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

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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.