

Comparative Study of Google's and Baidu's Performance Management

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Abstract: Management is a broad and essential field that encompasses the planning, organizing, directing, and controlling of resources to achieve organizational goals and objects. The origins of management can be traced back to ancient civilization, study of management as a discipline began in the late 19th century and early 20th century. This article focuses on compare and contrast the performance management approaches of Google and Baidu by using case studies and comparative analysis. However, Google's management system has been successful in promoting a culture of innovation and employee empowerment, attracting top talent, and driving organizational growth. While Baidu's management system has examined its strategies for localization strategies and market expansion.

Keywords: innovation, localization, management, strategy, market

1. Introduction

Today, management remains a vital discipline for organizations across various sectors, including business, government, and non-profit organizations. One influential figure in the development of management theories is Frederick Winslow Taylor, who introduced scientific management principles. Taylor's approach emphasized the scientific analysis of work processes and the systematic improvement of efficiency through time and motion studies. His ideas laid the foundation for the concept of specialization, standardization, and the division of labor in organizations, it also continues to evolve as scholars explore new approaches to effectively lead and manage people, processes, and resources in a rapidly changing world [1]. However, this article analyzes and compares of Google and Baidu in the management system by using case studies and comparative analysis. The research implications of this article are enhancing employee productivity, identifying and developing talent, facilitating goal alignment, improving communication and feedback, driving continuous improvement, and supporting decision-making also separation from technology, innovation, and organizational culture to talk about.

2. Introduction to the Performance Management Google and Baidu

Performance management is based on the strategic foundation of the enterprise and is a method to manage the various elements in the process of performance realization. It establishes corporate strategy, decomposes objectives, evaluates performance, and uses performance results in various

management activities of the company to motivate employees to continuously improve business and finally achieve corporate strategy and goals [2]. The first point starts with an introduction to Google's approach to performance management. Google's approach to performance management was known for its distinctive practices. To be more specifically, Google was founded on September 4, 1998, by Larry Page and Sergey Brin, and is recognized as the world's largest search engine company. Google is a multinational technology enterprise located in the United States. Its business includes Internet search, cloud computing, advertising technology, etc. At the same time, it develops and provides a large number of Internet-based products and services, and its main profit comes from keyword advertising and other services. Google's primary approach to performance management is to complete goal setting, emphasize ongoing performance communication, and ultimately complete performance reviews [3]. On the other hand, Baidu, a leading AI company with a strong internet base, was founded on January 1, 2000 in by Robin Li, a Silicon Valley native, who saw the huge potential of the Chinese search engine services in China. Baidu's main businesses include web search, intelligent cloud, comprehensive consulting field, map field, video field [4]. In this paper, Google and Baidu are chosen to be studied because they have the same main business, Google's position in the U.S. is as important as Baidu's in China. As shown in Figure 1, both Baidu and Google employ a large number of employees, and the number of employees is increasing year by year. The market capitalization of the two companies is similar, so the two companies are comparable. However, the second point is to briefly describe Baidu's approach to performance management. Baidu, being one of China's leading technology companies, may have implemented performance management practices tailored to its unique needs and business objectives. Generally, performance management in Chinese companies often includes elements such as goal-setting, performance evaluations, feedback mechanisms, and career development opportunities. Chinese organizations such as Baidu also tends to place emphasis on teamwork and collaboration [5]. However, Baidu's main performance management approach is to develop KPI appraisals, which unite the interests of the company, the department and the employees.

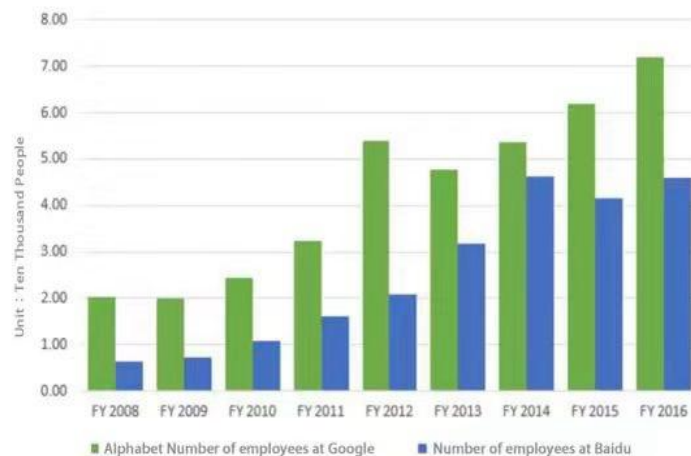


Figure 1: Number of Google and Baidu employees.

3. Comparative Analysis

Objectives and Key Results also known as OKR is a method of objectives and key results, which is born in Intel, famous both in Google and Baidu, and popular in the Internet industry. OKR itself, as a simplified objective management tool, emphasizes the decoupling of results and assessment, but in reality, it is linked with performance assessment everywhere. The original intention is to stimulate employees' independent creativity, but in practice, it has become a tool of performance

assessment. However, in reality, Google began to rethink and improve its performance appraisal system because it needed to evaluate twice a year, which consumed a lot of time and energy. In the results of Google's annual "Googleist" survey, 47% of employees said the original performance evaluation system wasted too much time and only 53% of Google employees said the previous performance evaluation process was "time well spent." [6]. This means that OKR, which Google prides itself on, has strayed from its original purpose and become a formalism, a tool for employee internal reporting. Pay for performance is the incentive compensation paid to employees for overworking part or outstanding work performance. It refers to linking employees' financial rewards with their successful work performance, using work performance as the basis for employee' revenge, and also refers to encouraging employees to improve the efficiency and quality of their work. -Performance appraisal is a process of learning, improvement and control through continuous, dynamic, two-way communication to achieve real improvement in organizational and individual performance, achieve corporate goals, and strive to promote employees' own development [7]. On the other hand, on the eve of the Spring Festival in 2019, Baidu experienced a storm of performance. The storm swept through Baidu's nearly 50,000 employees. From the highest level of decision-making to the lowest level of staff, no one is immune. This performance reform was promoted by Cui Shanshan, a veteran of Baidu. The employee assessment system OKR was introduced to "de-KPI" Baidu comprehensively [8]. OKR emphasizing the establishment of goals, clear goals to achieve the quantifiable key results, and then through the results to complete the assessment.

When comparing performance management at the top and bottom levels of an organization like Google, there can be differences in terms of the specific practices and focus. To begin with, at the top level, leaders may set high level strategic goals that align with the overall direction of the company. These goals typically encompass long-term objectives and key results. While at the bottom level, individual employees may have more specific goals that contribute to the broader organizational objectives. Based on the above, senior leaders are more focused on plan from a long-term perspective, while grassroots employees are more detail-oriented and focused on completing each task [9]. Additionally, performance management at the top level often influences major business decisions, such as resource allocation, organizational structure, and strategic initiatives. At the bottom level, performance evaluations may impact individual career development, promotions, and compensation decisions. What has learned that senior performance management focuses on the macro perspective and junior staff focuses on micro-management [10]. Starting from the same point, Google and Baidu share the same focus on personal efficiency, and they have the same goal setting and performance evaluation in performance management. To be more specifically, both Google and Baidu emphasize the importance of setting clear and measurable goals for their employees and have structured performance evaluation processes. They both use various metrics and performance indicators to asses individual and team performance objectively [11]. However, based on the above similarities and differences, the most important thing is that both companies should focus on employees' work experience and link performance management with a humanized corporate culture so that the company will grow in the long run and become better and better.

4. Conclusion

In a word, Google and Baidu have different approaches to performance management, and both have their own objective and key result. From the perspective of Google, Google's performance management starts with goal setting. The goal must be specific, measurable and verifiable. If all the results are achieved, the goal will be completed. The target should have both quality and efficiency standards. For Google's OKR, it is also a goal setting framework that Google and many other

organizations use to align and track their objective and outcomes. OKRs help teams and individuals focus their efforts, foster transparency, and enable continuous improvement. On the other hand, from the perspective of Baidu, Baidu company to establish the post level management system, the establishment of the employment system corresponding to the vocational system. For Baidu's OKR, it often referred to as China's equivalent of Google, Baidu have its own goal setting system of OKR that align with their organization objectives. In addition, the compensation management system should be established and the incentive mechanism linked with the post value and performance should be the core. This article has some limitations that have not been adequately addressed or that are objective in nature. For Baidu, specific details about Baidu's performance management approach are not widely available in the public domain. In the future direction of research, the first point should be to first consider one's ability, such as writing a thesis to understand whether or not have the ability to research on the direction of performance management and whether or not are capable of its task. Not only that, but in the future field of study will be more focused on the field of management, collecting more information and learning to analyze each board in depth is of utmost importance.

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