

2020 White Paper Competition

Predicting employee job performance: A comprehensive study of relative predictor importance and findings on previously unexplored predictors

Tina Burke, Carolyn O'Boyle

Deloitte

Understanding the predictors of employee job performance is fundamental to an optimized strategy of Talent services (e.g., recruitment, development). This study addresses external research gaps by investigating a wide breadth of 120 performance predictors to get a better understanding of their relative importance, including predictors never investigated previously. ~15,000 employees, representing a variety of jobs (e.g., accounting, engineering, administrative, marketing, IT, consulting) in a global professional services organization participated. ~30 variables across 5 predictor themes (recruitment/selection, attitudes, behaviors/effort, experiences, work design) emerged as significant, explaining on 21% of the variance in performance. All 5 themes demonstrated to be evenly critical.