

# Case Study

## The Customer Service Perspective in use by a Financial Organization

### Background

A financial services organization located in Louisiana sought to increase employee retention. A study was conducted over a two year period by the Profiles International staff to examine the relationship between employee turnover and the candidate's match to the position as measured by the Customer Service Perspective.

### Participants

The current study included 1287 of the organization's candidates. Each candidate who participated in the study was administered the Customer Service Perspective and had their Job Match Percent evaluated as either a strong fit (80% Job Match Percent or greater) or a weak fit (79% Job Match Percent or less). The participants' employment status within the organization was also tracked over the two year period. Of those candidates who participated, 226 were hired by the organization. The employment status of these employees was also monitored.

### Job Match Pattern

A Job Match Pattern reflecting the organization's views on customer service was developed for the organization using the Customer Service Perspective. This pattern serves as a benchmark to which other employees can be matched.

### Performance Grouping

Based on the information gathered from the employer, a pattern was created that reflected the qualities the organization valued in customer relations. Participants whose responses corresponded with those of the organization implicitly share the organization's belief in customer service and are seen as a stronger fit than those who lacked the same congruence in responding.

Of the original 1287 participants who were administered the CSP, 226 were subsequently employed by the organization. One hundred sixty-six of the participants who were employed obtained a Job Match Percent that was considered a strong fit (80% or greater) and 60 participants obtained a Job Match Percent that was considered a weak fit (79% or below). Over the two-year study period, the turnover figures for each group were tracked and are listed below:

Turnover of employees demonstrating a Strong Fit to the position: 61 of 166 = 36.7%

Turnover of employees demonstrating a Weak Fit to the position: 25 of 60 = 41.7%

## **Summary**

By using the Customer Service Perspective to benchmark employees, the organization was able to successfully predict employee turnover based on Job Match Percent. The financial burden of filling voided positions through selection and training processes can be great. A reduction of 12%, as seen in this study, represents a substantial savings for this organization. Plainly, by using the CSP to increase employee retention, this organization will continue to hire candidates who are likely to be retained by the company.