

---

---

**Human resource management —  
Employee engagement — Guidelines**

*Management des ressources humaines — Engagement des employés  
— Lignes directrices*

This document is a preview generated by EVS



This document is a preview generated by EUS



**COPYRIGHT PROTECTED DOCUMENT**

© ISO 2022

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office  
CP 401 • Ch. de Blandonnet 8  
CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

Published in Switzerland

# Contents

Page

<b>Foreword</b> .....	<b>iv</b>
<b>Introduction</b> .....	<b>v</b>
<b>1 Scope</b> .....	<b>1</b>
<b>2 Normative references</b> .....	<b>1</b>
<b>3 Terms and definitions</b> .....	<b>1</b>
<b>4 Principles</b> .....	<b>1</b>
4.1 General.....	1
4.2 Employee engagement.....	2
4.3 Approaching employee engagement.....	2
<b>5 Employee engagement framework</b> .....	<b>2</b>
5.1 General.....	2
5.2 Potential outcomes of employee engagement.....	3
5.3 Measuring employee engagement.....	3
<b>6 Organization culture and communication</b> .....	<b>3</b>
6.1 General.....	3
6.2 Culture and values.....	4
6.3 Communication.....	4
6.4 Employee empowerment.....	5
6.5 Employee representation.....	5
<b>7 Supportive leadership</b> .....	<b>5</b>
<b>8 Organizational learning</b> .....	<b>6</b>
<b>9 Work content and job design</b> .....	<b>6</b>
9.1 General.....	6
9.2 Job design.....	7
9.3 Working environment.....	7
9.4 Workplace health promotion.....	7
9.5 Resilience, sustainability and work-life management.....	8
<b>10 Work compensation and recognition</b> .....	<b>8</b>
10.1 General.....	8
10.2 Employee compensation (extrinsic).....	8
10.3 Employee recognition (intrinsic).....	8
<b>Bibliography</b> .....	<b>10</b>

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 260, *Human resource management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

While there are many definitions of employee engagement, the focus of this document is on fostering the good of employees and the good of the organization they work for and on mutual gains in the employment relationship. It can be seen as a blend of existing HR concepts, including job satisfaction, commitment to the organization and extra-role behaviour, for example discretionary effort<sup>[10]</sup>.

This document provides guidance to facilitate a common understanding of, and maintain consistency in, policies, processes and practices that promote a collaborative approach between organizations, employees and, where they exist, their recognized representatives to support employee engagement.

This dual focus on organizational goals and on enhancing the individual experience at work can be correlated with sustainable performance and is critical to the success of any organization and the well-being of people in the workplace.

Potential benefits of employee engagement can include but are not limited to:

- individual satisfaction with work and job quality;
- reduced absenteeism;
- improved employee retention;
- improved customer service;
- greater product or service innovation;
- improved organizational performance and sustainability;
- improved productivity.

This document is related to the United Nations Sustainable Development Goal 8, Decent Work and Economic Growth, and is intended to be used by:

- organizational governance bodies and leaders;
- people with HR expertise;
- managers;
- entrepreneurs;
- individuals in the workforce and their representatives;
- professional and trade bodies;
- academics and other professionals interested in employee engagement;
- developers of related standards.



# Human resource management — Employee engagement — Guidelines

## 1 Scope

This document provides guidance on creating a mutually beneficial environment that encourages everyone to be connected with the objectives, purpose and values of the organization, and for the organization to support its people in a manner which provides quality work and opportunities for development and professional fulfilment. Organizations can use the guidance to determine what is practical or material to the organization's internal and external context regardless of its size, type, structure, nature or complexity, whether in the public, private or voluntary sector.

The document applies to anyone who works for or on behalf of an organization. The guidance contained in this document is not intended to infringe upon national labour laws, established collective agreements or collective bargaining.

## 2 Normative references

There are no normative references in this document.

## 3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

### 3.1

#### social dialogue

negotiation, consultation or simply exchange of information between or among representatives of governments, employers and employees, on matters of common interest relating to economic and social policy

[SOURCE: ISO 26000:2010, 2.17, modified — Note 1 to entry removed.]

## 4 Principles

### 4.1 General

The following guiding principles apply:

- All organizational stakeholders have a role to play in improving employee engagement, principally the senior leaders, managers, HR experts, employees and employee representatives.
- Employee engagement should be embedded within the organization's culture and enacted through the organizational policies.
- Two-way communication is an essential part of employee engagement.