’s broader corporate structure. Among the most significant of these weaknesses are:
 - Heavy dependence on online technologies

- Restricted oversight of consumer electronic devices utilizing the Android operating system.
- Marginal involvement in the distribution and sales of consumer electronics

Alphabet relies significantly on online technologies to deliver many of its products. For example, online advertising, digital content distribution through YouTube, cloud computing services, and internet connectivity are all dependent on robust online infrastructure. Within the SWOT framework, this internal strategic factor is a vulnerability, as it exposes Google to strategic challenges in markets experiencing slow or interrupted internet access.

Furthermore, Google's constrained authority over devices operating on the Android platform represents a notable internal weakness highlighted in the SWOT analysis. Numerous manufacturers deploy altered versions with proprietary modifications, thereby undermining the uniformity of the user experience. This limitation hampers Google's capacity to enforce standardization and fully optimize its service delivery across diverse hardware environments.

Additionally, the company has a limited presence in the distribution and sale of consumer electronics, which are currently handled by various third-party sellers at different price points. This situation exposes Google to the strategies of traditional distributors and retailers. Google's marketing mix (the 4 Ps) reflects this strategic weakness in the distribution and sale of physical goods.

In this aspect of Google's SWOT analysis, the weaknesses impede the company's ability to exercise full control over its products, leading to variability in customer experience.

- **Opportunities for Google Alphabet (External Factors):** Google stands to gain from a variety of external opportunities that offer pathways for growth and advancement. As identified in the SWOT analysis, these factors present strategic possibilities through which Alphabet may strengthen its market position and operational performance. Within its respective industries and markets, Google can leverage the following opportunities:
 - Developing new products that complement existing online services
 - Expanding global adoption of Chromebooks and other consumer electronics
 - Establishing physical retail stores

detailed in the following figure:

Fig (1): Swot analysis of google alphabet

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<p>Strengths of Google Alphabet Strong brand value and high brand reputation. Exceptional capability for rapid and innovative technological advancement. A diverse portfolio of patented commercial products. Significant business diversification. Large organizational scale</p>	<p>Weaknesses of Google Alphabet Heavy dependence on online technologies Restricted oversight of consumer electronic devices utilizing the Android operating system. Marginal involvement in the distribution and sales of consumer electronics</p>
<p>Opportunities for Google Alphabet Developing new products that complement existing online services Expanding global adoption of Chromebooks and other consumer electronics Establishing physical retail stores</p>	<p>Threats for Google Alphabet</p>

Source : Adapted from (Thompson, 2024)

Google operates in a highly competitive landscape alongside leading multinational innovators such as Apple, Microsoft, Facebook, and Amazon. Within the framework of the SWOT analysis, this intense competitive environment constitutes a critical external threat to Alphabet's technology operations. These industry rivals possess the capability to erode Google's market share and adversely impact its revenue streams. Regulatory constraints represent another strategic external threat, particularly impacting Google's online services segment. Such regulations limit the company's ability to fully leverage its capabilities for example, in data mining activities. However, these regulations are essential to address stakeholder concerns regarding corporate social responsibility strategies at Google (Alphabet). The company can enhance its corporate image by communicating its compliance with data privacy and protection standards. This regulatory factor also aligns with trends identified in Alphabet's PESTEL/PESTLE analysis.

Also, product counterfeiting and piracy hurt the company's brand reputation and competitive edge, especially in markets where fake consumer electronics are common. The threat of new players entering the market is still there, but Google's strong brand equity and wide global reach help it stay competitive. This part of the SWOT analysis looks at how outside threats make it harder for Alphabet to grow. However, these problems can be effectively dealt with and lessened if strategic measures are put in place that are in line with each other.

4 . RESULTS AND DISCUSSION

- The strategic problems that Google faces as it grows are very similar to the weaknesses and threats that the SWOT analysis found. Alphabet's brand reputation, customer satisfaction, and profits suffer because the company doesn't have as much control over Android devices as it used to. This is because the customer experience isn't always the same.
- The SWOT analysis shows that Alphabet's limited presence in traditional consumer electronics retail stores is a strategic weakness. Because of this gap, Google is less able to provide personalized, in-person customer service, which could hurt both customer satisfaction and sales of products like Pixel smartphones and Google Nest devices.
- Regulatory constraints pose a significant threat to Google's ability to fully capitalize on the advantages offered by its data analytics and mining capabilities. Privacy regulations and user consent requirements compel companies to restrict the collection and utilization of consumer data.
- Product counterfeiting and piracy, identified as external threats in the SWOT analysis, undermine the company's competitive position and market share, particularly within the consumer electronics sector.

5. CONCLUSION

Strategic human resource planning is still the most important thing for big American companies to do to be successful as the business world changes. The example of Alphabet Inc. (Google) shows how important good human resource planning is for encouraging new ideas, driving growth, and maintaining high standards over time. The company shows how strategic HR planning can help shape competitive advantage by making sure that workforce strategies are in line with the company's larger goals. Moving forward, it's clear that companies that put this approach first will be better able to deal with new problems while building a strong, engaged workforce that makes a real difference in overall success.

5.1 Study Recommendations

Through the results of the current study, we conclude a set of recommendations for the benefit of Algerian institutions, including the following:

For human resource managers in Algerian organizations seeking to improve consistency, flexibility, and decision-making based on economic analysis, SWOT analysis is a valuable strategic planning tool, with several advantages, including:

- Identifying strengths and weaknesses to double down on or improve
- Pinpointing external threats to mitigate through proactive planning
- Uncovering potential opportunities aligned to organizational strategy
- Informing data-based decisions on HR automation investments
- Providing insights to develop competitive edge in talent management

After conducting a SWOT analysis, human resource managers should:

- Revisit the SWOT analysis quarterly to track progress on goals
- Leverage SWOT data to anticipate and adapt to internal and external changes
- Use insights to guide investments in automation, process improvements, upskilling

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