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# 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

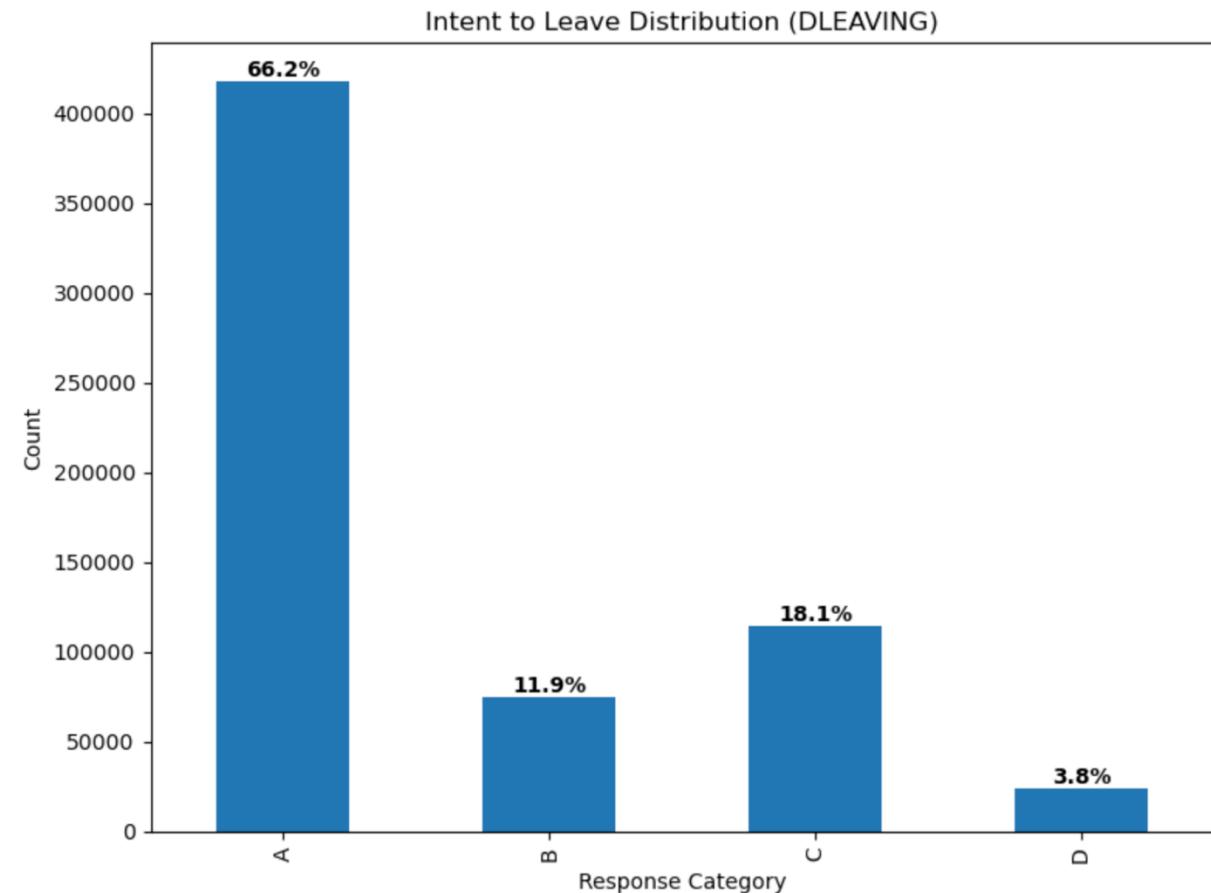
Likelihood of leaving federal  
service

# Intent to Leave – The outcome variable

## Distribution chart

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

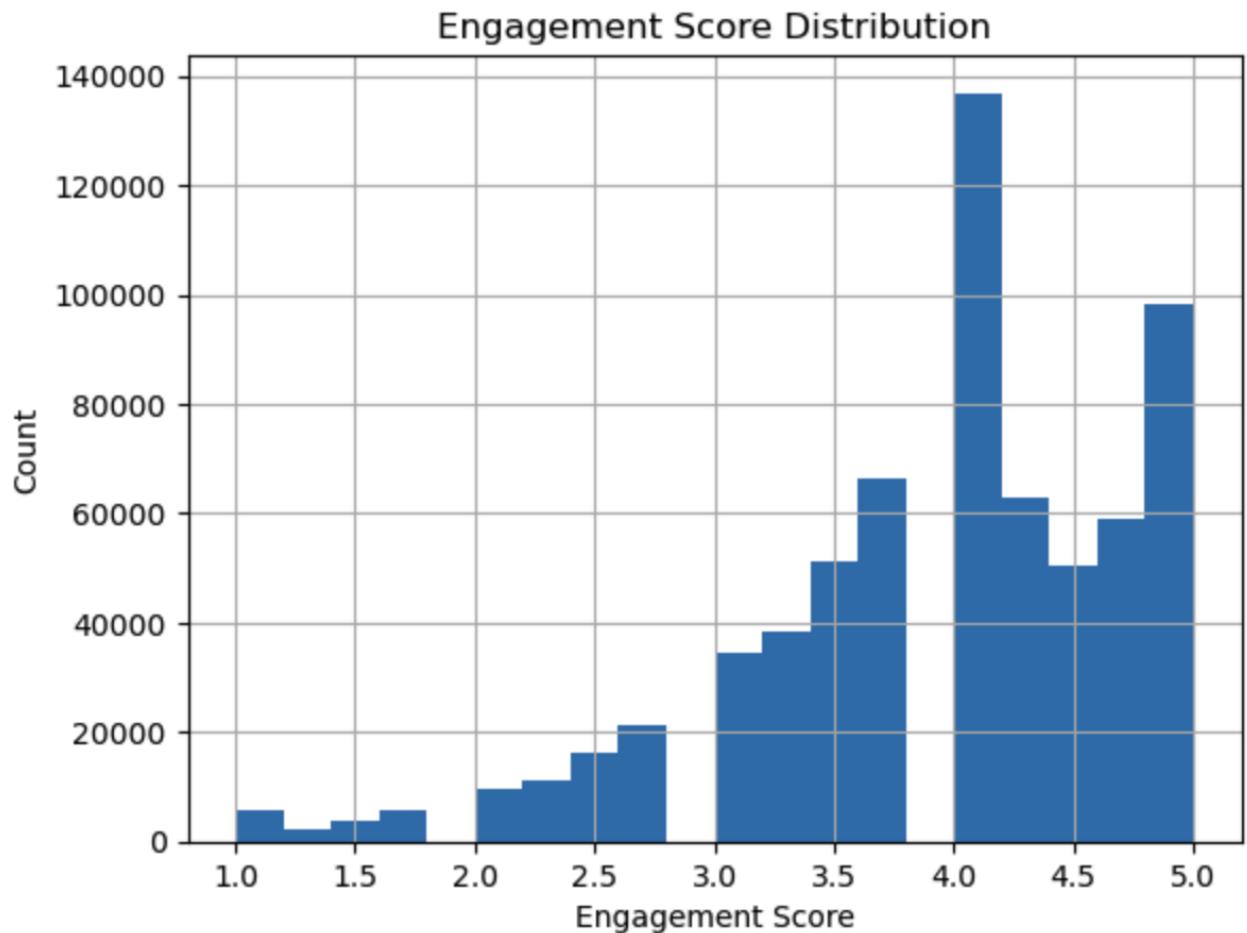
**Key Point:** Nearly 1 in 3 employees considering leaving



# 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

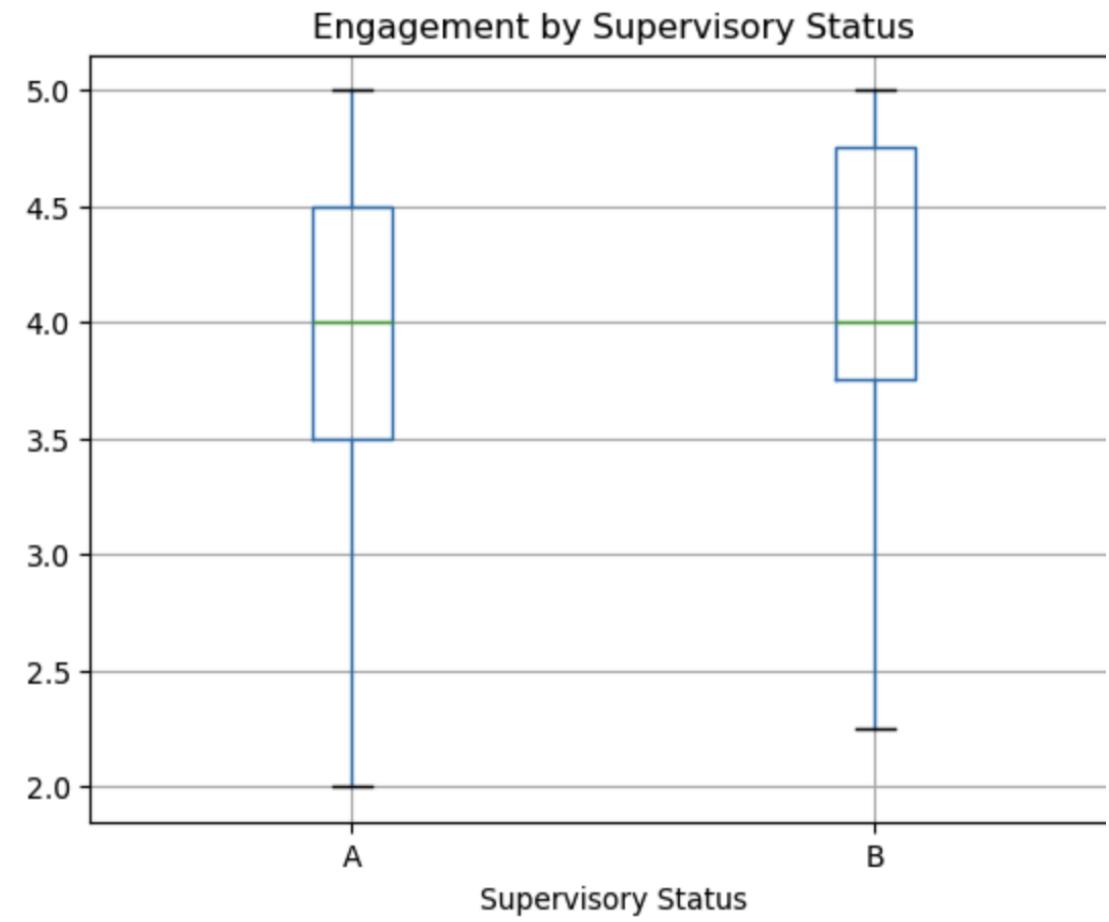
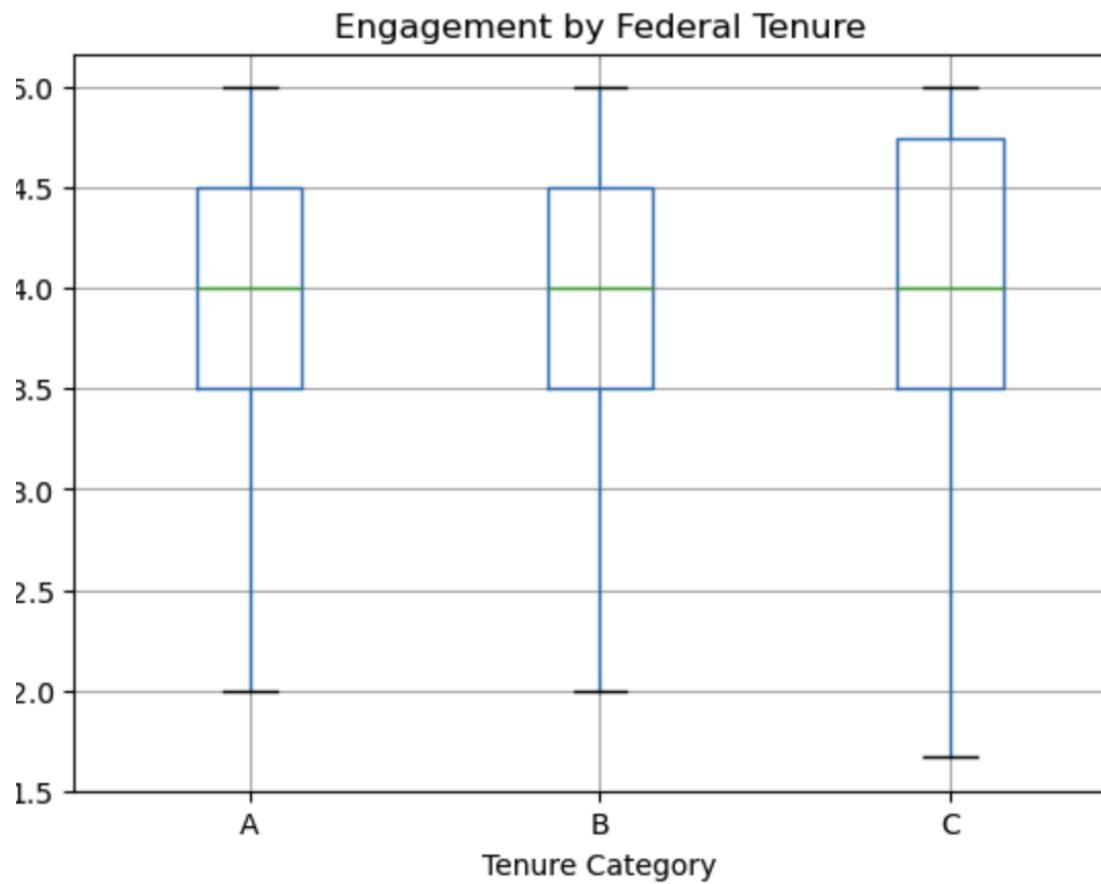
**r = 0.51**

*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

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### 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