

## KEY DRIVER ANALYSIS

### *How to evaluate the key drivers for your organization*

Best Companies Group offers a Key Driver Analysis to help evaluate which employee satisfaction attributes most affect overall employee engagement (dependent variable). A stepwise linear regression is used to generate the list of key drivers. In other words, the regression identifies and communicates the questions or attributes that will have the greatest impact on overall engagement within your workplace, based on comparisons to all questions asked in our Employee Engagement & Satisfaction Survey.

#### **DETAILS OF THE KEY DRIVER ANALYSIS PROCESS**

The top attributes that influence Employee Engagement are identified this way:

- A mean score of survey items (Q5, Q14: 1-8) is generated for Employee Engagement (dependent variable).
- This dependent variable and all engagement survey questions (independent variables) are run through stepwise regression models. Each new model adds independent variables incrementally until there is no more correlation (or relationship) to the dependent variable. This can result in many regression models being generated.
- Each of the top drivers isolated in this process are identified in each of these models and the ones finally chosen are from the top models (i.e., those not exhibiting a negative relationship to Employee Engagement).

#### **HOW TO READ THE DATA**

All of the key drivers identified are important but to varying degrees. The top two to three key drivers are usually the most important to consider. To read the data can be tricky. One should not use the data literally to determine budget allocation (e.g., “we need to invest X\$ in attribute with highest percentage”). Rather, one should use the driver distribution to consider what is most important for focus vis-à-vis the driver ratings in the survey.

In the example below, “I understand the long-term strategy of this organization” one might want to immediately place more focus there, but if the level of agreement is very high (e.g., 98%), then keep doing things well with communicating the long term strategy. If, however, the second attribute, “I feel part of a team working toward a shared goal,” has much lower overall agreement (e.g., 65%), then some attention may be needed there.

*Example (not actual data):*

1. I understand the long-term strategy of this organization
2. I feel part of a team working toward a shared goal
3. This organization treats me like a person, not a number
4. I like the type of work that I do
5. I’m satisfied with the disability benefits
6. I believe there is a spirit of cooperation within this organization
7. Safety is a top priority with this organization
8. My supervisor handles my work-related issues satisfactorily
9. There is room for me to advance at this organization
10. At this organization, employees have fun at work