

Assignment
Human Resource Management (BM MB7007)



Organisational culture change and development in Twitter

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Executive Summary:

The report provides details Twitter a social media platform. Users of Twitter, a social media and networking platform, can post and reply to messages known as "tweets" that can contain text, images, and videos. Users could make updates of up to 140 characters when it began in July of that same year after being formed. It now has more than 330 million active users each month and stands apart from other social media platforms due to the way its direct messaging, real-time updates, public nature, and brevity are combined. The goal of HRM at Twitter is to attract, retain, and develop top talent while also establishing a pleasant workplace culture and increasing employee engagement. The three pillars of our work are diversity, equity, and inclusion.

At Twitter, HRM aims to build a supportive and encouraging work environment, recruit and keep top talent, and encourage employee engagement and development. Elon Musk made a non-binding, unsolicited bid to buy Twitter on April 14 for \$43 billion, or \$54.20 per share, and take it private. Musk and Twitter came to an agreement, and Musk fired Agrawal, Segal, Gadde, and Edgett without justification. Across all areas of the company, including ethical AI, marketing and communication, search, public policy, wellness, and other teams, Twitter laid off thousands of employees. 3,700 people have been let go because of Elon Musk's acquisition of Twitter, and a class action complaint has been launched accusing the company of breaking the WARN Act... Employees have expressed their feelings with the hashtag #LoveWhereYouWorked.

Twitter's human resource management (HRM) could improve to attract and retain top talent and drive business results. Improving HRM policies can lead to improved employee satisfaction and retention, leading to more loyal employees. HR can foster a positive work culture, attract top talent, mitigate risks, ensure compliance, encourage innovation, and improve morale to help organizations grow and succeed. Good HR policies can improve employee motivation, job satisfaction, productivity, work-life balance, and retention, leading to better overall company performance and profitability.

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Introduction:

Twitter is a social media and networking website that allows users to publish and reply to messages known as "tweets" that include text, photos, and videos. It was founded in 2006 by Jack Dorsey, Biz Stone, and Evan Williams in San Francisco, California. By the end of the year, it had 100,000 registered users and was used extensively to report on the California wildfires and the Virginia Tech shooting. In 2008, it became the platform of choice for the Obama presidential campaign. Twitter is a popular and influential social media platform with over 330 million monthly active users as of 2021.

The team started working on the platform in 2006 and launched it in July of that year, allowing users to post updates of up to 140 characters. As it grew in popularity, the team added new features, such as the ability to retweet, reply to tweets, and use hashtags to categorize content. Today, Twitter continues to evolve and expand its features and capabilities, with a focus on improving the user experience and making the platform more inclusive and accessible to everyone.

Twitter is unique among social media platforms in its combination of brevity, real-time updates, public nature, hashtags, and direct messaging. Its 280-character limit encourages users to express themselves succinctly and make it a platform for sharing short, snappy messages. Its real-time nature makes it a popular platform for breaking news, live events, and real-time conversations.

I. HRM in Twitter:

HRM at Twitter focuses on recruiting, developing, and retaining top talent, as well as creating a positive work culture and fostering employee engagement. Recruitment and Talent Acquisition involves sourcing candidates through social media, job boards, and referrals. Performance Management involves evaluating employee performance, setting goals, and providing feedback. Learning and Development includes on-the-job training, mentorship programs, and online learning resources. Employee Engagement includes offering benefits and rewards, promoting work-life balance, and providing opportunities for employee feedback and involvement.

1. Diversity, Equity, and Inclusion (DEI) includes hiring a diverse workforce, creating inclusive policies and practices, and providing training and education on DEI topics. Overall, HRM at Twitter works to create a positive and supportive work environment, attract, and retain top talent, and foster employee engagement and growth.

II. Acquisition of Twitter by Elon Musk:

On April 14, Elon Musk made an unsolicited and non-binding offer to Twitter to purchase the company for \$43 billion, or \$54.20 per share, and take it private. The board publicly and unanimously accepted the buyout offer for \$44 billion, and Twitter was to become a private company once the transaction was completed on 27th October 2022.

Musk and Twitter closed the deal, with Musk firing Agrawal, Segal, Gadde, and Edgett for cause. Dorsey retained his \$1 billion ownership stake, and several other executives departed.

III. Impact of Acquisition on Employees:

Twitter laid off thousands of employees in departments across the company, in a severe round of cost cutting that could upend how it operates one week after it was acquired by billionaire Elon Musk. Employees from departments including ethical AI, marketing and communication, search, public policy, wellness, and other teams had been let go, as well as members of the curation team. Simon Balmain, a former Twitter senior community manager, said he lost access to Slack, email and other internal systems around 8 hours before receiving an email officially notifying him that he had been fired. Musk justified the massive layoffs by saying that the company, like other social media companies, had been facing "revenue issues" before his acquisition as advertisers scaled back their expenditure due to recessionary concerns.

Elon Musk's takeover of Twitter has resulted in 3,700 employees being laid off, and a class action lawsuit has been filed alleging that Twitter is in violation of the federal and California Worker Adjustment and Retraining Notification Act (WARN Act). According to the WARN Act, employers with more than 100 workers are required to give 60 days' advance written notice before conducting a mass layoff. Federal complaint was filed to ensure that Twitter be held accountable to laws and prevent Twitter employees from unknowingly signing away their rights. WARN notices were filed by Twitter on Friday for nearly 1,000 impacted employees at the company's various California offices. Other labour lawyers have begun receiving inquiries from Twitter employees questioning whether their terminations may have been unlawfully discriminatory or retaliatory.

IV. Impact of Layoff on Organisation:

Layoffs can have a significant impact on a company's performance, including on its financial results and overall morale among remaining employees. Twitter has gone through several rounds of layoffs over the years, most recently in 2020 when the company announced that it would be cutting approximately 8% of its global workforce.

The impact of these layoffs on Twitter's performance is not entirely clear, as the company's financial results have been affected by a range of factors beyond just staffing changes. However, there are a few potential ways in which layoffs could impact Twitter's performance:

Reduced Costs: Layoffs can help a company reduce its operating expenses, which can improve its bottom line. By reducing its workforce, Twitter may be able to lower its employee-related costs (such as salaries, benefits, and office space), which could help the company become more profitable in the short term.

Reduced Capacity: On the other hand, layoffs can also reduce a company's capacity to produce or innovate. If Twitter lays off key employees or reduces its workforce too much, it may struggle to maintain its level of output and could fall behind competitors.

Morale Impact: Layoffs can also have a negative impact on the morale of remaining employees. If employees feel uncertain about their job security or perceive that the company is struggling, it could lead to lower productivity and employee engagement. This, in turn, could affect the quality of the products or services that Twitter offers and could impact the company's performance.

Overall, the impact of layoffs on Twitter's performance is complex and can depend on a variety of factors. While reducing costs through layoffs may provide a short-term boost to the company's financial results, it is important to consider the potential longer-term impacts on capacity and employee morale.

V. Areas of Improvement in HRM department of Twitter:

Twitter's human resource management (HRM) plays a crucial role in shaping the company culture and attracting, retaining, and developing talented employees. Here are a few potential areas where Twitter's HRM could potentially improve:

1. **Diversity and Inclusion:** Like many tech companies, Twitter has faced criticism for a lack of diversity and inclusion in its workforce. Twitter's HRM could invest in programs to attract more diverse candidates and create a more inclusive work environment. This could include things like unconscious bias training, diversity-focused recruitment initiatives, and employee resource groups.
2. **Employee Development:** Twitter could invest more resources into employee development programs to help employees grow and advance within the company. This could include things like mentorship programs, leadership development training, and opportunities for cross-functional collaboration.
3. **Performance Management:** Twitter's HRM could improve its performance management systems to better align individual employee goals with overall company objectives. This could involve introducing more transparent and objective performance metrics, regularly checking in with employees to provide feedback and support and setting clear expectations for employee growth and development.
4. **Employee Engagement:** Twitter could also improve its efforts to engage and motivate employees. This could involve things like offering more opportunities for employee recognition and appreciation, promoting work-life balance, and providing clear and frequent communication around company strategy and goals.

5. **Agile HR Practices:** Finally, Twitter's HRM could adopt more agile and flexible practices to better adapt to the changing needs of the company and its workforce. This could involve things like introducing flexible work arrangements, experimenting with new HR technologies and tools, and embracing a continuous improvement mindset.

These are just a few potential areas where Twitter's HRM could improve, but there are many others as well. A strong HRM strategy is crucial to the success of any organization, and Twitter should continue to invest in its HRM to attract and retain top talent and drive business results.

VI. Benefits of Improving HRM policies:

A. For Organisation:

1. **Increased productivity:** Investing in Human Resources can also increase productivity. When employees are provided with adequate training and development opportunities, they tend to become more skilled and productive.
2. **Foster a positive work culture:** When HR focuses on fostering a positive and inclusive work culture, it can have a tremendous impact on the organization's overall productivity, morale, and employee engagement.
3. **Attract top talent:** Companies that are known to have a great HR department and work culture tend to attract top talent. A strong HR team can help attract, hire, and retain the best employees.
4. **Mitigate risks:** HR departments play a critical role in mitigating legal and financial risks associated with employees. From labour laws to compensation, a strong HR department can ensure the company complies with regulations, avoiding costly legal disputes.
5. **Encourage innovation:** An effective HR department encourages employee innovation, fosters creativity, and provides opportunities for employees to participate in decision-making processes. It results in a more engaged and motivated workforce that can drive innovation and growth within the organization.

Overall, investing in a robust Human Resource department can lead to various long-term benefits that help organizations grow and succeed.

B. For Employees:

1. **Increased job satisfaction:** When employees feel valued and recognized for their work, their level of job satisfaction increases. Good HR practices such as regular feedback, rewards and recognition systems, and career development opportunities can enhance job satisfaction.
2. **Improved morale:** Good HR practices help build a positive work environment, which boosts employee morale. This leads to a better company culture, higher motivation levels, and greater overall engagement.

3. Better work-life balance: A fair and flexible HR policy can help employees better manage their work-life balance. For instance, flexible working hours, telecommuting, and alternative work schedules can make it easier for employees to meet family commitments.

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4. Enhanced employee retention: Effective HRM practices can result in higher employee retention rates. This is because when employees feel valued, engaged, and satisfied with their work, they are more likely to remain with the company.

Overall, good HRM can positively impact employee motivation, job satisfaction, productivity, work-life balance, and retention. This leads to a better overall company performance and profitability, making HR an essential part of any organization.

C. For other Stakeholders:

A good Human Resource Management (HRM) policy can have a positive impact on various stakeholders of an organization. Here are some examples:

1. Customers: A well-implemented HRM policy can lead to better customer service as employees are better trained and motivated to serve customers. This will lead to increase in customer satisfaction and retention rates.
2. Shareholders: HRM policies that promote employee development and training can result in increased productivity and higher profits, which can benefit shareholders.
3. Society: Ethical HRM policies that promote diversity, inclusion, and environmental sustainability can enhance the organization's reputation and contribute to a positive impact on society.
4. Suppliers and partners: HRM policies that promote collaboration and partnerships can lead to better relationships with suppliers and partners, which can result in improved supply chain management and increased business opportunities.

In summary, a good HRM policy can have a positive impact on various stakeholders of an organization, including employees, customers, shareholders, society, suppliers, and partners.

Conclusion:

In conclusion, employee engagement is a crucial factor in the success of any organization, and Twitter is no exception. Engaged employees are more productive, innovative, and committed to their work, which can lead to better business outcomes.

Twitter has taken several steps to improve employee engagement in recent years, including investing in employee development programs, promoting work-life balance, and creating a diverse and inclusive workplace culture. These efforts have resulted in positive outcomes, including higher employee satisfaction and retention rates.

However, there is always room for improvement, and Twitter should continue to prioritize employee engagement as a key aspect of its business strategy. This could involve further investment in employee development programs, regular feedback and recognition for employees, and opportunities for employees to have a voice in the company's decision-making processes.

Overall, a focus on employee engagement is essential for Twitter's long-term success, and the company should continue to prioritize this area to ensure that its employees are motivated, productive, and committed to helping the company achieve its goals.

Recommendation:

There are several recommendations that Twitter can consider improving employee engagement:

1. **Build a positive and inclusive culture:** Twitter should prioritize creating a positive and inclusive culture where employees feel valued, respected, and supported. This can involve promoting diversity, equity, and inclusion, and providing opportunities for employee feedback and participation.
2. **Recognize and reward employees:** Twitter should recognize and reward employees for their contributions and achievements. This can include formal recognition programs, such as employee of the month awards, as well as informal recognition, such as shout-outs on social media or in team meetings.
3. **Provide opportunities for career development:** Twitter should provide opportunities for employees to learn and grow in their roles. This can include training programs, mentorship opportunities, and career advancement paths.
4. **Encourage work-life balance:** Twitter should encourage work-life balance and provide employees with flexibility to manage their work and personal commitments. This can include flexible work arrangements, such as remote work or flexible schedules, and benefits such as paid time off and parental leave.
5. **Foster open communication:** Twitter should foster open communication between employees and management. This can involve regular check-ins, town hall meetings, and other forums for employees to share their feedback, concerns, and ideas.
6. **Empower employees:** Twitter should empower employees to make decisions and take ownership of their work. This can involve providing autonomy and responsibility and encouraging risk-taking and innovation.

By implementing these recommendations, Twitter can create a more engaged and productive workforce, leading to better business outcomes and a more positive workplace culture

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