

Title: Human ~~resources~~resource management – — Employee engagement metrics

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Foreword

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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~~document 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).

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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.

This document was prepared by Technical Committee ISO/TC 260, *Human resource management*, ~~Sub-committee WG 2 Metrics~~.

~~A list of all parts in the ISO 30400 series can be found on the ISO website.~~

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.

Introduction

Employee engagement is a rapidly developing field of study that is increasingly critical to the effective management of human resources within an organization. This document has been created to provide guidance for those wishing to develop metrics through which desired degrees of engagement can be established, tracked, and monitored. Effective metrics used for employee engagement complement, support and reinforce several other areas of human resource management.

Employee engagement is a result of the experience that a person has at work and how it affects them. The degree of employee engagement influences many organizational measurements such as productivity and performance, absenteeism, accidents, retention rate, and even individual productivity and health. A high degree of employee engagement ~~will likely~~can positively influence these metrics and conversely a low degree of employee engagement ~~will likely~~can negatively influence these metrics.'

Thus, employee engagement is part of a holistic system of workplace environment, often referred to as culture. In ISO 30414, employee engagement is included as a sub-set of organizational culture metrics.

Typically, metrics are developed for and used by multiple stakeholders. 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.

Employee engagement is driven by several factors. -An effective system of metrics ~~must~~should be able to inform the relationship between conditions and antecedents and outcomes being observed. Without this linkage, corrective action required to change the outcome cannot be identified.

Additionally, lack of engagement ~~may~~can be related to a part of the work environment that is not in the control of the directly responsible leader or manager. Effective engagement metrics ~~must~~should clearly show related factors that can be linked back to specific accountability.

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~~Title: Human resource management — employee —~~ Employee engagement metrics

1 Scope

This document provides recommendations on how to measure individual employee engagement and whether to aggregate this data to an enterprise view. It demonstrates how the use of a strategic framework for employee engagement determines the key aspects that drive employee engagement, and how a framework of metrics can be developed that link positive or negative outcomes to one or more of the strategic drivers, to link cause and effect.

The document also demonstrates the linkage between individual engagement and the role and performance of management at all levels to understand and manage the conditions that impact actual engagement. ~~This~~It demonstrates the complexity and interconnectedness of values, behaviours, processes, systems, and relationships that create a system of inter-dependency responsible for the achievement of optimum employee engagement.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies. ~~(Add 10018 to bibliography)~~

ISO 30400, *Human resource management — ~~vocabulary —~~ Vocabulary*

ISO 30414, *Human resource management — ~~guidelines for human capital reporting —~~ Guidelines for internal and external ~~stakeholders.~~ human capital reporting*

ISO 23326, *Human resource management — ~~Employee engagement —~~ Guidelines*

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3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400, ISO 30414, and ISO 23326 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/>

4 Framework for employee engagement metrics

4.1 The concept of employee engagement

4.1.1 General

The degree of employee engagement is an outcome created from several conditions; these conditions can be considered the strategic foundations necessary to create an organizational culture within which engagement can be optimized. All organizational stakeholders have a role to play in creating, implementing, maintaining, and improving employee engagement, principally the senior leaders,

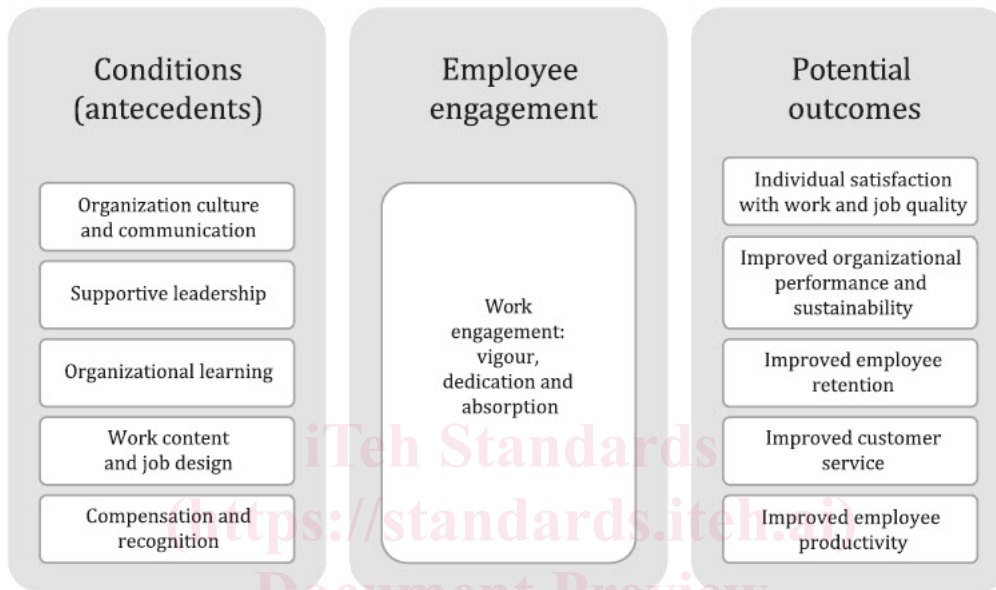
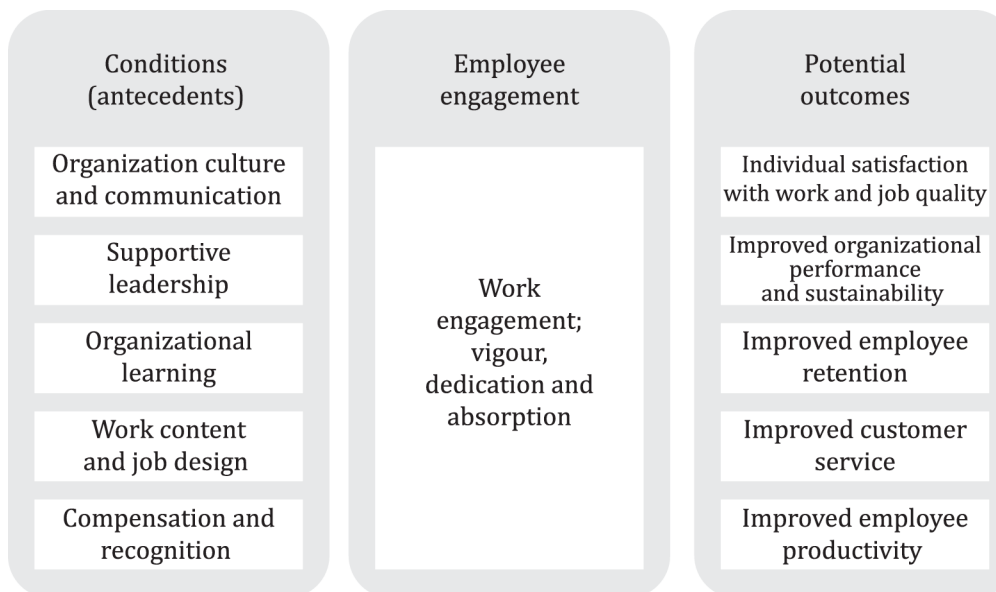


Figure 1 — Overview of employee engagement framework (See ISO TS 23326 Human resource management — Employee engagement — Guidelines)

managers, HR experts, employees, and employee representatives.



NOTE See ISO 23326.

Figure 1 — Overview of employee engagement framework

Conditions or antecedents drive employee engagement that requires measurement to assess both actual and potential organizational and individual outcomes, [2],[3].

4.1.14.1.2 ~~Conditions or Antecedents~~antecedents[4]

The conditions or antecedents of employee engagement used in this framework indicate the strategies, policies, procedures, approaches to leadership, operational work planning and execution and all other aspects of the workplace environment that impact an individual's degree of engagement. These ~~will~~are typically ~~be~~unique to each organization and ~~will~~form the foundation of understanding the cause-and-effect analysis impacting the degree of engagement.

Apart from the factors that management can directly control, there are other external conditions that can have an impact on employee engagement. These can be considered as external conditions, or sub-component (see 5.2, Table 1~~See 5.2, Table 1~~). These conditions include personal issues that ~~may~~can occur outside of work but still affect an employee's degree of engagement while on the job. While these are external to the model shown in Figure 1~~Figure 1~~, they ~~need to~~should be considered when developing metrics and assessing potential outcomes. Examples include domestic situations, stability of home life, stress from external activities or part time study.

4.1.24.1.3 ~~Employee engagement~~

Measures of employee engagement reflect the degree to which an individual is absorbed and dedicated to their work and operates with energy and vigour. Employee engagement is impacted by the approaches taken by the organization to support its staff in a manner which provides quality work and opportunities for development and professional fulfilment. Employee engagement occurs when workers are committed and motivated to apply every effort within their power to help achieve individual, group and organizational goals. Measurement of engagement assesses a higher degree of employee commitment than employee satisfaction measures.

Engaged employees are typically satisfied with their jobs; however, a higher degree of satisfaction does not necessarily increase engagement. A positive degree of employee satisfaction reflects a ~~worker~~workers enjoying their job — but not necessarily being engaged with it.

Degrees of engagement have been shown to have an impact on an individual's health and wellbeing. Engaged employees also enhance the probability of increased organizational performance outcomes [4], [5], [2],[3],[5]. Employee retention is an outcome related to degrees of engagement [2].(ISO 30414). Enhanced customer service is a key outcome related to employee engagement [2];(ISO 30414); the ISO 10667 ~~Parts 1 and 2 provides~~series provides guidance on assessing customer service outcomes.

4.2 Purpose of measuring employee engagement

Knowing the degrees of employee engagement is of value when it can be correlated to individual or organizational performance, and when it can be linked back to conditions that an organization can plan and manage.

Much of the concept of employee engagement, including foundational approaches to the measurement of engagement have been developed at the individual level. These approaches tend to be well-researched, statistically validated and effectively linked to specific individual outcomes such as individual performance, personal health and wellbeing and individual intentions to remain or leave an organization. This approach has also included linkages between “generic” conditions or drivers of engagement – such as those shown in Figure 1~~Figure 1~~ and the degrees of engagement achieved by an organization.

More recent approaches to understanding and measuring employee engagement have attempted to address engagement as a collective indicator that can be aggregated and linked to organizational outcomes. Additionally, advances in understanding the conditions or drivers of engagement have revealed that factors other than the traditional generic approaches are important in understanding both individual engagement as well as linkages to organizational performance.

For this reason, the measurement of individual engagement has a higher probability and confidence. Aggregation of individually collected generically developed engagement measures is less reliable, as a