

## **Employee Engagement Strategy for Business Sustainability**



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## **Introduction**

How we implement an effective employee engagement strategy and make the most of it, sparking the enthusiasm to create stronger business growth is a critical determinant of the success of any enterprise today. Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

Engagement is transmissible. If you are engaged in what you are doing, then people pick up your excitement and will want to join you. Employee engagement is the means or strategy by which an organization seeks to build a partnership between the organization and its employees, such that a fully engaged employee is intellectually and emotionally bound with the organization employees feel passionately about organization's goals and are committed to live by its values employees move beyond their basic responsibility to delight the customer and drive the business forward.

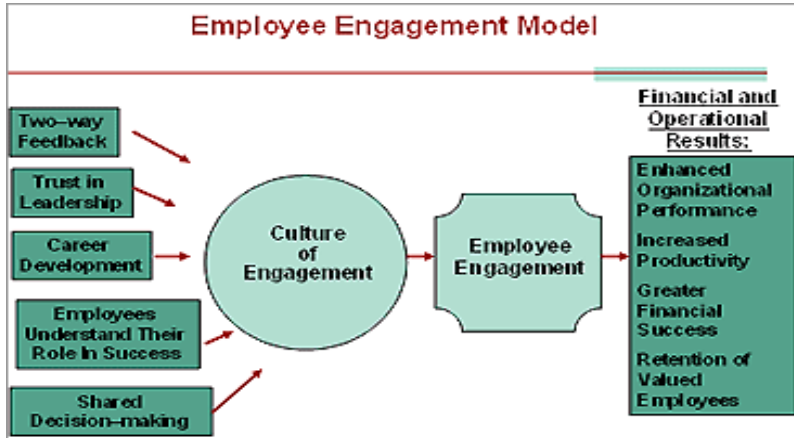
This short essay intends to illustrate how Camso Loadstar applies an employee engagement framework for achieving business sustainability. This short case is a glimpse of how human

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resource is linked directly with business, the role HR department plays as business partners in the organization, people engagement model in practice at Camso Loadstar, ways and means to getting the engagement of managers and front line employees in the organization, power of employee voice and how organizational integrity adds value for engagement.

Theoretically, there is a multitude of employee engagement models; but the core content is common in all models. For example, Figure 1 presents one such model with inputs to create a culture of engagement and financial and operational results that an organization can achieve as a result of better employee engagement.

Figure 1 - Employee engagement model



### Role of HR in Employee Engagement

At Camso Loadstar, human resources and transformation mission renders itself to create the culture of engagement. And also, HR roles are clearly defined to manage transformation portfolio, as

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business partners. These business partners are entrusted with offering solutions for business objectives, as communities of expertise to drive, promote and distribute leading practices through leadership and subject matter experts. Moreover, with offering shared service to deliver procedural services and resolution of HR inquiries etc.

### **Camso Loadstar Model of Employee Engagement**

It is evident explicitly that Camso Loadstar model of employee engagement mobilize front line engagement and top level alignment to drive business performance, develop competencies and to link compensation and career/succession management to create a culture of engagement.

To get the engagement of managers, Camso Loadstar has developed and adopted several processes and standards. The top talent identification, development models, continuous coaching, stretching through big rocks projects, cross cultural awareness through employee exchange programs and the creation of two way-feedback cultures are vital amongst these processes and standards.

In employee engagement, front line plays a prominent role. Team leader-based organization concept is paramount to get the engagement of front line. It is a daily management system established in the organization in order to enhance the mutual trust, employee empowerment in planning, and organization and goal setting; also it relies on shared responsibility for self-management and shared accountability for performance and

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leadership. It is a process-oriented system which is based on three key lean behaviors, i.e. go see, ask why, and show respect.

### **Employee Voice for Better Engagement**

Employee voice embodies a wide array of techniques such as empowerment, employee engagement and team working initiatives. In Camso Loadstar, employee voice is recognized and encouraged in form of monthly meetings of employee councils, staff wellness committees, safety councils for each manufacturing facility etc.

As a global player in off road tyre market, it is crucial that Camso Loadstar needs to concentrate on a few key factors to get the engagement of employees for achieving business sustainability. They include, but not limited to, aligning workforce with vision, mission and values of the organization, focusing well on talent management strategies, maintaining organizational integrity, assuring safe and secure work environment and understanding employee gain power.