

ISO 23326:2022-02 (E)

Human resource management - Employee engagement - Guidelines

Contents		Page
Foreword		iv
Introduction		v
1	Scope	1
2	Normative references	1
3	Terms and definitions	1
4	Principles	1
4.1	General	1
4.2	Employee engagement	2
4.3	Approaching employee engagement	2
5	Employee engagement framework	2
5.1	General	2
5.2	Potential outcomes of employee engagement	3
5.3	Measuring employee engagement	3
6	Organization culture and communication	3
6.1	General	3
6.2	Culture and values	4
6.3	Communication	4
6.4	Employee empowerment	5
6.5	Employee representation	5
7	Supportive leadership	5
8	Organizational learning	6
9	Work content and job design	6
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
10	Work compensation and recognition	8
10.1	General	8
10.2	Employee compensation (extrinsic)	8
10.3	Employee recognition (intrinsic)	8
Bibliography		10