

## **Factors That Drive Engagement**

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“Getting Engaged,” by Steve Bates, HR Magazine, February 2004

Many organizations have tried to identify what causes workers to be engaged in their work – the rational and emotional bases for what the experts say is an innate human desire to contribute something of value in the workplace.

Here are some of the key findings of two organizations that have studied the issue.

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**Towers Perrin, a consulting firm based in New York, says these workplace attributes are most critical to building high employee engagement, in order of importance:**

1. Senior management’s interest in employees’ well-being.
  2. Challenging work.
  3. Decision-making authority.
  4. Evidence that the organization is focused on customers.
  5. Career advancement opportunities.
  6. The organization’s reputation as a good employer.
  7. A collaborative work environment where people function well in teams.
  8. Resources to get the job done.
  9. Input on decision making.
  10. A clear vision from senior management about success.
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Walker Information, a research and consulting firm based in Indianapolis, conducts annual studies of loyalty in the workplace.

**The most recent results they have reported indicate the following factors as having the greatest influence on an employee’s commitment to an organization:**

1. The organization’s care and concern for employees.
2. Fairness at work.
3. Feelings of accomplishment.
4. Day-to-day satisfaction.
5. Appreciation of ideas.