

For Comments Only

Draft Indian Standard

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

ICS 03.100.30

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November 2023**

NATIONAL FOREWORD

(Formal clauses to be added later on)

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

- a) Wherever the words 'International Standard' appear referring to this standard, they should be read as 'Indian Standard'.

Note: The technical content of the document is not available on website. For details, please refer the corresponding ISO 23326 : 2022 or kindly contact:

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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.

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.

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.