

# **Assessing Person-Organization Fit to Reduce Turnover**

**Presented to**

**24th Annual IMPAAC Conference  
on Personnel Assessment**

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**LIMRA International**



## **Focus**

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- **Who is LIMRA?**
- **Review of person-fit research**
- **Describe assessment tool**
- **Share validation research**
- **Applicant & manager reactions**



# LIMRA

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- **Not-for-profit research association**
- **Financial services industry**
- **Different streams of research**
- **R & D for assessment tools**
- **Best known for biodata research**



# **Person-Organization Fit Research**

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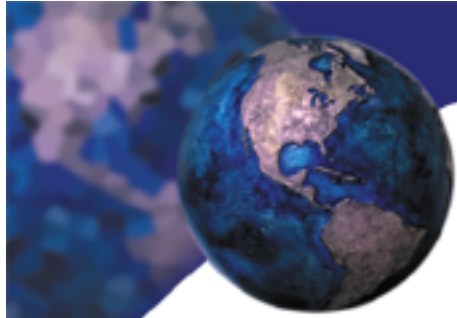
- **O'Reilly, Caldwell, and colleagues**
- **P-O Fit**
- **Turnover**
- **Intervening Vs (job satisfaction, org commitment)**



# Basic P-O Model and Retention

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## **Measuring P-O Fit**

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- **Q-sort methodology**
- **Measure current organizational culture**
- **Measure individual's work-related values**
- **Compare the two profiles - degree of "fit"**



# **Findings**

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- **Greater the fit or match**
  - **Higher job satisfaction**
  - **Greater organizational commitment**
  - **Lower turnover**
- **Great findings...but... few practical applications**



# **Develop for employment selection?**

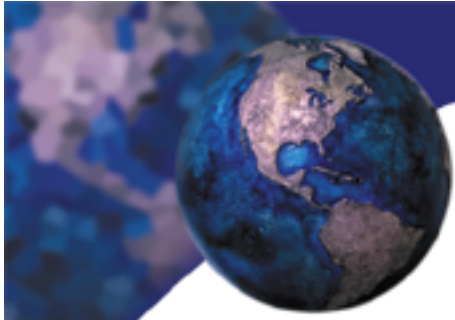
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- **PC technology**
- **Electronic Q-sort methodology**
  - **Solitaire technology**
  - **Electronic cards**
- **Nontraditional testing format**



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# **Description of Assessment Instrument**



## **Create Office Profile**

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- **Multiple perspectives**
  - **3-5 managers**
  - **Familiar with actual work culture**
- **Sort 54 cards (work attributes)**
- **To answer - How characteristic is this of your office?**
- **Software checks inter-rater agreement**

# CultureFit Profile for Profile, Another

Back Color

Card Color

Font Color

Print

Printer Setup

Save

Exit

How characteristic is this of your office?

Holding Area

## Sorting CultureFit Statements to Create the Office Profile

**Detail Oriented**  
work is accomplished in a thorough and complete manner

**Results Focus**  
goals are achieved or surpassed

**Rule Oriented**  
clear rules determine how work is done

**Casual Conformity**  
employees are strongly encouraged to fit in

**Predictable Job Security**  
long-term employment is very probable

**Customer Dedication**  
supportive associates are helpful

**Team Oriented**  
associates contribute to team performance

**Reputable**  
company or office name is held in high esteem

Not characteristic

Somewhat characteristic

Very characteristic





# **Capture Candidate Profile**

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- **Sort same 54 cards (work attributes)**
- **To answer - How important is this to you?**

## CultureFit Candidate's Card Sort Report

Page: 2

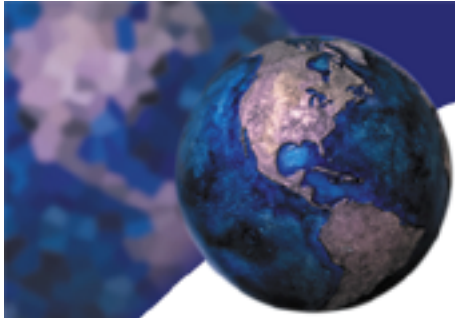
Candidate Name: Harrison Ford  
Administrator: Malcolm C. McCulloch

Date Tested: 25/05/2000  
Office: Canada Agency

**Similarity Index: Extreme Mismatch    Score: -40**

This report shows how the candidate sorted his or her cards. This information is useful if meeting with the candidate to discuss how well he or she matches the office culture.

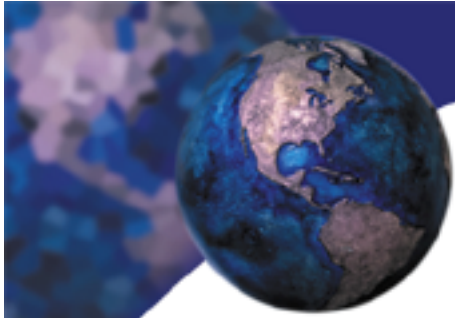
				Participative				
				Loyalty				
				Distinctive				
			Competitive	Vision	Integrity			
			Initiative	Enthusiastic	Quality			
			Decisive	Cooperative	Organized			
		Turnover	Assurance	Communi-	Casual	Bureaucratic		
		Demanding	Respectful	Customer	Concern	Stable		
	Risk Oriented	Results	Established	Team	Empathy	Analytical	Careful	
	Productive	Experimental	Responsive	Dedication	Learning	Precise	Detail	
Commissions	Flexible	Entrepreneur	Open-minded	Supportive	Orderly	Record	Predictable	Rule Oriented
Opportunistic quick action is taken with opportunities	Aggressive office encourages assertive and forceful actions	Achievement Oriented associates have a strong desire to accomplish things	Principled office demands the highest standards in all things	Reputable company is held in high esteem	Reliability services are performed dependably and accurately	Oversight all activity is closely supervised	Conformity employees are strongly encouraged to fit in	Job Security long-term employment is probable
<b>Not important</b>				<b>Somewhat important</b>				<b>Very important</b>



# **Compare Office & Candidate Profiles**

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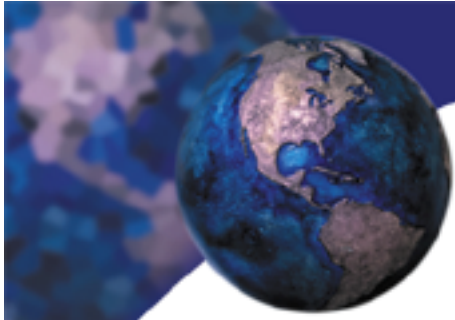
- **PC compares two profiles**
- **Feedback provided on:**
  - **Similarity Index (-100 to +100)**
  - **Dimension Fit Indexes**
  - **Candidate Card Sort**
  - **Discrepant Cards**



# **Validation Research**

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- **Describe one consortium study**
- **Call center reps (n=360)**
- **11 companies**
- **Concurrent criterion-related design**
- **Similarity Index as predictor**
- **Turnover criteria (two measures)**
- **12 month longitudinal study**



## **Quit/No Quit Sample Findings (n=240)**

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- **Mean CFit score for ‘quitters’**      **M = 19.4**      **SD=18.9**
- **Mean CFit score for ‘in job’**      **M = 39.1**      **SD=21.8**
  
- **CFit score & Tenure**      **r = .34**      **p < .001**
- **CFit score & 12 month stay**      **r = .32**      **p < .001**



## **Full Sample Findings (n=360)**

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- **CFit score & Tenure**  $r = .33$   $p < .001$
- **CFit score & 12 month stay**  $r = .31$   $p < .001$



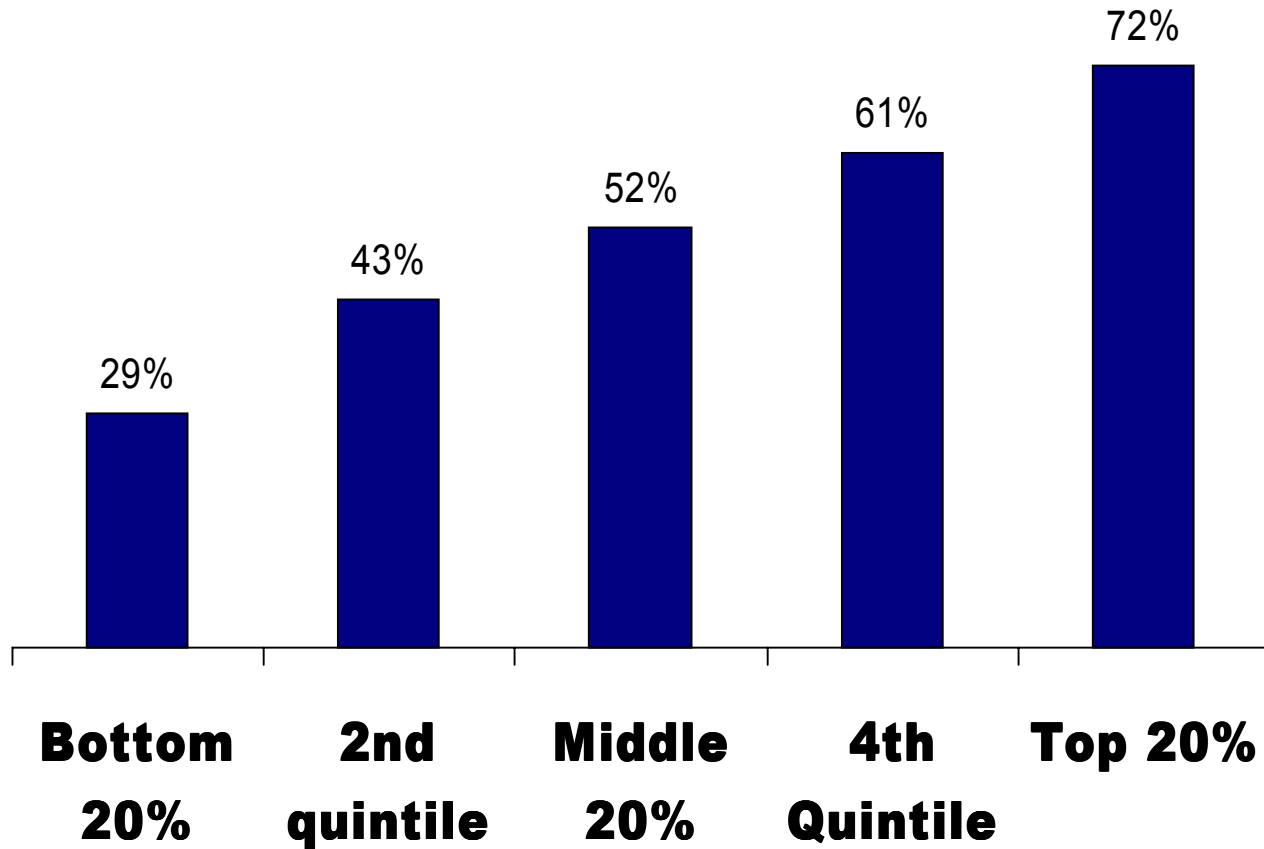
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# **Expectancy Table for Hiring Managers**



## **CultureFit & probability of remaining in job**

### **One year longitudinal study (360 participants)**



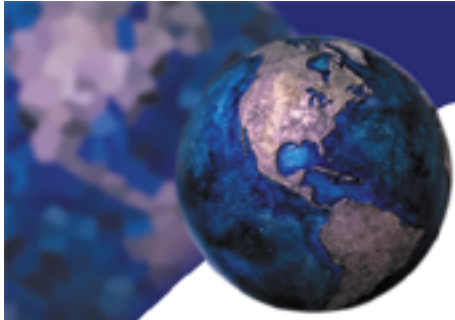
CultureFit Scores (groups of 20%)



# **Information for Hiring Managers**

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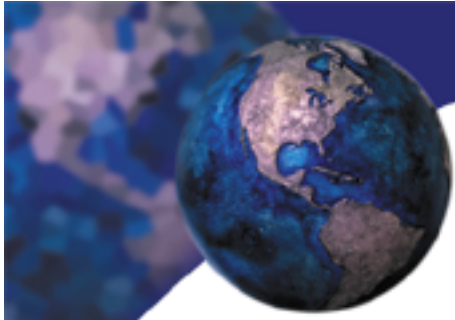
- **Identify the culture or shared work values in the business unit**
- **Assess match between a candidate's job-related needs & unit's work environment**
- **Identify applicants who are more likely to stay w/ business unit**



# **Manager Reactions**

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- **Anecdotal reports**
- **High face validity**
- **Managers create ‘Office Profile’**
  - **Total buy-in to scoring key**
- **Nontraditional format (it’s not a test?)**



## **Candidate Reactions**

- **Candidate reaction forms**
- **High face validity**
- **Hi tech look & feel -- totally cool**
- **Format is “fun” (seems less like a test)**
- **Positive reflection on company**