CASE STUDY

JobFit™

AN ANALYSIS OF SALESPEOPLE WITHIN THE TECHNOLOGY INDUSTRY

PEOPLOGICA
Love Your Work.

ABSTRACT

JobFit assessments measure behavioural traits that most heavily affect a candidate's performance on a job. The following case study, conducted by JobFit, measures assessment data in order to analyse the correlation between JobFit Executive Job Match scores and General Performance of candidates in two distinct sales roles. The primary objective of this study is to improve and standardise the performance of the selected sales organisation. Performance indicators that are pivotal to the sales roles were provided. Six performance traits are measured and compared to Success Patterns in order to obtain the Job Match scores. The data collected shows a positive significant correlation between the two variables. The results are analysed using linear regression and ANOVA. JobFit Executive Job Match explains 32% of general sales performance in Sales Position A and 27% in Sales Position B.

INTRODUCTION

Employee assessments are often utilised for assessing an individual for hire. Some assessments focus on identifying skills while others identify behaviours and/or emotional intelligence. Krumboltz & Vidalakis found that a deeper purpose can be served by these tools. Use in career counseling, performance problem identification, suggestion of alternative pathways for candidates, and stimulation of action are some of the dynamics that put value into the employee assessment process. (Krumboltz et al, 2000). Their additional finding, which shares the most relevance with the JobFit assessment, is that assessments can also facilitate cognitive, emotional, and behavioural learning, with emphasis on the behavioural aspect.

The employee assessment utilised in this study is the JobFit Executive. This behavioural assessment measures personality traits and a measurement of cognitive ability that, when added together, create a job match score. Variables and terms of the assessment and its results will be defined in the Method section.

The intended purpose of this study is to identify what correlation, if any, exists between Job Match percentage and General Performance ratings. JobFit has hypothesised, based on previous assessments and data, that a higher job match percentage will have a positive correlation with General Performance ratings.

PARTICIPANTS

Overall a total of 124 candidates in Sales Role A and 29 candidates in Sales Role B participated in the study. The participant pool utilised in the data analysis consisted of candidates with a minimum of 2 years' experience in their respective roles.

METHOD

The JobFit Executive is comprised of three components: personality, reasoning ability, and interest. The provided answers to these questions are compared to the Success Pattern corresponding to each role, where a Job Match score is calculated, acting as our independent variable. Success Patterns are a culmination of personality traits and reasoning ability measurements that reflect an individual that would be categorised as a top performer in their role. Interest measurements are not used to calculate Job Match Percentage, and thus are not included in the analysis. Job Match scores are displayed as a percentage match to the Success Pattern.

The dependent variable, or General Performance rating, is determined by the client's choice of various aspects of the job—referred to as KPIs—that, when measured and subsequently averaged together, create an overall General Performance score. For exemplary purposes, some of these KPIs may include areas like Product Knowledge, Communication, Productivity, or Customer Relations. JobFit provides the client with a means of measuring the KPIs chosen by the client, typically on a number-pointed scale. The assessment measures reasoning ability as well as 6 personality traits; these psychometric factors are combined to create a JobFit Executive Assessment Job Match score: manageability, people contact, attitude, competitiveness, sense of urgency, and take charge. The table on the following page provides the definition of reasoning ability and each personality trait:

METHOD

REASONING ABILITY	A measure of expected learning, reasoning, and problem solving potential
MANAGEABILITY	The tendency to follow policies, accept supervision, and work within the rules
PEOPLE CONTACT	The tendency to be outgoing, people-oriented and to participate with others
ATTITUDE	The tendency to have a positive or optimistic outlook regarding people and outcomes
COMPETITIVENESS	The tendency to work toward goals and to try to exceed others' performance
SENSE OF URGENCY	Tendency to display intolerance and an eagerness for immediate results
TAKE CHARGE	The tendency to strive for control pf people and situations and to lead more than follow

METHOD

The Success Patterns for both Sales Role A and Sales Role B define the observed range of scores within the pattern for each of these traits. They are as follows:

	SALES ROLES A	SALES ROLES B
REASONING ABILITY	7 - 9	6 - 9
MANAGEABILITY	4 - 6	7 - 9
PEOPLE CONTACT	3 - 6	7 - 9
ATTITUDE	4 - 7	1 - 3
COMPETITIVENESS	3 - 9	3 - 9
SENSE OF URGENCY	3 - 5	3 - 5
TAKE CHARGE	6 - 8	7 - 9

METHOD

You may notice the differences between score ranges for manageability, people contact, and attitude. Optimal manageability for Sales Role A is 4 to 6 while Sales Role B is in the 7 to 9. From a statistical standpoint, higher manageability for Role B may be justified due to the positive 'likely to be useful' correlation [p-value <0.25] with KPIs 3, 4, 6, and the Weighted score while Role A requires a lower level due to 'likely to be useful' negative correlations [p-value <0.25] with KPIs 4 and 6.

Optimal people contact for Sales Role A is in the 3 to 6 range while 7 to 9 is the optimal range for Sales Role B. From a statistical standpoint, higher people contact for Role B may be justified due to the 'very beneficial' positive correlation [p-value <0.05] with KPI 3 while Role A has 'likely to be useful' negative correlations [p-value <0.25] with KPIs 1, 2, 4, 6, and the Weighted Score.

Optimal attitude for Sales Role A is in the 4 to 7 range while 1 to 3 is the optimal range for Sales Role B. From a statistical standpoint, lower attitude for Role B may be justified due to the negative correlations with four of the six KPIs while Role A has a 'very beneficial' positive correlation [p-value <0.05] with KPI 3.

After completion of assessments, the scores were then analysed in order to derive comparisons between Job Match percentage and General Performance. In this case, General Performance rating was defined by performers that fell into quartile categories.

ANALYSIS

A graph is provided in Figure 1A to show the positive linear correlation

Sales Role A Weighted Score by JobFit
Executive Job Match Score
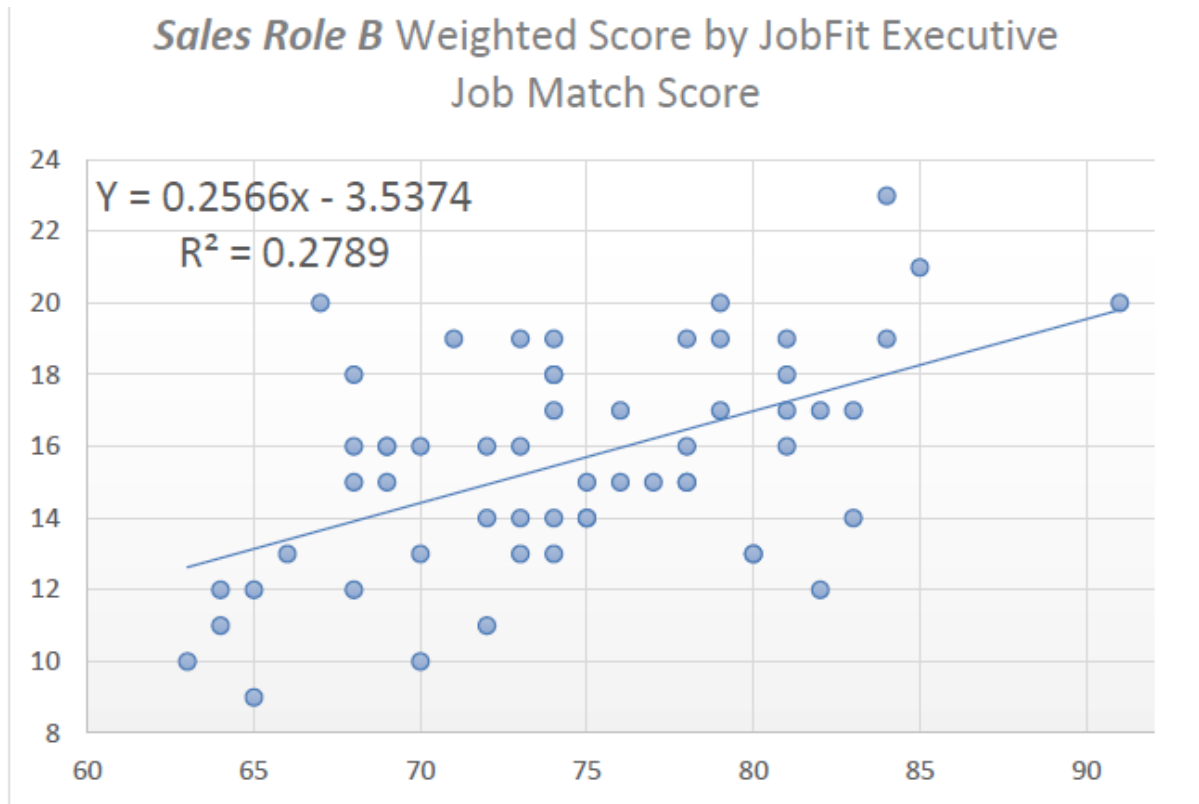
$Y = 0.2541x - 5.6018$
$R^2 = 0.3507$
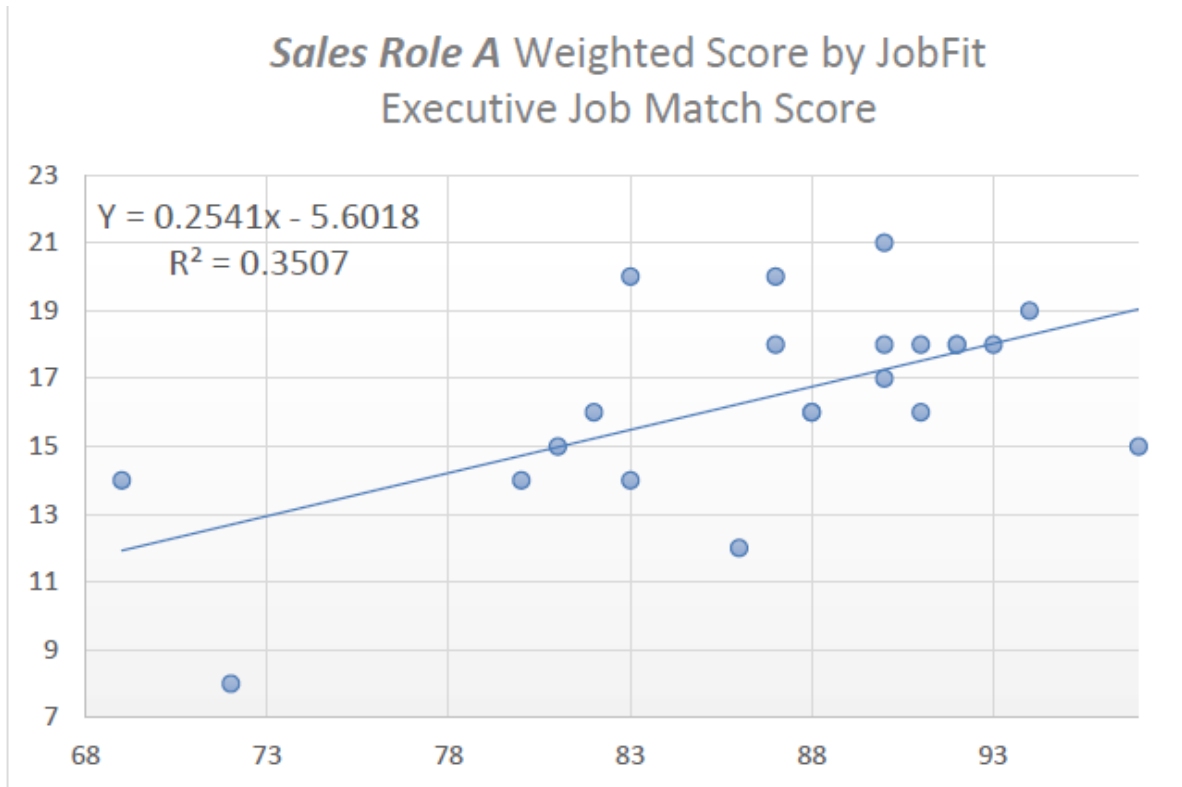
Figure 1A: Linear graph displaying positive correlation of Sales Role A candidate scores and performance

ANALYSIS

A graph is provided in Figure 1B to show the positive linear correlation

Sales Role B Weighted Score by JobFit Executive Job Match Score

$Y = 0.2566x - 3.5374$

$R^2 = 0.2789$

Figure 1B: Linear graph displaying positive correlation of Sales Role B candidate scores and performance

These results support JobFit's hypothesis that there is a significant correlation between Job Match score and General Performance.

ANALYSIS

KPI 1	KPI 2	KPI 3	KPI 4	KPI 5	KPI 6	Weighted Score	Quartile for Weighted Score
FY'16 - 9M FY'18	FY'16 - 9M FY'18	FY'16 - 9M FY'18	FY'16 - 9M FY'18	FY'16 - 9M FY'18	FY'16-FY'17		
3	4	4	4	4	3	22	Top 25 percentile
1	2	2	1	3	2	11	Bottom 25 percentile
1	2	2	3	3	2	13	Bottom 25 percentile
2	4	3	2	1	2	14	25-50 percentile
2	3	2	2	2	3	14	25-50 percentile
2	4	1	3	1	1	12	Bottom 25 percentile
3	3	4	2	2	4	18	Top 25 percentile
1	2	1	4	1	1	10	Bottom 25 percentile
4	1	1	1	3	1	11	Bottom 25 percentile
2	1	1	2	2	4	12	Bottom 25 percentile
3	2	4	2	4	4	19	Top 25 percentile
3	1	4	3	3	3	17	50-75 percentile
2	2	1	2	1	3	11	Bottom 25 percentile
4	4	2	1	1	1	13	Bottom 25 percentile
3	1	2	3	2	2	13	Bottom 25 percentile
3	4	3	1	1	2	14	25-50 percentile
2	4	4	2	4	2	18	Top 25 percentile

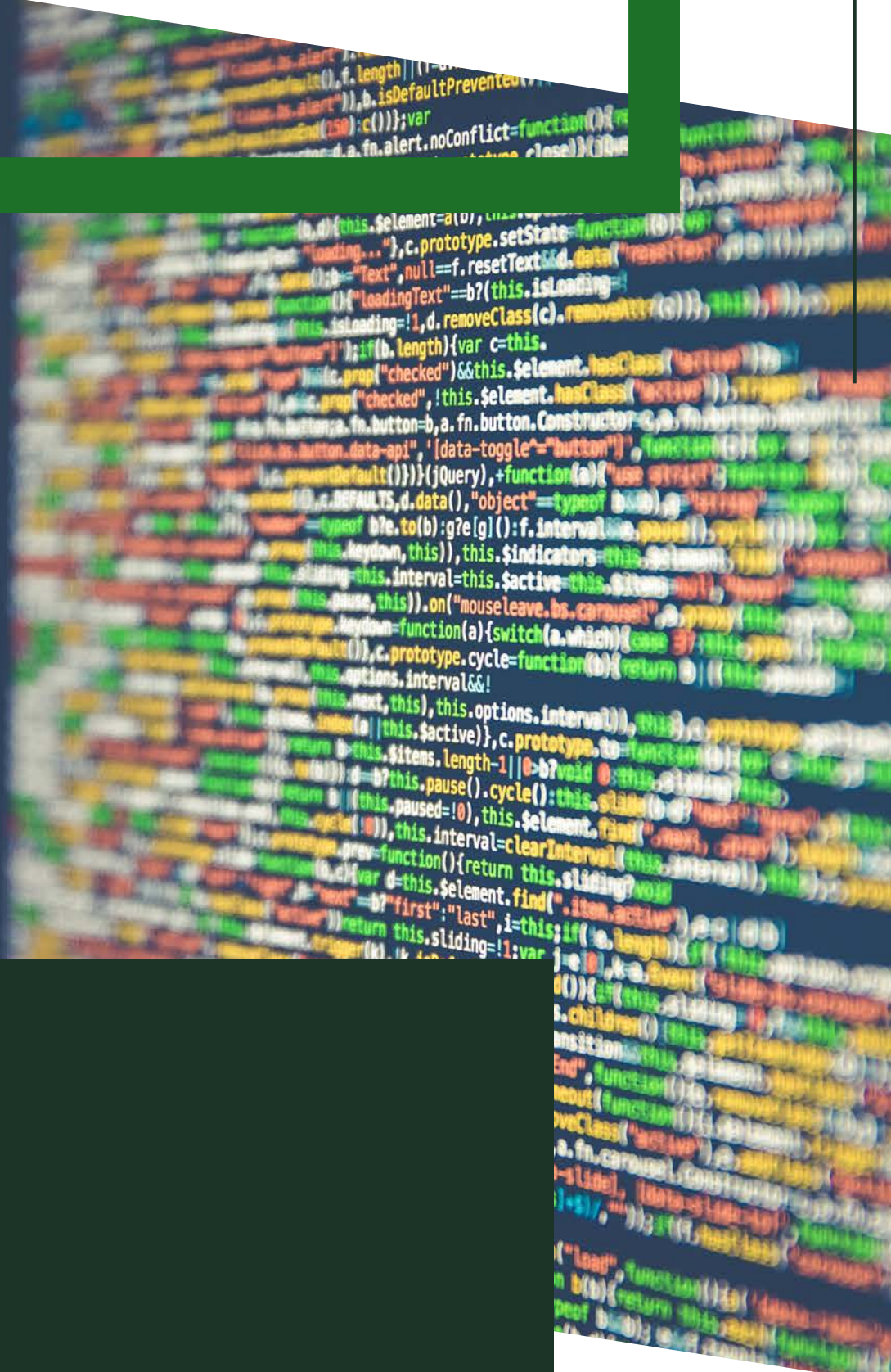**Figure 2:** KPI scores used to calculate general performance rating.

CONCLUSION

This correlational study found that a higher Job Match score calculated from the JobFit Executive relates to higher General Performance. Although possible outcomes may vary if the sample size changes, it can be reasonably deduced that similar correlations may be presented if the study were repeated with different job positions within the same organisation, or within a different organisation.

REFERENCES

Krumboltz, J. D., Vidalakis, N. K. (2000). Expanding learning opportunities using career assessments. Journal of Career Assessment, 8(4), 315 – 327. doi: 10.1177/106907270000800401

PEOPLOGICA
Love Your Work.