



The Relationship Between

Work Personality & Turnover

A Predictive Validation Study Using a Sample of Certified Home Health Aides



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Overview and Scope

“If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we’ll figure out how to take it someplace great.”

Jim Collins













The purpose of this report is to summarize the results of a study testing the effectiveness of RightHire’s work personality inventory for reducing employee turnover in a sample of certified home health aides. This report will cover three main aspects of this study. First, the sample and methods used to develop and administer the assessment. Second, results of statistical analysis comparing turnover rates by assessment rank. Last, a discussion of the main findings and managerial implications.

Method

Assessment Development

As recommended by the Equal Employment Opportunity Commission (EEOC), a functional job analysis was completed in order to identify the level of five main aspects of the occupation (People, Data, Things, Constraints, & Consequences). These dimensions were then linked to a set of 11 work personality indicators that attempted to maximize the relationship between pre-hire assessment and employee outcomes. The personal indicators, along with their definitions can be seen in Table 1, where higher scores indicate better fit with the occupation. For more information on the development of the assessment please see the job analysis report.

Table 1. Work Personality Inventory for Certified Home Health Aide

 Work Personality		
	Attention to Detail	Being careful about detail and thorough in completing work tasks
	Dependability	Being reliable, responsible, dependable and fulfilling obligations
	Integrity	Being honest and ethical
	Cooperation	Being pleasant with others on the job and displaying a good-natured, cooperate attitude.
	Initiative	Willingness to take a responsibility and challenges.
	Stress Tolerance	Accepting criticism and dealing calmly and effectively with high stress situations
	Persistence	Being persistence in the face of obstacles
	Independence	Developing one's own ways of doing things, guiding oneself with little or no supervision and depending on oneself to get things done.
	Self Control	Maintaining composure, keeping emotions in check, controlling anger and avoiding aggressive behavior even in very difficult situations.
	Achievement/Effort	Establishing and maintaining personally challenging achievement goals and exerting effort toward mastering tasks.
	Concern for Others	Being sensitive to others needs and feelings, being understanding and helpful on the job.

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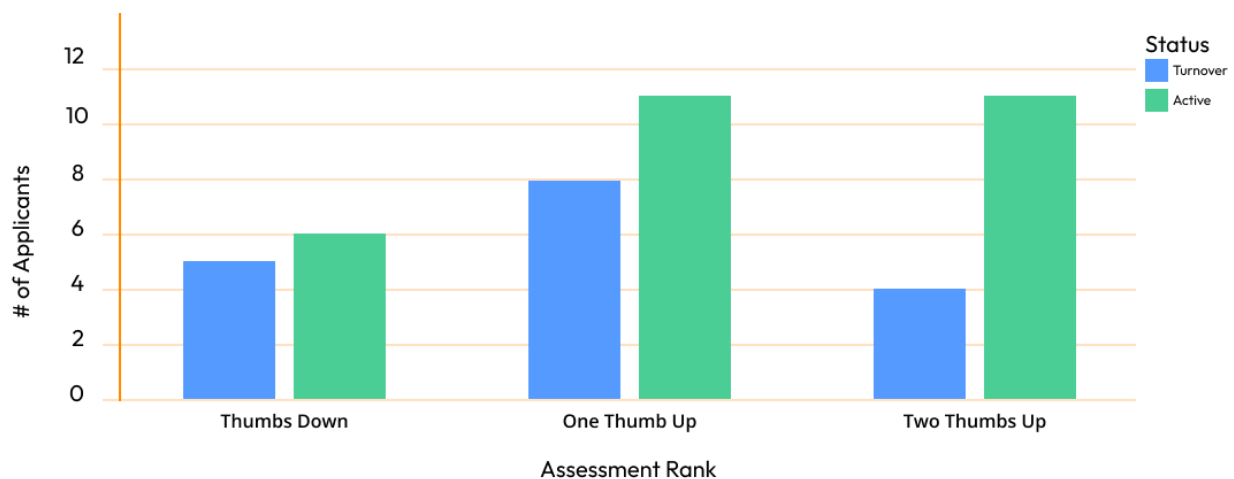
Data Collection

Data was collected in a way that allowed for the completion of a predictive validation study. Data was collected over the span of two years during the pre-hire stage of employment. Thus, assessment administration occurred prior to applicants being hired by the organization. Applicants provided their responses to a series of Likert type (scaled) questions ranging from 1 (strongly disagree) to 5 (Strongly agree). Although the assessments did not time out, applicants were told that it would take approximately 60-minutes to complete. Applicants were scored and ranked based on their likelihood of meeting expectations on the job. They could receive a ranking of two thumbs up, one thumb up, or a thumbs down. Subsequent to being hired, data was collected on employee status (Active, Voluntary Turnover or Involuntary Turnover). This data was stored and compiled by the organization.

Results

Turnover Rate by Assessment Rank

In total there were 45 applicants who fell into the category of still active, voluntary turnover, or involuntary turnover. Of the 45 employees that were hired after completing the RightHire's assessment, those that were rated two thumbs up by RightHire, there was 27% turnover. For those who were rated one thumb up or thumbs down by RightHire, there was 42% and 45% turnover respectively. Figure 1 is a graph depicting the frequency of turnover based on assessment rank.



Statistical Analysis

While a quick look at the data suggests that turnover is low for applicants with a rank of two thumbs up, the purpose of statistical analysis is to determine if the frequency of turnover is significantly dependent on assessment rank. In other words, is the result unlikely to have occurred by chance. Therefore, a chi-square test of independence was completed. The results of the analysis indicate that applicants who have two-thumbs up have significantly lower rates of turnover compared to the thumbs-down category $\chi^2(1) = 5.51, p < .05$, as well as one-thumb up $\chi^2(1) = 4.57, p < .05$. In addition, there was a significant difference in the frequency of turnover when comparing those with two-thumbs up against everyone else $\chi^2(1) = 3.87, p < .05$.

Discussion

Overall the results suggest that turnover is dependent on assessment rank. Those that were ranked two thumbs up had significantly lower rates of turnover. Compared to the thumbs down rank, thumbs up saw a 41% reduction in turnover. When compared to the one thumb up group, there was a 35% reduction in attrition when hiring candidates rated two thumbs up by RightHire compared to those rated one thumbs up, and around a 40% reduction compared to those rated thumbs down.

The results of this study provide compelling evidence for the effectiveness of using RightHire's work personality inventory to reduce turnover for the certified home health aide occupation. Based on these results, it is recommended to continue using the assessment as an effective way to reduce employee turnover. In addition, measures of work personality have historically been shown to result in decreased adverse impact when compared to the use of cognitive testing. Although an assessment of adverse impact remained outside the scope of the present investigation, the use of this assessment may help to establish and maintain a diverse workforce. Moving forward, it is advised to increase the scope of this investigation to include an analysis of workforce diversity, more locations throughout the United States, and to include additional employee outcomes related to business necessity.