

Shifting Trajectories in Globalization, Labor, and the Transformation of Work

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By

Jonathan Westover

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CHAPTER ONE

INTRODUCTION TO SHIFTING TRAJECTORIES IN GLOBALIZATION, LABOR, AND THE TRANSFORMATION OF WORK

Imagine yourself in the following common scenario:

It is dark outside. The alarm rings and awakens you from your peaceful slumber. Though you long for the extra sleep that your body so desperately needs, you know that it is time to get up and get started with your day. You roll out of bed, get ready, grab a quick bite to eat and are out the door. By 7 or 8 a.m., you are in the office, ready to tackle any challenge the workday has to throw at you. You spend a few minutes chatting with co-workers and checking your business emails, but then you find yourself in the first of many meetings that will occupy your precious time during the day. You emerge from your meetings with some frustrations from your encounters with management, while also feeling the weight of looming deadlines. You return to your cubicle, where you will stay for the remainder of the day, working on a variety of predetermined tasks handed down from those on up the organizational hierarchy. There is too little time and too much to do, and by 7 pm you decide it is time to pack it up and go home. While battling traffic during your evening commute, you continue to make business calls and even sneak a peek at some business emails on your cell phone from time to time. Around 8 p.m., it is dark outside. You finally pull in the driveway; you are home from work—until the next morning, when you will do it all over again.

The above scenario is just one common way one's workday could play out. Of course everyone's individual scenario will be different and unique, each with its own particular set of conditions and characteristics. You can find yourself in a management position, or you could even be a lower entry-level employee. Or you could not have a white collar office job, but rather work in the production or agricultural industries, with a completely different set of workplace conditions and characteristics. Once more, maybe you are a labor worker in a third-world nation, which brings with it an entirely different set of conditions. How will these conditions impact you? What impact do these workplace conditions and job characteristics have on your

family, your local community, and society as a whole? And most importantly, do you think that your experience in the workplace, whatever it may be, is the same as it was for similar workers even a few decades ago and what will the conditions of your job be in the coming decades?

Most able-body individuals spend at least one-half or more of their waking hours in the workplace, in one form or another. Additionally, many researchers have suggested an increasing importance in the role that our work plays in our everyday lives, with the landscape of work in the U.S. and across the world changing dramatically over the past 30+ years in response to economic shifts, technological advances, and an increasingly global economy. As work plays an increasingly significant role in our lives, it is important to understand how these changing global processes impact labor markets, our experiences in the workplace, and the changing nature of the workplace itself.

Over the past several decades, literally thousands of studies have examined the relationship between workplace conditions and other important organizational variables and outcomes. Furthermore, research suggests that there are differences in the job quality characteristics and perceived experience of workers cross-nationally (both individual in-depth case studies examining work in a particular country, as well as some empirical studies). The question is, why? What are the global processes and country-level contextual characteristics driving these differences in the nature of work, in response to a more interconnected globalized world? Additionally, how do the work conditions and job quality of those in underdeveloped nations compare to those in the newly developed and fully developed nations within the global economic system?

Relatively little research has been done specifically examining cross-national differences in work quality and the nature of the transformation of work over the past few decades, and virtually no prior research has specifically examined globalization processes and country-level contextual effects on differences in workers' experience in the workplace. This book represents a collection of cross-disciplinary research that provides an important background of knowledge in better understanding how this complicated mess that is "globalization" is indeed changing labor dynamics and transforming our day-to-day experiences in the workplace.

This work provides a comprehensive introduction to shifting trajectories in globalization, labor, and the transformation of work and explores the wide sweeping impacts for the modern workplace, presenting a wide range of cross-disciplinary research in an organized, clear, and accessible manner. It will be informative to management academics and instructors, while also instructing organizational managers, leaders, and human resource

development professionals of all types seeking effective organizational change leadership to drive firm effectiveness in an increasingly competitive global economy.

Overview of the Format of the Book

In today's shifting global economy and the emergence of the technology and service-oriented knowledge organization, requiring enhanced levels of organizational flexibility and innovation, how do we maximize the human capital potential of workers to enhance their ability to perform and add value in a hyper-intensive competitive global marketplace? What are the methods and strategies for effectively motivating employees and increasing the job satisfaction of workers? What are the important drivers of worker satisfaction? What are the important individual, organizational, and social outcomes of various job satisfaction levels? What are the individual, organizational, and societal differences in job satisfaction levels and its determinants? These are just some of the pressing questions facing the organizations of today.

This edited work is a compilation of cutting-edge cross-disciplinary global, labor, and workplace research that examines various aspects of how a shift towards an increasingly globalized economy has impacted labor markets and led to a fundamental transformation of the nature of work. It is divided into four parts: (1) Workplace Engagement and Motivation, (2) Examining Job Satisfaction, (3) Understanding the Comparative International Context, (4) Global Comparative Research, and (5) Teaching and Learning.

PART ONE

**WORKPLACE ENGAGEMENT
AND MOTIVATION**

CHAPTER TWO

EXPLORING COMPARATIVE EMPLOYEE ENGAGEMENT: SIX CASE STUDIES OF HIGH-PERFORMING ORGANIZATIONS

Abstract

In an increasingly hypercompetitive and interconnected globalized world and with much of the business world trying to pinpoint reasons for strategic corporate success, the topic of employee engagement is frequently discussed and debated. Employee engagement has repeatedly been shown to directly impact a variety of individual, organizational, and societal outcomes, including employee motivation, satisfaction, and overall performance levels. With the results of a 2013 Gallup Poll on worldwide workforce engagement showing that only 13% of the world's workforce is actively engaged in their work and while the idea of employee disengagement is widespread across industries and companies, there are companies that are taking proactive measures to boost employee engagement. This research uses a case vignette methodology and utilizes the Gallup Q12 (survey questions that identify key drivers of worker engagement) as a framework for understanding comparative workplace engagement, examining Google, Facebook, Twitter, LinkedIn, Bain & Co., and Boston Consulting Group (six of the companies that are repeatedly listed as the best places to work according to "Forbes," "Fortune," "Wall Street Journal," and "Glassdoor"). This research seeks to find recurring employee engagement trends among these companies (including elements of institutionalized organizational culture, policy, and practice). Conclusions and practical recommendations are provided to help organizational leaders further engage their employees and drive higher levels of individual and organizational performance.

Exploring Comparative Employee Engagement

In a global talent economy, one of the most recurring topics of discussion is employee engagement. All around the world, companies face the ever-complex problem of how to motivate and engage employees in the workplace. In a 2013 Gallup poll, 68.5% of employees reported being either passively or actively disengaged in their current job. While this is the lowest number of disengaged employees since 2000, it is still alarmingly high given the signs of economic recovery after the great recession. It is estimated that disengagement among employees translates to between \$450 and \$550 billion in lost revenue annually (Gallup 2013). Companies that ignore aspects of employee engagement are potentially losing revenue and facing diminished profit margins because of costs associated with employee turnover, recruiting, and lost productivity from disengaged workers.

While media coverage often focuses on the failings of companies, some companies (many of which are market leaders in their respective industries) are changing the way leadership approaches employee engagement. In an effort to objectively measure the engagement level of the global workforce, Gallup developed what is referred to as the Q12 survey, which is designed to measure various aspects of daily work life that translate to employee engagement (covering such topics as workplace relationships, career development, resources, communication, and talent utilization). With the topics of this survey in mind, we examined six highly engaged work environments and created six case study vignettes on those companies (each consistently rank among the leading “Best Places to Work”) to identify recurring trends related to topics covered in the Q12 survey. We examined Twitter, Facebook, Google, LinkedIn, Bain & Co., and Boston Consulting Group and extrapolated themes and practical application of how employee engagement can be enhanced in a variety of business settings.

The takeaways from the six case vignettes, along with the following literature overview, demonstrate that companies that address the various aspects of the Gallup Q12 survey tend to perform better, not just in the competition for top talent in the workforce, but financially as well.

Historical Evolution of the Employee Engagement Concept

Researchers have been unable to come to a consensus definition of employee engagement. The term was coined by Kahn (1990, 692): “employee engagement: the harnessing of an organization’s members’ selves to their work roles. In engagement, people employ and express

themselves physically, cognitively, and emotionally during role performances.”

As awareness and understanding of the importance of employee engagement has grown, more and more companies have started to actively monitor their employee engagement levels. In a 2013 *Harvard Business Review* study, it was found that a highly engaged workforce not only increases productivity and efficiency, but significantly reduces costs from things like employee turnover. Furthermore, there is a significant difference in performance between employees who are engaged and unengaged.

Bhuvanaiah and Raya (2014, 61) define employee engagement as “energy utilized in accomplishing purpose.” When an employee becomes engaged, (s)he gains intrinsic motivation, which helps an employee to feel energized to perform tasks. The authors (2014, 61) also state, “...the most frequent dimension used for defining employee engagement is emotional, psychological investment of employee and the right kind of role provided to him or her.”

David MacLeod (n.d.) argues that engagement can be defined through three distinct parts: attitude, behavior, and outcome; the attitude of feeling pride and loyalty towards one’s job and employer, the behavior of going above and beyond on a particular task, and outcomes that result in an increase in productivity and innovation and a decrease in conflicts, accidents, sick leaves, and turnover rates. Furthermore, companies with engaged employees produce an environment with trust and respect. Finally, an employee’s emotional commitment is vital, leading to the employee sincerely caring about the company and the work they do.

It is also important to understand how to improve employee engagement. Companies have developed many techniques, of which the following are only a few. One recent study demonstrated the importance of communication, mainly face-to-face, as one of the largest driving forces for increasing employee engagement. Face-to-face communication is especially important because it has the greatest potential for resolving ambiguity and uncertainty (Mishra et al. 2014). The authors explain, “The front-line supervisor was a key to employees’ organizational engagement. When employees perceive greater support from their supervisors, the employees respond” (Mishra et al. 2014). Furthermore, when the front-line supervisor has consistent face-to-face communication with employees, it helps employees believe they are contributing to the company’s goal because they feel they have a voice and are being heard.

Another technique is giving an employee the ability to express “ideas, feelings, and opinions” in order to produce a direct influence on employee engagement (Yoerger et al. 2015). Moreover, Yoerger et al. (2015, 6) also

argue that “employees who contribute their thoughts and ideas in meetings with organizational leaders will also have a desire to engage in their work more fully (i.e., employee engagement).”

While it may not be surprising to some, the statistics regarding workplace satisfaction and engagement have become a great area of concern for both employees and management. The high level of disengaged employees is starting to have a profound impact not only on profits but also on the well-being of those employees who feel disengaged and unhappy in their current jobs. Companies facing low levels of engagement and satisfaction are struggling to attract talent as well as losing out on profits because of the lack of employee productivity in the workplace. With all the distressing signals, companies are desperate for answers on how to fix the problem.

Shriar (2014) has some suggestions about how to fix the employee engagement problem. Shriar says that employees appreciate employers who allow them to take on projects that suit their interest and utilize their talents. He also suggests having a customer-oriented culture within the office, which helps in aligning the vision of all the departments of a company and unifying them under a single goal, to meet the needs of the customer. This also helps employees see how their role contributes to the bottom line. Additionally, he suggests that organizational leaders promote cross-functional relationships within the company, thus helping to foster collaboration among different functions and departments. It is also important that employees be encouraged to connect with others in their field, such as human resources or finance, to help them broaden their knowledge and skill base, which can translate into added value for the company. Finally, he emphasizes the importance of getting leadership to not only recognize the engagement problem, but to act on it. As companies invest in their culture and employees, they will start to see the dividends in increased productivity and profits (Shriar 2014).

A Look into the Top Companies: Six Case Vignettes

We analyzed six companies (Google, Facebook, Twitter, LinkedIn, Bain & Co., and Boston Consulting Group) that are continually rated as best places to work by top business publications, including *Glassdoor*, *Forbes*, *Fortune*, and *The Wall Street Journal*, and appear on multiple 2014 “Top 10 Places to Work” lists. We wrote a short case vignette for each company, comparing its culture, policies, and practices to the research we found to the Gallup Q12 items. Additionally, the appendix contains case questions for each vignette, for use in a school or corporate training setting.

Case Vignette 1: Facebook

Facebook is a social media site that allows users, i.e., customers, to connect with friends and keep up with various aspects of social life via social networking (Reuters 2014). Facebook was founded by Mark Zuckerberg and four of his Harvard classmates in early 2004. In the first decade of its existence it has become one of the most iconic tech companies in Silicon Valley and averages over 400 million visitors a month (Carlson 2010).

When it comes to employee engagement, Facebook has put practices into place that model some of the aspects that are covered in the Gallup Q12 questions. Like many tech companies, the culture at Facebook is aimed at promoting creativity and developing new ideas to create new products and improve existing products. In this aspect, Facebook takes great care to recruit people who are passionate about the work they do and does its best to match employees' passions with their job descriptions. In Facebook boot camp, which individuals in all engineering positions go through, the employees decide which team they would like to be on, thus giving them the autonomy to choose the job they are most passionate about and thus most likely to devote their discretionary effort to. Much autonomy is given to engineers and developers in the way in which they carry out their work (Bort 2014; Keating 2012).

The company career page states "We don't have rules, we have values" (Facebook 2015). Facebook requires all engineers, no matter what level they are entering at, to go through Facebook boot camp, which is a sort of cultural baptism into Facebook (Swift 2012). This practice can help in regards to one of the Q12 questions regarding employees' knowledge of what is expected of them at work. New engineers are educated on every aspect of Facebook culture and code, which helps in aligning vision and purpose within an ever-expanding engineering team (Facebook 2015; Keating 2012). Each engineer leaves Facebook boot camp knowing what is expected of them regarding the type of code that is written and the quality of product they are trying to deliver.

There are many amenities on the Facebook campus, such as a free cafeteria and snacks. Facebook also offers a generous benefits package that covers a wide variety of needs employees may have outside of the workplace. Facebook recently announced that it includes egg freezing as part of its benefits package to aid female employees who wish to have children in the future but do not want to put their careers on hold to do so (Werntz 2014). Employee medical, dental, and vision premiums are covered at 100% and those for dependents of employees at around 80%. Facebook also offers a variety of other benefits such as gym membership and a laundry

stipend. Whatever the company can do to help employees with those concerns outside of work so that the employee can be focused at work, Facebook will do its best to see that it is done.

As mentioned before, there are different engineering teams that work together at Facebook to create products that connect the world. Teams are small, which lends to a more collaborative environment. Facebook takes measures to ensure it stays away from a hierarchical nature that typically exists in the workforce. Opinions and suggestions at every level are taken into consideration, which helps in making sure each employee feels heard and valued within the organization (Keating 2012).

As explained in the previous examples, much of Facebook's culture is based around ensuring each of the Q12 questions are answered with a positive response from its employees. Although many may argue that these perks are burdensome to companies, Facebook might beg to differ, with a 63% year-over-year revenue gain in 2013 (Ratner 2014).

Case Vignette 2: Google

Google was founded in 1998 by Larry Page and Sergey Brin. Over the short period since its founding, it has rapidly grown to be a Fortune 500 company and has been consistently rated as a top five company to work for. Google's mission is to organize the world's information and make it universally accessible and useful. It thrives on employee satisfaction and engagement. Google does many things that stimulate engagement and performance in its employees, many of which relate to the Q12 questions.

Google Cares for Employee Well-being

The countless benefits and perks provided to its employees shows that Google wants the employees to be healthy and happy. Google provides all meals and snacks along with activities and nap pods to its employees (ChatterJee 2012). Google also encourages active movements from every person through ergonomically comfortable desks that cycle up and down, allowing employees to stand every once in a while (ChatterJee 2013). A sample of the other standard perks and benefits can be found in the list below. The idea is that the less an employee has to worry about their home and personal life, the more he or she can focus on work.

- Valet parking
- Dental facilities
- Free washer and dryers

- Free food
- Nap pods
- \$500 take-out meal fund for new parents
- 18–22 weeks of paid leave for new parents
- 5 years and up to \$150,000 reimbursements for higher education
- Unlimited sick leave
- Community service opportunities

“You are Noticed” Culture

Google also values employee input. Every Friday, Google holds a meeting with drinks and food at which employees can make suggestions to the management and executive groups (Crowley 2013). These employees also receive hefty bonuses as recognition for great performance. Sometimes they get up to 10% bonuses for their performance (Blodget 2010). Google also provides many activities for employees not only to relieve stress but also to build relationships among coworkers. These relationships help employees feel like they belong in such a large company.

Personal Learning and Growth

Being one of the top companies in the world enables Google to hire the best of the best. This in turn creates an environment that demands quality and performance, thus creating an environment where employees push themselves to grow and develop in order to progress in the company.

Being a Part of Something Bigger

Employees are given a chance to learn, grow, and feel like what they are doing is important through the projects they work on. For example, each employee has the opportunity to work on “interesting projects that are changing the world,” giving them a purpose to fuel all their hard work (glassdoor.com n.d.). They are also allowed to use 20% of their paid time to work on any project they would like, even a personal project (Loosvelt 2013). This allows them to use/develop their imagination and creativity, which is very important for Google employees.

All of these elements give Google employees the tools to succeed. Good health, strong voice, and a meaningful purpose are all important tools that any human needs to make a difference and do their job in a company that makes a difference in the world.

Case Vignette 3: Twitter

Twitter's mission is to give everyone the power to create and share ideas and information instantly, without barriers. Twitter is microblogging, sending out daily short-burst messages. It's about discovering interesting people around the world (Gil 2012).

Twitter's foundation for success starts with its management and leadership teams of the company. CEO Dick Costolo personally runs management training sessions at least once a quarter. He believes in moving away from computers and slides to instruct; rather, he uses stories, personal leadership ideas, and role-playing to instruct and lead the managers to success (Kruse 2012). This allows every employee to know exactly what is expected of them and to learn and grow directly from a trickle-down effect started by Costolo.

Costolo believes in and stresses in his management training sessions, "the importance of defining what success looks like in each role, setting the direction, and just as critically, giving feedback in an open, authentic and fearless way" (Kruse 2012). Unfiltered, direct feedback helps employees grow and further apply themselves. Twice a year, there is an official performance review process, and quarterly learning labs are taught to help employees learn to both give and receive feedback. Employees also participate in another twice-a-year survey of approximately fifteen questions. In this survey, employees answer open-ended questions that allow input for direction and improvement of the company.

For continuing development of its employees, Twitter developed five core skills towards which all employees work: communication, development, direction, change, and collaboration (Kruse 2012). Having defined skills to work towards allows Twitter employees to know what is most important to the progress and development of the company.

The mindset of Twitter as a whole is "your work will be immediately felt by millions of people around the globe" (Glassdoor 2014). This mindset helps employees to stay motivated and to feel as though they are making an immediate difference in doing what they do best—their job. Twitter reports the employees as saying "the most important benefit we [Twitter] offer is the work itself—the chance to solve interesting problems while having a positive impact on the world" (Glassdoor 2014).

Twitter was started only eight years ago and has had tremendous growth. Twitter hires employees with the brightest minds, and 50% of the company is comprised of engineers to further their global connecting mindset (Twitter 2014). Employees have been known to talk about all the "smart people" they work with and have been known to say "I joined Twitter, and I joined a family" (Glassdoor 2014). The company places people into work groups

that allow the brightest minds to collaborate on something they are passionate about, while at the same time developing close, lasting friendships.

Twitter's overarching goal is to create and share ideas instantly on a global scale. The company has created a successful culture to accomplish that goal. They have the right people and the right tools needed to accomplish this goal.

Case Vignette 4: Boston Consulting Group

Boston Consulting Group (BCG)'s mission is to seek to be agents of change—for their clients, their people, and society broadly. BCG is a private consulting firm for branding and marketing, corporate finance, globalization, business strategy, leadership development, and information technology (*Glassdoor* 2014).

BCG's foundation for success starts with its employees. CEO Rich Lesser said, "Attracting top talent and maintaining an environment in which employees can rapidly develop have been key to our success and our ability to deliver enormous value to clients" (*Yahoo! Finance* 2012). BCG does this by offering great benefits and training to its employees. BCG pays 100% of employees' health-care premiums, offers fully paid sabbaticals, and is hailed for having "gay-friendly benefits" and a "gay-friendly policy." BCG is also one of the top employers for annual pay for salaried employees (*Yahoo! Finance* 2012).

BCG is known for having a high workload, high success, and high impact. A lot is demanded of the employees. To help accommodate this demand, one employee said, "Training and growth opportunities [are] available to even the youngest employee—impossible to surpass this experience for a first job, and I feel like it will pay dividends for the rest of my career" (*vault.com* 2014). Because the employees are the center of its success, BCG emphasizes work-life balance. If an employee seems to be overworked because of workload or just working too much by choice, the company issues "red-zone" reports to flag employees who have put in too many hours on projects. BCG keeps a close eye on employee engagement to ensure workers don't burn out (Breslin 2013).

One of the greatest successes of BCG's employees comes from their dedication to leadership training. Barber (2012) talks about the leadership development:

BCG believes there is always room for improvement and provides employees every tool imaginable to see their potential realized. Employees have access to workshops, online training tools, mentoring and

apprenticeship programs, career development programs, a clear career path, and support system for professional development and more.

This allows employees to always be developing their skills while having people check on their progress often. Employees have a sense of ownership in the company. BCG strives to have a sharp focus and a positive culture. One employee (*Glassdoor* 2014) said:

There's just a true sense of partnership that permeates the whole place. It's about the team, and 'we succeed together.' It just feels like a very supportive place to work. It's not perfect, but I think everybody understands that if something is not going well, they can raise their hands.

The goals and company culture at BCG drive this company to success. The company is always open for suggestions of improvement. The company has a "feedback-heavy culture" (*vault.com* 2014) to keep everyone as positive and productive as possible. Working at BCG prepares employees and provides them opportunities for growth in the world.

Case Vignette 5: LinkedIn

LinkedIn is a social networking company that provides employment networking opportunities for those involved. It was founded by Reid Hoffman in 2002 and has since grown to be a networking powerhouse. On top of this, LinkedIn is also considered one of the best companies to work for according to the Forbes rankings. Because of this, we have decided to look further into what this company does to get the employees involved and excited about work.

Benefits

LinkedIn has found a balance between "'big company' benefits and 'small company' mobility" (*Glassdoor* n.d.). They do this by providing all of the larger company benefits like full-insurance coverage, retirement plans (401K), and stock purchase, while at the same time allowing employees the freedom of mobility and flexible schedule. They also provide benefits such as free food, nice offices, traveling opportunities, and many other perks (*Glassdoor* n.d.).

Leadership Style

The leadership style pushes the value of putting the customer and employees first. In fact, in their very culture they stress the importance of transforming three things: yourself, your company, and your community (*Glassdoor* n.d.). LinkedIn management style strives to bring out the best in its customers and employees. LinkedIn tries to match a person's strengths with an activity that fits them and aims to match its leadership style with its business strategy. What LinkedIn does inside the business is the same thing it does for the community.

Opportunity

There is always a chance to learn in this company. It has a culture of continuous learning. In fact, one employee even said he was "a little intimidated at first, how much learning was constantly taking place" (*Glassdoor* n.d.). However, this quickly subsided to a feeling of growth and satisfaction, which many employees reportedly love about LinkedIn.

Sense of Fulfillment

Employees at LinkedIn see the impact that they have on society through numbers and reviews. They are motivated in "executing on a bold vision like creating economic opportunity for 3.3 billion people around the world" (Meister n.d.). In fact, "40% of LinkedIn users make over 100 grand a year" (Baer 2012). Providing users with an opportunity to provide for themselves and others is a great service to the community. Because of this, employees can sleep easy knowing that their company and job is making the world a better place. However, LinkedIn isn't satisfied with just that. LinkedIn also does a great job in giving its employees opportunities to make a difference in the community. For example, "One Friday each month, LinkedIn's employees participate 'InDay.' InDay's purpose is to give back to the community through employee volunteerism and resources" (Forman-Ortiz 2013). Each of these Fridays allows the different departments a chance to meet and interact with each other for a common cause. On top of this, LinkedIn provides employees Transformation Grants (LinkedIn n.d.), which fund community service activities that they decide to do.

A sense of fulfillment, opportunities, management style, and benefits are all important tools LinkedIn uses to build a successful and well-cultured company.

Case Vignette 6: Bain & Co.

Bain & Co. is a management-consulting firm headquartered in Boston, Massachusetts. Consultants at Bain work with clients in a variety of different aspects of business such as operations, technology, and organization. Founded by former employees of the Boston Consulting Group, their list of clients has grown to include a majority of Global 500 members (Bain & Company n.d.).

In a 2012 glassdoor.com survey, Bain & Co. was ranked as the best place to work in the U.S., beating out 65,000 other companies considered for the award. Among the possible reasons for the high satisfaction rating is the amount of time and resources Bain & Co. dedicated to their recruiting and talent selection. The interview process at Bain is known to be among the most intense in the business world (Ahmed 2013). With such great efforts put into the selection process, it could be suggested that Bain & Co. has a better understanding of the current talent pool and is better able to select those who will fit within the high-paced culture of Bain & Co.

As one observes the workforce of Bain & Co., it is evident that a high level of engagement exists among their employees. Many employees comment on how they enjoy the fast-paced and challenging work (Ahmed 2013). This certainly is a positive sign of employee engagement, especially among those that thrive off challenging work and utilizing their skill set to produce their best work. Given the vast amount of experience employees of Bain & Co. gain across numerous industries, employees are also able to develop vast skill sets and gain industry knowledge that few are privy to (Bain n.d.).

Another aspect of employee engagement for which Bain & Co. is known for is the focus on employee success. Bain & Co. emphasizes collaborative teamwork among its employees, which no doubt helps to foster a culture of kinship and support. Many Bain employees have commented on how supportive the environment is in which they work, referring to their co-workers as “Bainees” (Bain n.d.). As strong culture of camaraderie prevails, there is a positive correlation in satisfaction of workplace relationships. Bain & Co. invests heavily in employee training and development, and many employees attribute their success to the training they receive. One could assume that this type of culture helps employees feel that Bain & Co. is invested in employee development and values employee growth on a personal and professional level.

In regards to benefits provided to employees, Bain & Co. had a rating of 4.7 out of 5 on glassdoor.com. Some of the perks outside of the traditional insurance coverage included generous contributions to employee retirement funds as well as maternity/ paternity leave and adoption assistance. They