

Managing People assignment 2

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Introduction

An approach which seeks to motivate and provide favourable conditions for the employees to give their best performance in the everyday working of the organisation is considered as employee engagement. An engaged employee works for achieving the organisations objective and is not driven by the monetary incentives only (Gruman and sacks, 2011). In the report, the driving forces of employee engagement and its related concepts will be discussed in the context of GAP a clothing and accessories retailer of the USA. The headquarter of the company is situated in San Francisco, California and is one of the largest clothing stores worldwide. Diagnostic tools undertaken by the company to measure the level of employee engagement will be discussed along with stating certain strategies that will be used by the company to engage its employee.

Concepts and drivers of Employee Engagement

Employee engagement concept

Employee engagement at the workplace is understood as the emotional connection which is felt by the employees which ultimately affects the level of work performance and activities. An effective employee engagement is the key aspect which play major role in managing the people within enterprise (Bridger, 2018). It directly affects his performance and leads to better decision making. Within Gap Inc, various measures and activities are undertaken to ensure high employee engagement. Three categories have been identified for achieving employee engagement which is related to Organisational factors where the style of management and rewards system is analysed. Next is job factors where characteristics of task and work environment are recognised and the last is individual factors where self-consciousness and physical energies of the employee is recognised (Sun and Bunchapattanasakda, 2019). Organisational performance and individual performance both are considered as an important part in Gap for which various kinds of benefits are provided to the employees. In order to set up employee engagement, the company has constructed B Corp governance committee who would look into providing necessary tools and learning to employees to improve their engagement and understanding. The focus of the company is on influencing the daily decision of the employee in the manner that it would lead to maximum productivity and would ultimately ensure employee engagement (Bthechange, 2010). Employee engagement is proceeded with help of proper motivation, organizational behaviour including the factors of commitment as well as job satisfaction. (Holbeche and Matthews, 2012).

Driving Factors of Employee Engagement

Investing in the employees

At Gap Inc, the concept of Employee Engagement is understood as the activity for achieving maximum work satisfaction for the employees by creating flexible working hours and programs. It is also done to attract employees to stay within the organisation and encourage them to give maximum return to the company by giving their best performance (Gyton, 2017). Both monetary and non-monetary incentives are used for this purpose where volunteer time is also considered as a means of getting employees engaged (Gap, 2020). At Gap, those employees who volunteer are the ones who get maximum promotion, and they are the one who stays longer within the organisation. Through community leaders program various non-profit organisations are partnered to create a positive impact on society. According to Gap Inc, in 2019 the employee-drive community, has invested 12.2 \$ million. Developing their personality including the level of self confidence as well which further enhances the factors of leadership and management among the employees.

Along with this, the company also recognises the fact the engaged employees are the one who will deliver the best performance and also, they are the ones who stay longer within the organisation. In order to achieve this, the company focuses less on management and more on better performance of the employee. This provides autonomy to the employees as they consider that management values their decision more and creates an inspiration to perform better (Meyer, 2017). Employees feel more invested in the mission and objectives of the company when they are given the freedom to manage their time and activity which is well followed within Gap Inc (Emplify, 2020).

Psychological Safety

A healthy and positive mind helps to create a positive work environment within the organisation which ultimately leads to engaged employee performance. At Gap Inc. health and safety of the employee are considered as the priority and the company has been from time to time taken up safety measures to ensure working safety among the employees. The company has been taking up required measures to ensure that the employees wear the safety mask while working within the premises and while engaging in any kind of interaction with the customers. At check-out, health guards system is established and a continued focus is on the cleaning and sanitization of the employees (Gapinc, 2020).

Results Only Work Environment (ROWE)

It provides complete autonomy to the employee which ultimately improves their work productivity and performance. Accountability and autonomy are understood as the most important performance metrics at Gap Inc as the focus is on improving the quality and not only on meeting deadlines. Its effects have also been positive as employees feel more empowered and motivated and feel more responsible at doing their job. They feel more in control and in charge of their work (Beis. 2019). This was undertaken mainly to deal with the employee turnover issues and to gain employee engagement at level (Gorowe, 2012). The effect of implementing Rowe was that the turnover on production dropped down to 50% and there was a 13% increase in employee engagement. Since employee turnover cost was reduced it also led to savings of millions of dollars.

Diagnostic tools to measure employee engagement

Diagnostic tools help to measure the effectiveness of the employee performance and for achieving employee engagement. Gap uses certain diagnostic tools to measure the potential of the employees.

high potential employees (HIPO)

To identify the level of commitment of the employees and to measure their performance properly HIPO is used as it ensures that the organisation has a wider pool of high level and engaged employees to manage its stores and brand. To measure the level of engagement of the employees HIPO is considered as an effective diagnostic tool. It seeks to identify certain metrics such as the quality of work delivered by the employees, level of absenteeism, the work approachable and attitude of the employee. These factors provide an analysis of the company to identify the factors which have proved to be effective and those which needs to be redesigned (Keenan, 2020). For using HIPO there are three segments within which the employees are divided. These are: core employees, key talent and high potential employees.

Performance Management Process (GPS)

Continuous feedback is another measurement tool to measure employee engagement and based on the feedback received from the employee they are provided with the necessary environment to grow (Bridger, 2018). It does not focus on the previous rating system but focuses more on the modified version of GPS for its staff which has led to creating more opportunity for employees where they can learn and grow more. Employees and managers are allowed for

undocumented and informal conversations about the performances (E-reward, 2016). It also helps to develop a healthy relationship with peers and managers which creates a positive working environment within the organisation.

Measurement of Progress

Data across the key areas are analysed for developing an improved program for the employees. By measuring progress, the latest trends and opportunities through which employee engagement can be increased are identified. Employee data is based on analysis done based on US racial Breakdown, global gender representation, promotion rate by position and gender and the number of positions filled by internal hiring.

Employee Survey

Gap has been undertaking a quarterly survey to measure employee performance. The survey is undertaken through an online platform which takes the form of employee opinion pool and develops an understanding of their satisfaction and productivity. Talent review is conducted by the senior leadership after the data collection is done (Warhurst *et al.*, 2017). The employees are asked about their accountability in work productivity, engagement level, time management.

Social Media

Modern and an effective method of measuring employee engagement at Gap is through Social Media. The sentiments and reviews of the employees are measured through glass door rating and reviews. Gap has its own internet system where it allows employees to post their ideas and engage in conversations since knowing their viewpoints would enable the company to develop better and employee centred policies. Along with glass door vault, influencer is used by the company to analyse its employee viewpoints. Social media is used by the company to boost its employee through recognition.

Strategies

The low level of employment results in the increase in the rate of the employee turnover. These problems of low rate of the engagement of the work force can be seen in many business organisations across the globe. Poor engagement of the work force leads in the low level of productivity of all the individuals in the work force of the business organisation (Sharp, 2019). This ultimately results in hampering the growth and the development of the business organisation. Few of the basic strategies that must be adopted by the human resource

professional to ensure the better engagement of the human resources of the business unit, have been stated as follows:

Investment in the well-being of the work force

Employee engagement and the well-being of the employees are closely inter-linked. Introducing an employee assistance program adds to the investment for the well-being of the work force. The timely engagement along with emphasis on the well-being of all the individuals of the work force of the business unit is of utmost necessity that boosts the productivity of the work force thereby ensuring the growth and the development of the business unit.

Empower the work force

The support and the trust that a management of a business organisation has on the work force mark the attitude and the commitment of the work force. Empowering the human resources across all the departments of the business unit helps in the retainment of the work force (Wright *et al.*, 2018).

Deliberate and regular flow of communication

Effective communication system marks the future of all business organisations. There must always prevail a deliberate and the regular flow of communication among all the employees and also among all the departments. This ensures efficient and effective flow of information across the departments of the business organisation. If in case there is no deliberate and the regular flow of communication, it will so happen that the departments will function in complete isolation and there will arise communication gap in the business firm. Thus, frequent and complete information flow must be there among all the employees and also among all the departments.

Recognising the good work of the work force

Publicly recognising the good work and the effort of all the individuals of the work force of a business organisation increases the work efficiency and also the effectiveness of the work force (Beis. 2019). Along with it, the human resource professionals can ensure the optimum utilisation of all the individuals working with the aim of achieving their personal goals as well as the goals and the objectives of the business organisation.

Conclusion

On the basis of the report, it can be analysed that Gap values its customers the most and for promoting employees engagement and involvement it has undertaken various Steps. It has also been analysed that investing in employee has been understood as the most important factors for which flexible working hours and programs are developed. Along with these other drivers such as psychological safety, ROWE are considered as the driving force for achieving employee engagement. Analysis has been provided about the various tools that have been undertaken by the company to measure the employee engagement amongst which High Potential employee, performance management process, employee survey and social media are undertaken. Furthermore, various strategies such as investment in the well-being of the work force, empowering the work force of the organisation, ensuring the deliberate, recognising the good work of the work force and regular flow of communication have been undertaken by the company to raise the level of employee engagement.

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