

Understanding the Drivers of Employee Engagement and Intent to Leave

Analysis of the 2024 Federal Employee Viewpoint Survey



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agenda

- Problem & Approach
- Intent to leave – The Outcome Variable
- Engagement Score Overview
- The Key Findings – Engagement Predicts Retention
- Engagement Varies By Role & Tenure
- Recommendation Next Steps
- Key Takeaways

THE PROBLEM

Which factors most strongly predict employee retention?

674,207

Federal Employees Surveyed
2024 Federal Employee Viewpoint Survey

OUR FOCUS

Engagement

Composite score:
accomplishment, talent use, goal
alignment, information access

Workload

Perceptions of workload
reasonableness

Intent to Leave

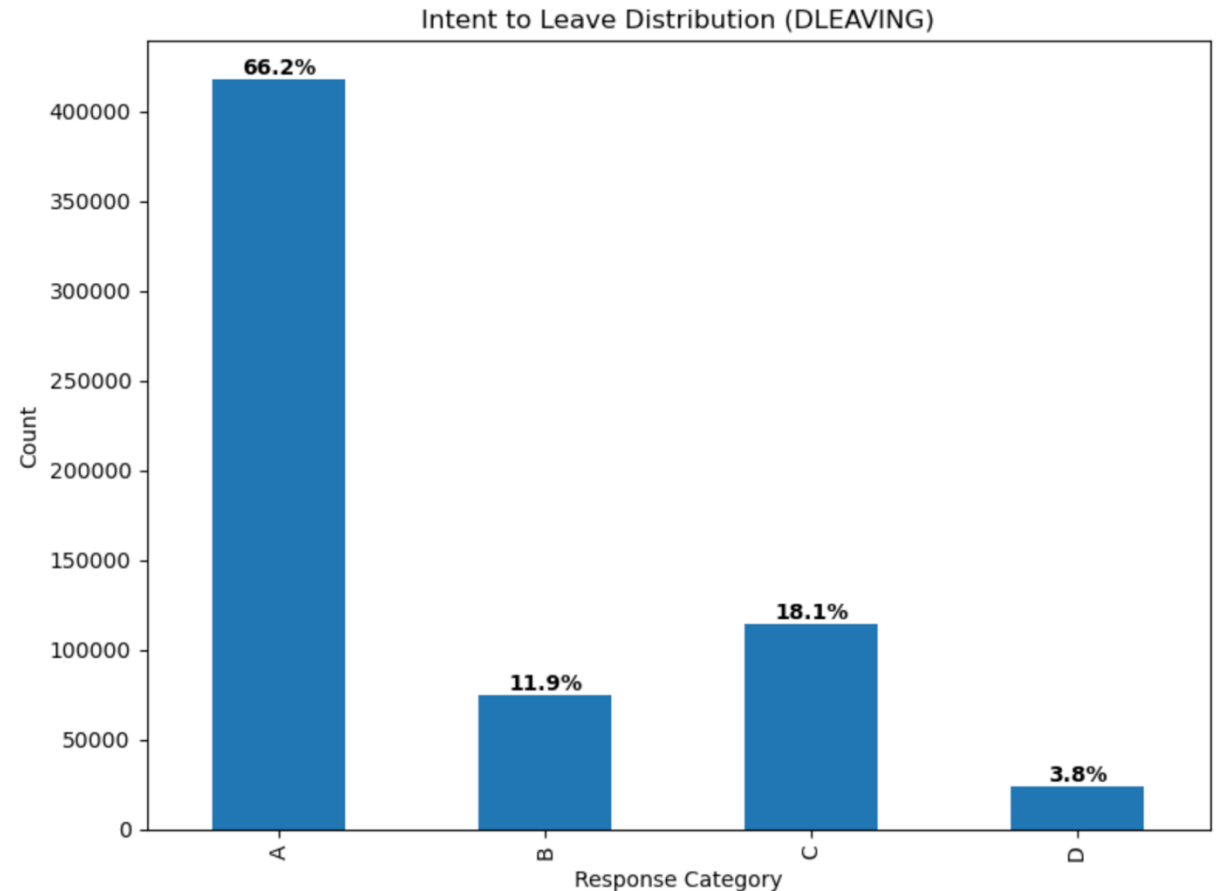
Likelihood of leaving federal
service

Intent to Leave – The outcome variable

Distribution chart

- 66% - Low intent to leave
- 34% - Moderate to high intent to leave

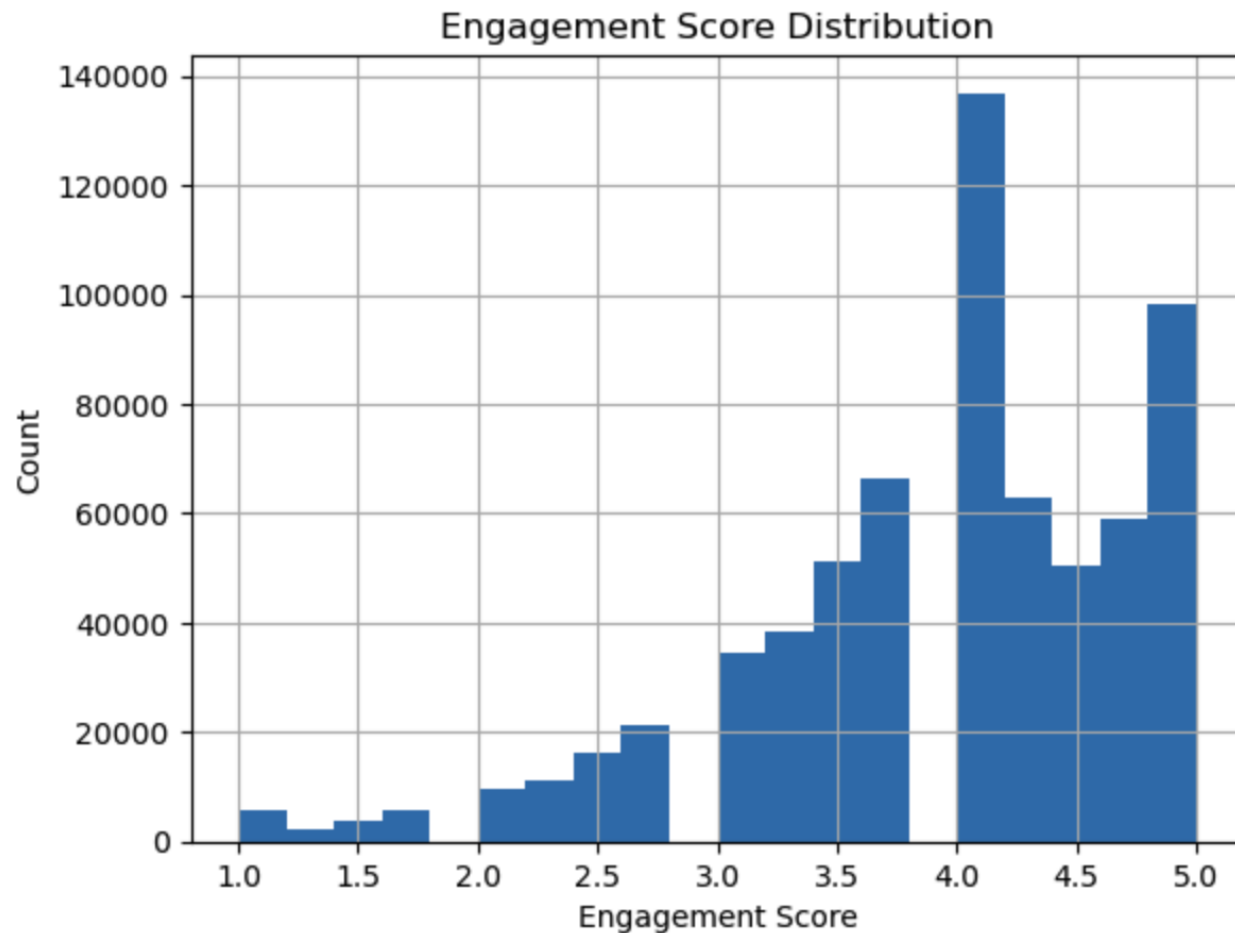
Key Point: Nearly 1 in 3 employees considering leaving



Engagement Score Overview

Histogram

- Mean: 3.92/5.0
- Generally high engagement with meaningful variation



Key Correlations

Engagement



Intent to Leave

$r = -0.36$

Moderate Negative

Workload



Intent to Leave

$r = -0.25$

Weaker Negative

Engagement



Workload

$r = 0.51$

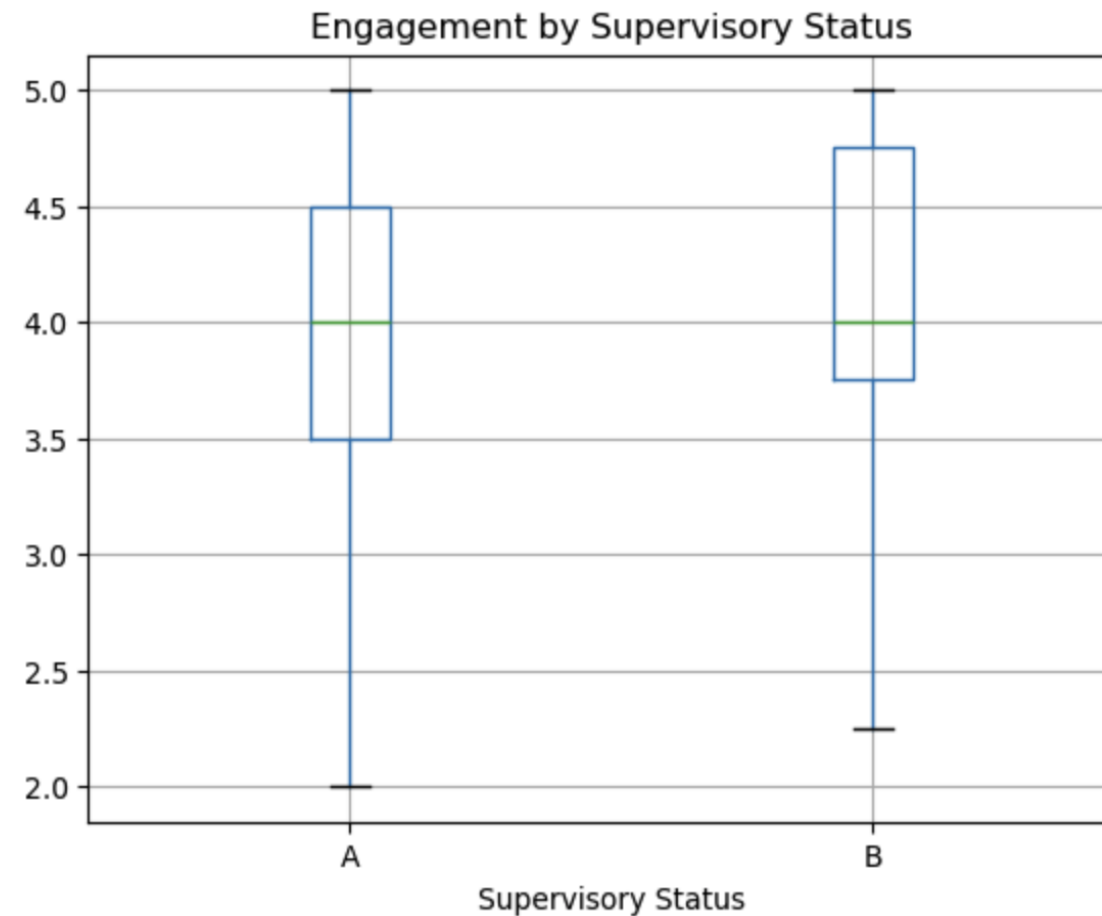
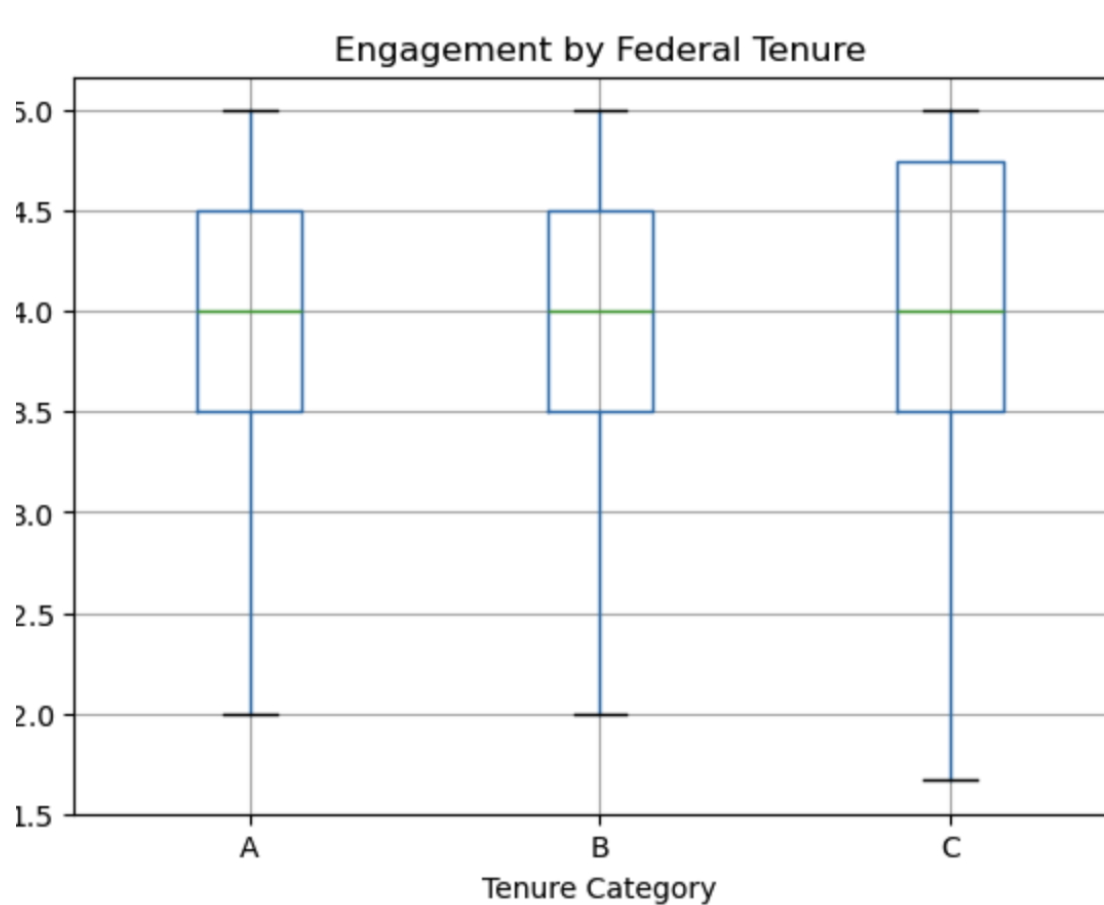
Moderate Positive



Main Insight

Higher engagement = Lower intent to leave. **Engagement is a stronger predictor than workload alone.**

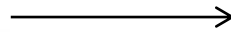
Engagement Varies By Role & Tenure



Recommendations & Next Steps

For Organizations:

- Prioritize meaningful work and role clarity
- Monitor engagement as early retention warning signal
- Tailor strategies by career stage



Future Research:

- Predictive modeling
- Agency-level analysis
- Identify distinct engagement profiles



Key takeaways

3 Main Points:

- Engagement strongly predicts intent to leave ($r = -0.36$)
- Key drivers: accomplishment, alignment, talent use, information access
- One-third of federal employees show moderate-to-high turnover risk
- **Bottom line:** Focus on engagement drivers, not just workload management