DEVELOPING THE COMPANY THROUGH THE PEOPLE

Research and Recommendations

For: ABC Auctions

By: Group III Consulting

December 14, 2022

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Executive Summary

Purpose: ABC Auctions called upon the services of Group III Data and Strategies Consulting to evaluate and provide recommendations for changes to be made in light of the company's need to implement consistency.

Data: ABC Auctions collected aggregate auction data ranging from financial performance, employee behaviors, and HR practices. Employee surveys were conducted to assess the company's Employee Involvement and Organizational Commitment. A total of seventy-five different auction aggregated results were received by the consultant.

Analysis: Descriptives, regressions, and correlations were conducted on transformed variables to assess the relationship between HR Practices, Employee Attitudes, Employee Behaviors, and Profits. The analysis was informed by the company's employee profit chain.

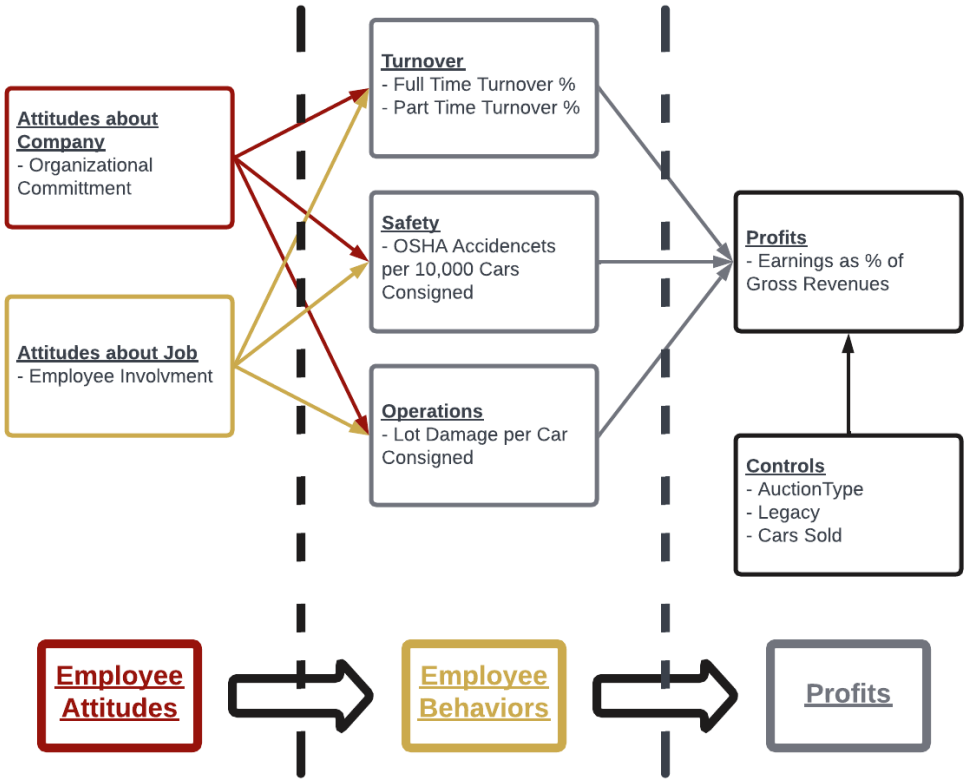
Results: Through analysis, it was found that HR Practices of Grievance Procedures, Performance Evaluations, Internal Job Posting, and Employee Training were positively correlated to Employee Attitudes. Employee Attitudes had a significant negative relationship with full-time turnover and lot damage per car consigned. These two employee behaviors were also significantly related to the profits of the organization.

Recommendations: Group III Consulting recommended an adjustment to the employee profit chain (see Figure 6) as well as four specific tangible steps per HR Practice that can be immediately conducted to help ABC Auctions improve employees' experiences, therefore, affecting employee attitudes and in turn improving employee behaviors followed by profit.

Background

ABC Auction is a wholesale vehicle auction dedicated to auctioning cars off directly to dealers from a variety of sources. The auction has grown to one of the largest in the world with over fifty years in the business. This growth has been attributed to not only sales success but major acquisitions of other auctions of various sizes. The company now sits with over one hundred locations and twenty thousand employees which account for over one billion dollars in revenue annually.

Through the growth of the company, corporate executives have started seeing trends in the success of various locations. These successful trends also made apparent some unsuccessful trends. A need to institute consistency amongst all locations became evident and a high priority amongst the executives. Human capital drives the success of the auctions, so the corporate Human Resource manager was assigned the tasks to find and solve issues to drive consistency in employee relations.



The first step taken by the

HR manager and executives was to survey their auction employees in the hopes of finding specific areas that need to be addressed to improve the company. This research focused on HR practices and the corresponding performance of their organization. The survey was conducted from 75 North American auctions collecting information on performance, turnover, safety, and HR practices.

The second step taken by corporate executives was to create a profit chain (see above, Figure 1: Employee Profit Chain Prior to Analysis) based on the research being conducted. This chain connects HR practices to employee behaviors to profits. This chain was further used as a base of analysis for the survey data.

Following the accumulation of this information, Group III Consulting conducted a full analysis of the data to derive recommendations for the executives of ABC Auctions. Industry research has revealed that when listening to employees in the workplace and acting on their needs and wants, an organization can positively impact a series of factors that lead to higher revenues because employees want to be there, they want to work, and they want to make an impact through their work. The research we have conducted is to pinpoint those factors and inform ABC Auctions how they can act on the needs and wants of their employees to make a positive difference.

Research

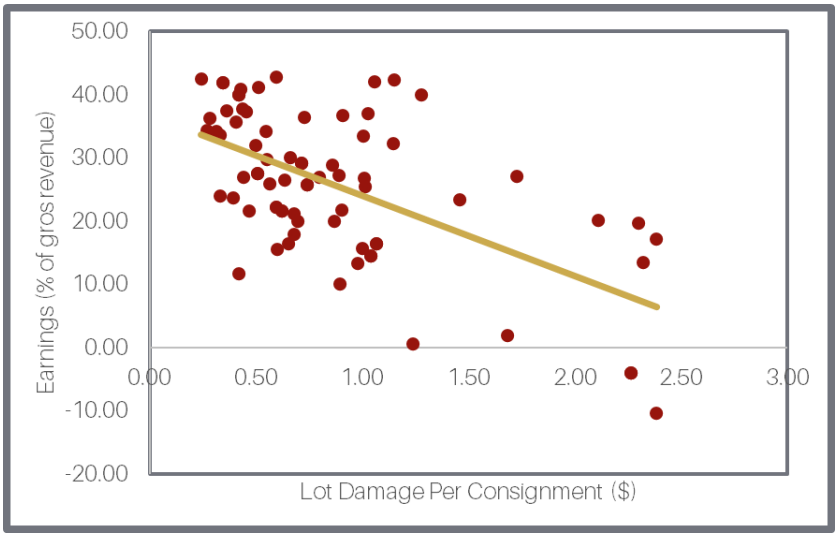
Employee Behaviors and Auction Performance

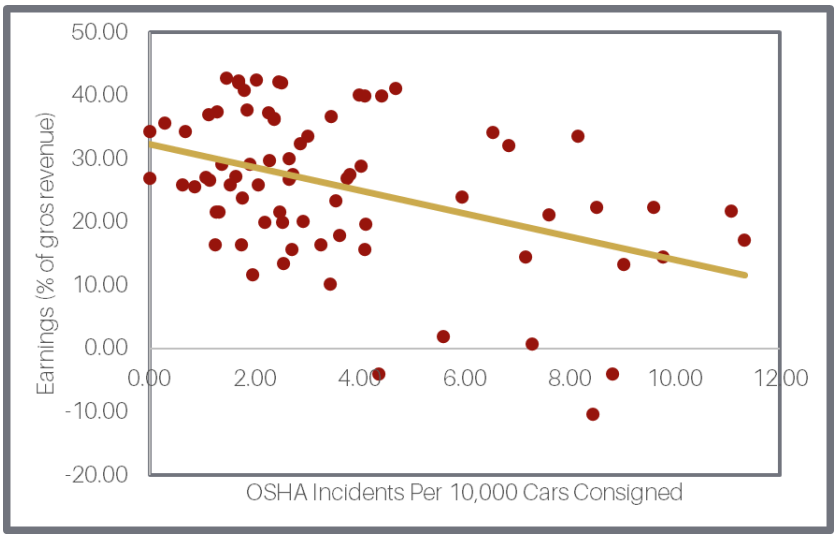
Information for the evaluation of ABC Auction was pulled from two different sources. The first source was individual auction performance data reported to headquarters. A variety of different information was collected to properly assess the auctions and areas of development for them as a collective whole. High-level information such as earnings and revenue were collected. Earnings were calculated as a percent of gross revenue. Revenue was calculated as a ratio of gross revenue to cars consigned. This information was utilized as ground zero to understand what positively and negatively affects the growth of revenue. The first analysis collected explored how employee behaviors affect the bottom line.

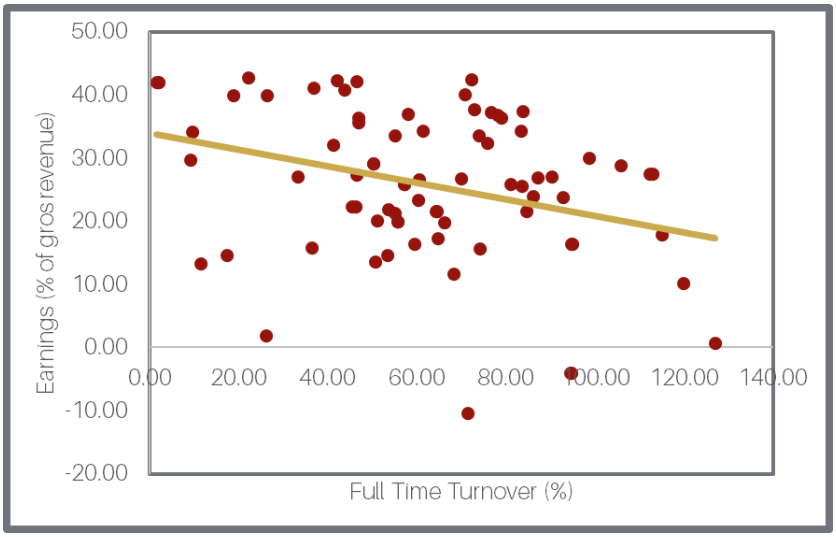
Employee behavior is defined by turnover (full and part-time), Workman's Compensation Claims, OSHA incidents, and lot damage. Turnover data was calculated in the form of a percentage of terminations versus headcount ranging from 2% to 200% with the average turnover being 63% for full-time employees and 79% for part-time employees. Workman's Compensation Claims were calculated as claims against consignment per 10,000 cars. There was found to be a range of anywhere from no claims to four claims per 10,000 cars consigned with the average being closer to one claim per 10,000 cars. OSHA incidents were similarly calculated as Workman's Compensation Claims where we found anywhere from zero incidents to eleven claims per 10,000 cars consigned with an average of around four claims per 10,000 cars. Lot damage costs were viewed as a ratio of cars consigned. The data showed that at least every auction lost anywhere from $0.24 to $2.38 per car consigned with an average being $0.87. Whether intentional or incidental, this data will help provide us with a basis to focus on when understanding what is affecting the auctions.

The analysis conducted focused on answering the following:

If employee behaviors increase, what happens to earnings and revenue?







Aggregated models of revenue and earnings were found to be significant when analyzed against turnover, OSHA incidents, and lot damage. Workman's Compensation Claims did not provide significant impacts on revenue and earnings; therefore, they were not further investigated. When conducted, the type of auction (public or dealer), legacy (original ABC or acquired), and the total number of cars sold were controlled. This means that we ensured these factors did not influence the results as these are variable factors that could cloud and confuse the results and interpretation.

***Figure 2: Significant Employee Behaviors versus Earnings/Revenue**

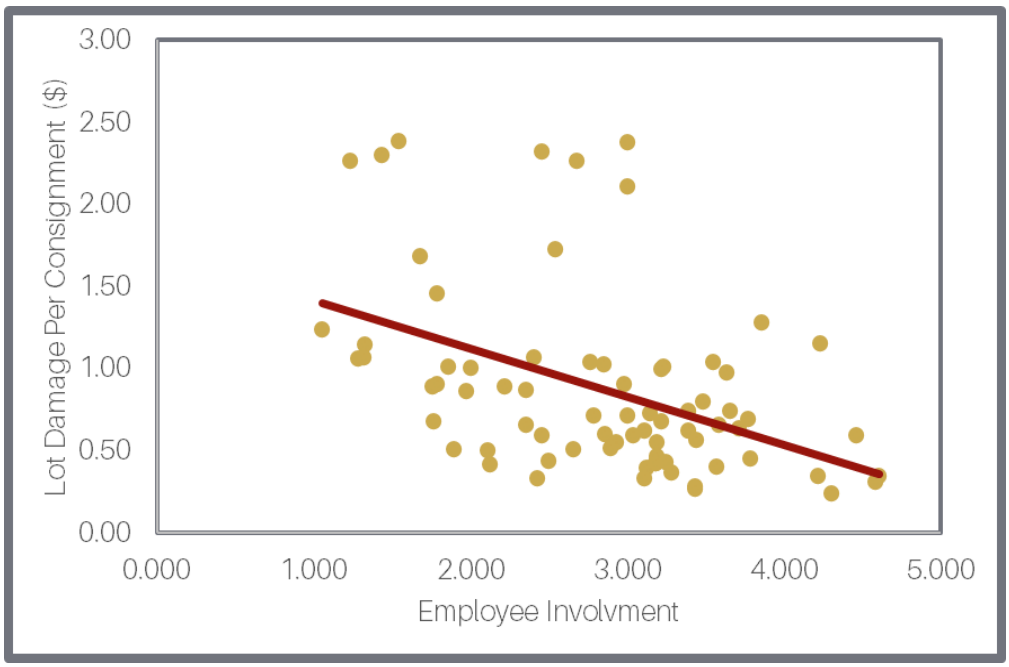
As expected, employee behaviors negatively affected auction performance (see Figure 2). However, lot damage, OSHA incidents, and full-time turnover had the most significant and largest impacts on earnings. For every dollar increase lost in lot damage per car consigned the auction lost 10.7% of their earnings. For every OSHA incident per 10,000 cars consigned the auction lost 1% of the earnings. For every 1% increase in full turnover, the company lost .1% in earnings. In aggregated form, as each of these items increases by one factor the company sees 12% loss which translates to a rough average of $1.6M dollars lost per auction. Considering there are one hundred locations worldwide, this is a loss of $160M for the organization.

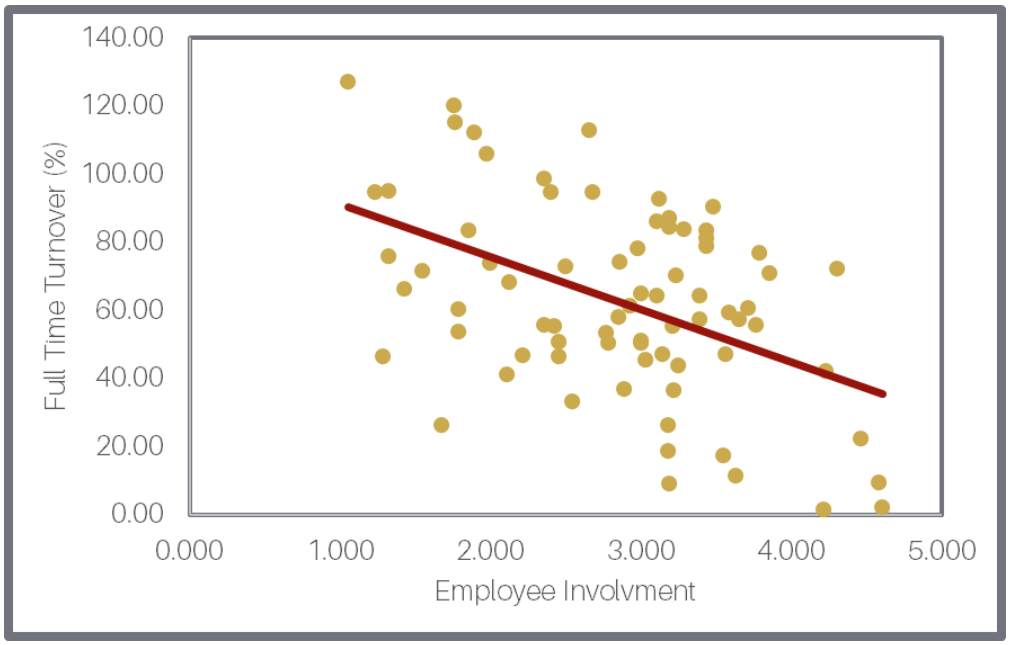
Employee Attitudes and Employee Behaviors

The next step was to evaluate how these employee behaviors are related to employee attitudes. Employee attitudes were the second source of data from the collection. This data was collected through employee surveys assessing Employee Involvement and Organizational Commitment. Auctions have attributed a score for both items on a 5-point scale (higher being better) with auctions ranging from a 1.05 to a 4.64. Auctions averaged at a 2.85 for employee involvement and a 2.93 for organizational commitment. Employee involvement is defined by Robert Bullock of Washing University as "the direct participation of {employees} to help an organization fulfill its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions." Organizational commitment is defined by Jason Gordon as "the psychological attachment and the resulting loyalty of employees to an organization, based on the pride of being part of the organization and the belief that their organization values them." This definition lay a foundation for the crucial question:

Is there a relationship between employee involvement and organizational commitment to employee behaviors?

Aggregated models for comparing full-time turnover and lot damage to employee attitudes were found to be significant. When conducted, the type of auction (public or dealer), legacy (original ABC or acquired), and the total number of cars sold were controlled. This means that we ensured these factors did not influence the results as these are variable factors that could cloud and confuse the results and interpretation.





As expected, these negative employee behaviors were related to negative employee attitudes, even if the results were not significant. Specifically full-time turnover decreased by 12% and 7% for every one-point score increase in EI and OC, respectively. Furthermore, lot damage per car consigned decreased significantly (maximum of $0.35 per car consigned) per every unit increase in EI and OC. These two factors against employee attitudes (see Figure 3) will be the cornerstone to help guide ABC Auctions to make substantial changes.

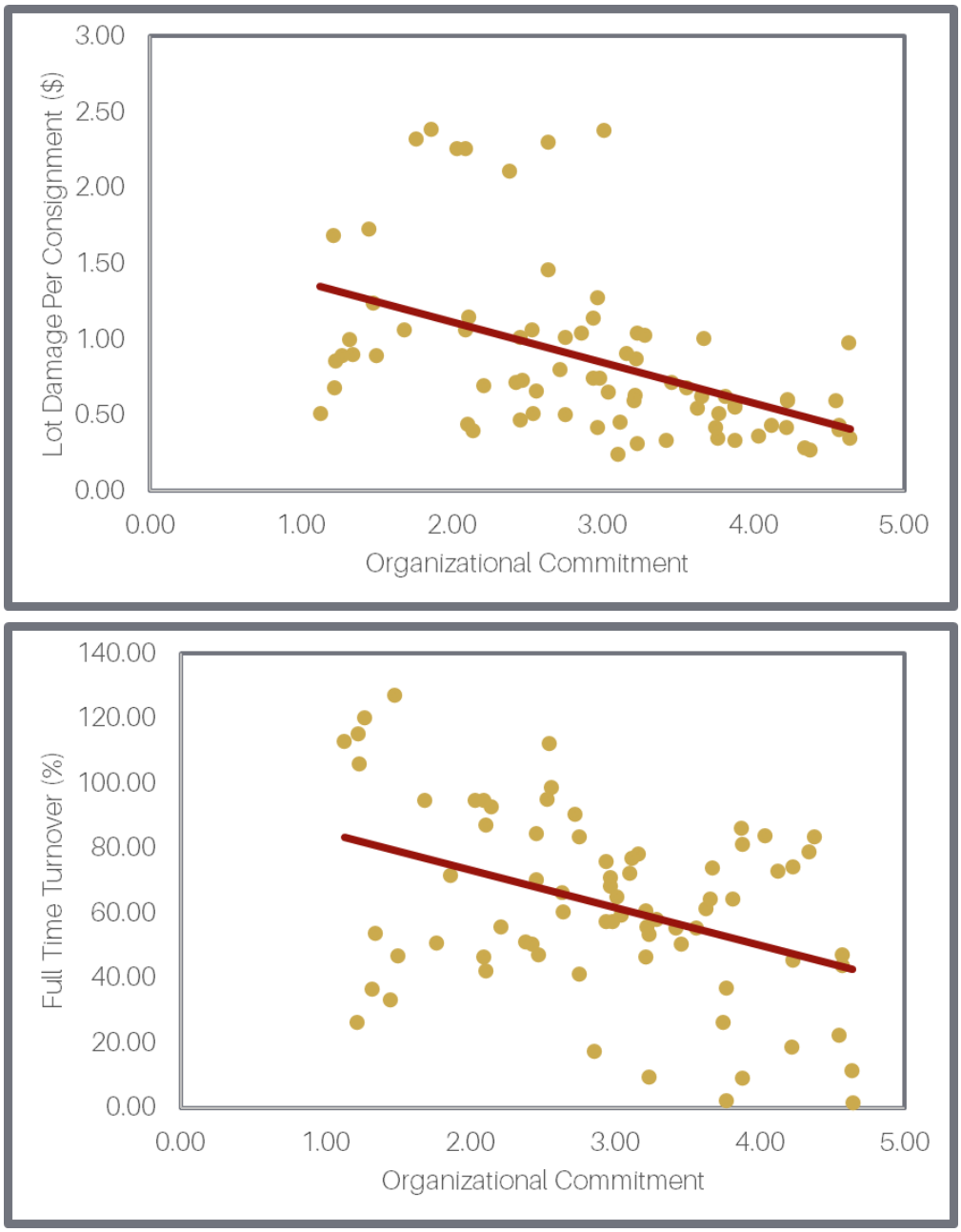


*Figure 3: Employee Attitudes Against Significant Employee Behaviors

HR Practices and Employee Attitudes

Following up the analysis is the foundation of the changes that will be instituted at ABC Auctions. The above analysis has shown us that turnover, OSHA incidents, and lot damage related to employees impacts auction revenues and earnings.

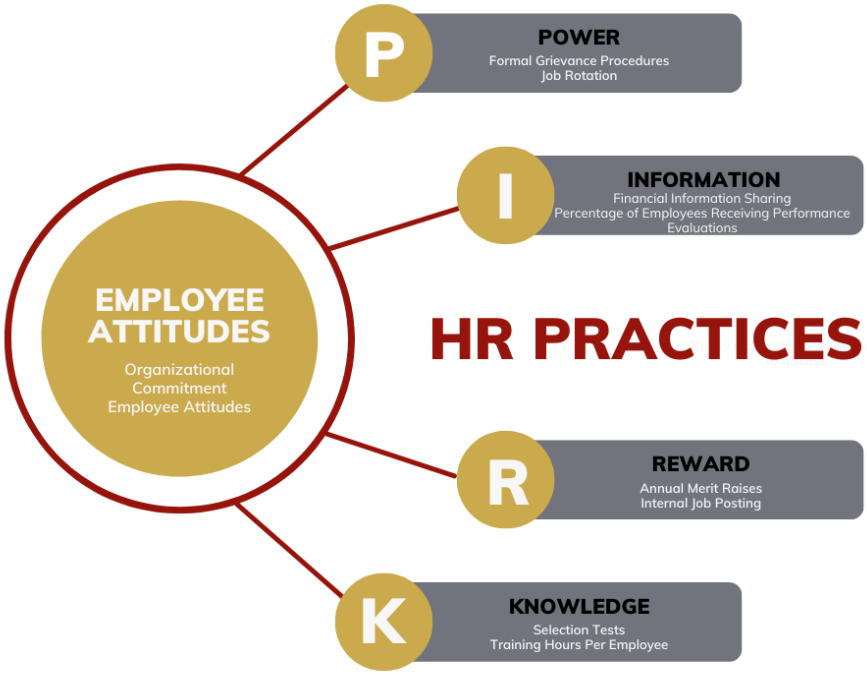


*Figure 4: HR Practices at ABC Auctions

Digging deeper, the data supports the idea that employee attitudes are related to employee behavior. This grounds the idea that if we address employee attitudes, we can improve auction revenues and earnings. Our final dig-in is to see what HR practices are associated with employee attitudes. This analysis will allow us to make precise, evidence-based recommendations that ABC Auctions can implement leading to more consistency and a positive impact on performance.

Employee Attitudes, as mentioned above, consists of Employee Involvement and Organizational Commitment. Taking these two factors, which were placed on a scale of zero to five, we searched for their association with a variety of HR practices (see Figure #) that are conducted at ABC Auctions.

For both Organizational Commitment (OC) and Employee Involvement (EI) three specific practices were significantly associated. Two of those three items are shared between both

OC and EI. In addressing the non-shared practices first, OC was positively associated with the auctions having formal grievance procedures in place and utilized. Alternatively, EI had an associated increase at auctions whose employees had been trained for longer. EI and OC were both positively associated with auctions that conducted performance evaluations for 50% or more of the employees. Furthermore, the higher the percentage of employees receiving a performance evaluation the higher the EI and OC score was for that auction. Following this, EI and OC were both associated with auctions that had internal job postings allowing current employees to apply for positions before recruiting externally. Positive associations allow us to confer that if we conduct more of that HR practice, then Employee Attitudes should increase in relation to that item.

Employee Attitudes Related to HR Practices

	Grievances	Job Rotations	Sharing Finacials	Performance Evaluations	Merit Awards	Internal Job Posting	Selection Testing	Training Hours
EI	0.164	0.171	0.034	*.372**	0.097	*.239**	0.055	*.229**
OC	*.235**	0.074	-0.090	*.251**	0.201	*.275**	0.060	0.193

*. Correlation is significant.

*Figure 5

Recommendations

Profit Chain

From the research and data collection completed by the HR team at ABC Auctions to the analysis completed by Group III Data and Strategies Consulting, the profit chain can now be revised to incorporate a proper pathway of development for ABC Auctions. This pathway can be used to recommend tangible action steps that ABC Auctions can use to make a difference in their company.

The main takeaway from the analysis and profit should be thus:

If ABC Auction addressed the consistency of grievance procedures, training, performance evaluations, and internal job posting, then Employee Involvement and Organizational Commitment should increase. Even a one-point increase in both items would lead to a maximum decrease in full-time turnover of 19% and lot damage by $0.35 per car consigned. Even though small, these decreases mean an increase in profit. This increase in profit is at a maximum of 4% which is roughly $525,000 per auction, totaling $52.5M organization-wide.

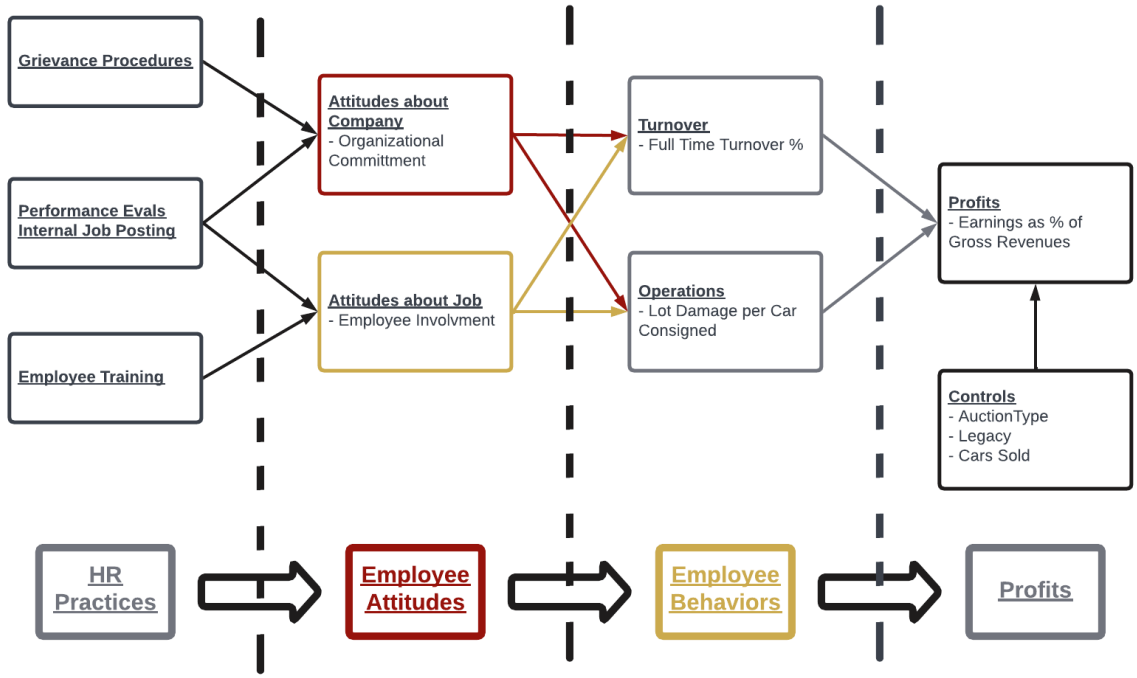


*Figure 6: Profit Chain Post-Analysis

Tangible Action Steps

As described to the consulting firm, ABC Auction is looking to implement consistency in its auctions to improve its bottom line, customer product, and employee experience. Improving companies is all about starting with the workforce, the people who make the company function and run. As seen in the analysis and profit chain, this consistency implementation begins with targeting HR Practices.

Grievances affect more than just employees one on one but can crawl all the way up the chain through legal issues. By addressing this issue as a corporate matter, more concise action can be taken to listen to the employees but also address issues at the root cause before bigger problems occur.

1. Create a specific grievance reporting form with the ability to make it anonymous.
2. Formulate a corporate and auction pathway for the form to be sent.
3. Make addressing grievances a priority in Employee Relations such that HRBPs address them with urgency.
4. Create a corporate follow-up for employees to ensure problems have been resolved.

Performance evaluations are directly related to full-time employee retention in research. This relationship is founded on the fact that employees can learn how to do better at their job as well as see what they have been doing well. Creating consistency can further help ensure all employees are treated appropriately and evaluated equally. Furthermore, the evaluations can be used to further the bonus, pay raise, and even job assignment systems and considerations.

1. Create corporate-approved performance evaluations for the different employee bands, that are not revisable.
2. Train supervisors on the evaluation of employees.
3. Formulate a corporate management system for performance evaluations that can be easily searched for and accessed.
4. Formulate pathways for taking evaluations into consideration for future job assignments, raises, bonuses, etc.

Internal job posting allows for the retention of employees because it allows them to move around and up through the organization while being seen for their knowledge, skills, and abilities.

1. Create an organization-wide job board that can be filtered per location and position.
2. Make the job board accessible only to employees.
3. Formulate talent acquisition procedures to require the position to be available privately before becoming public for a specified period of time.
4. Talent acquisition should utilize an employee matching system using information from evaluations and profiles to see qualified employees for the position.

Lastly, employee training affects employees in a multitude of ways. Individuals feel like they properly understand their roles and tasks, they feel poured into when offered more training, especially in new areas, and they know that an organization that is dedicated to helping their employees get it right is an organization that fosters growth, mentorship, and support in careers. These items can decrease turnover and make employees feel like they are in a company that cares, which in turn affects employee involvement and organizational commitment.

1. Set a corporate-wide onboarding training procedure for all job tasks in job descriptions.
2. Formulate a corporate procedure for training on new skills and topics.

3. Create a mentorship/buddy program to help employees, new and current.
4. Assess trainings periodically for fidelity to ensure positive and successful impact.

Appendix

Figure 1: Employee Profit Chain Prior to Analysis

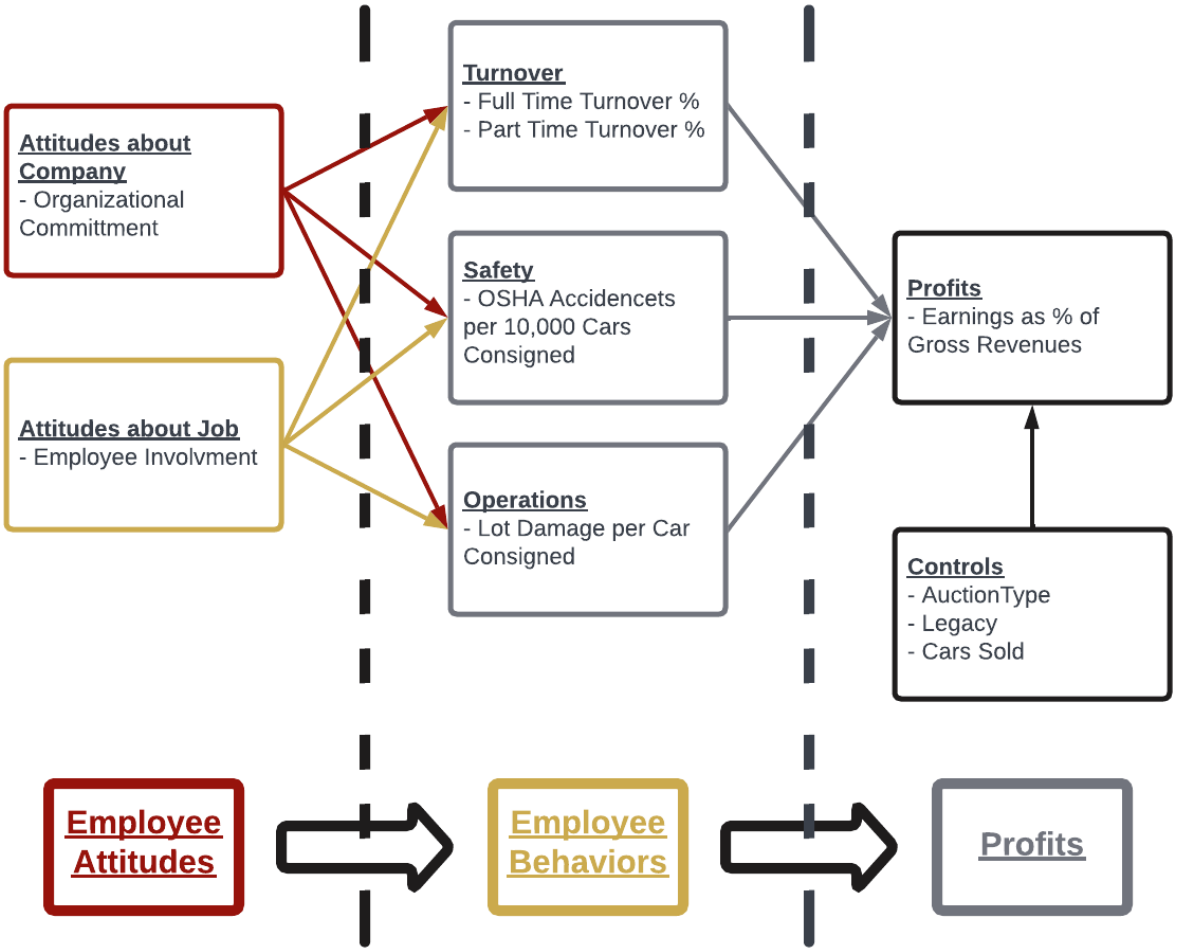
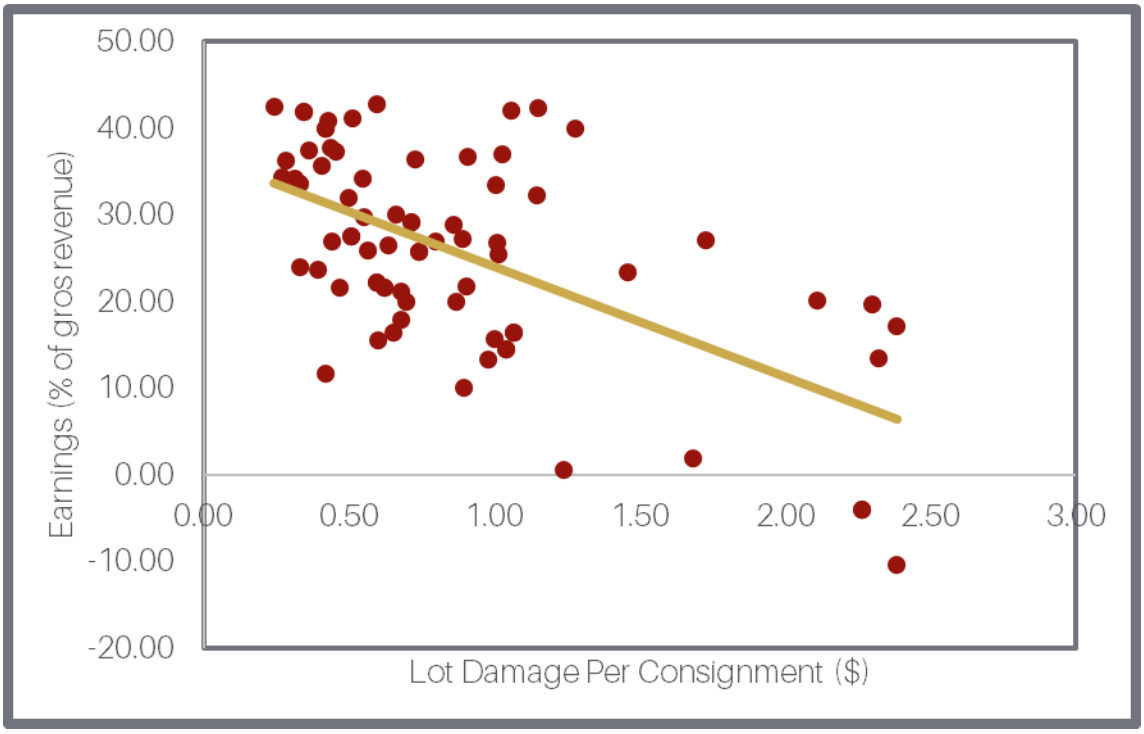
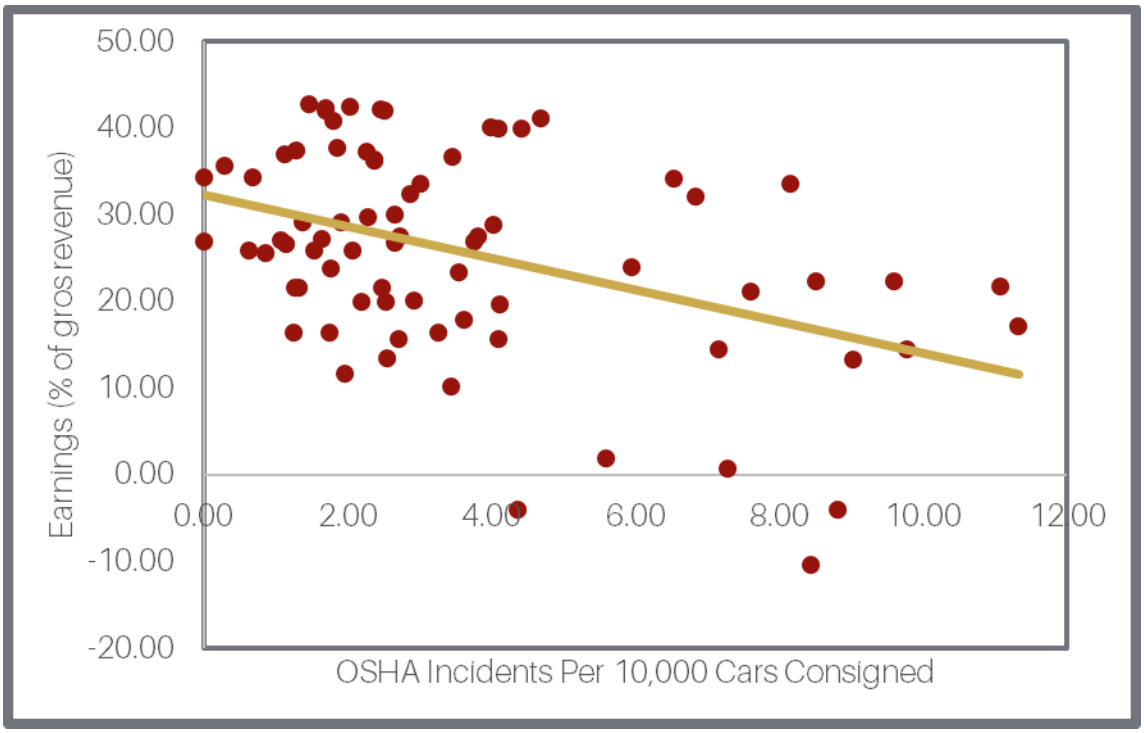


Figure 2: Significant Employee Behaviors versus Earnings/Revenue





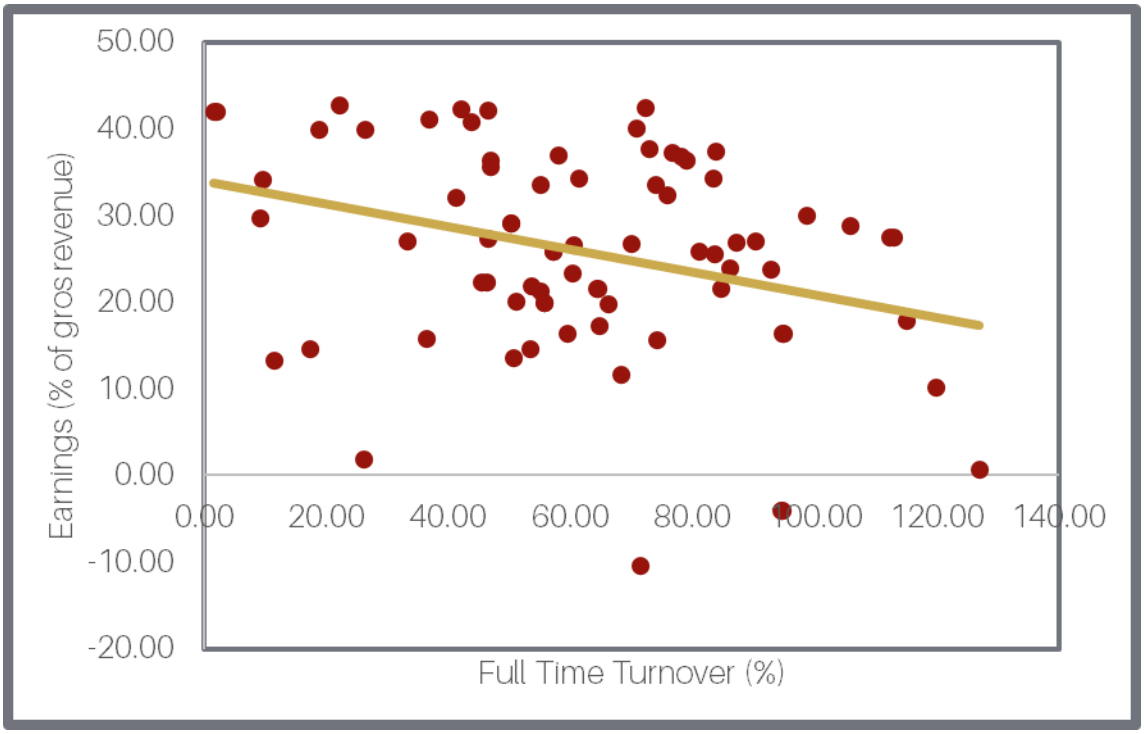
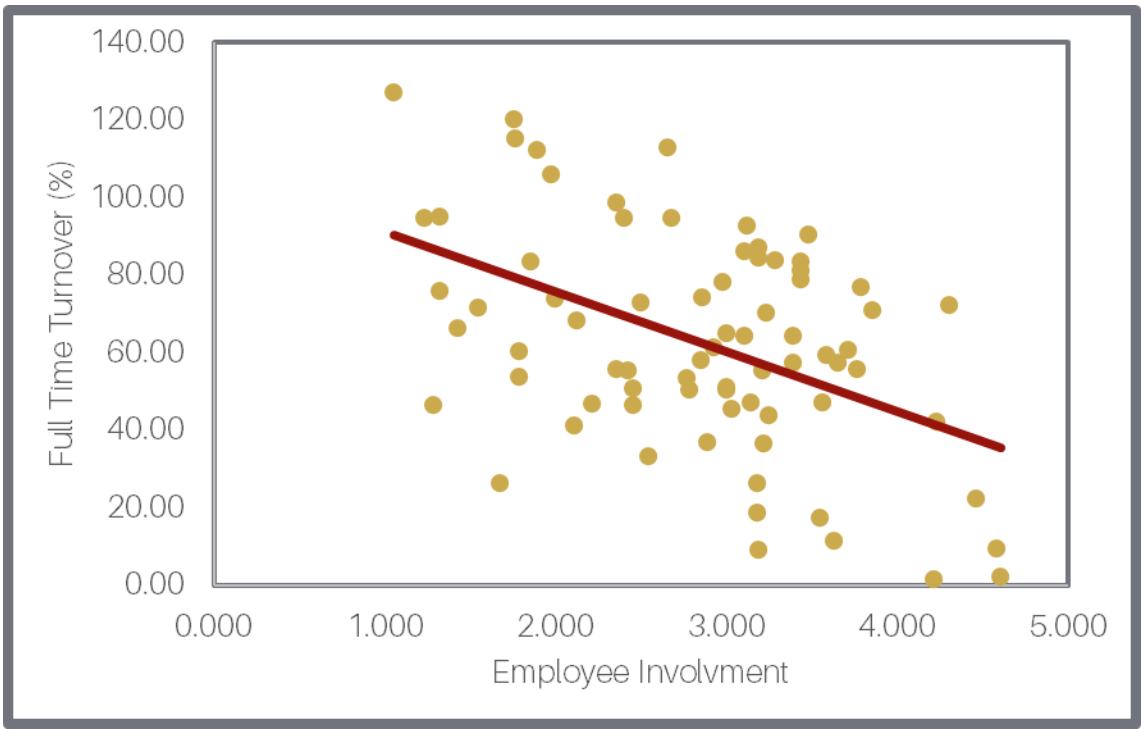
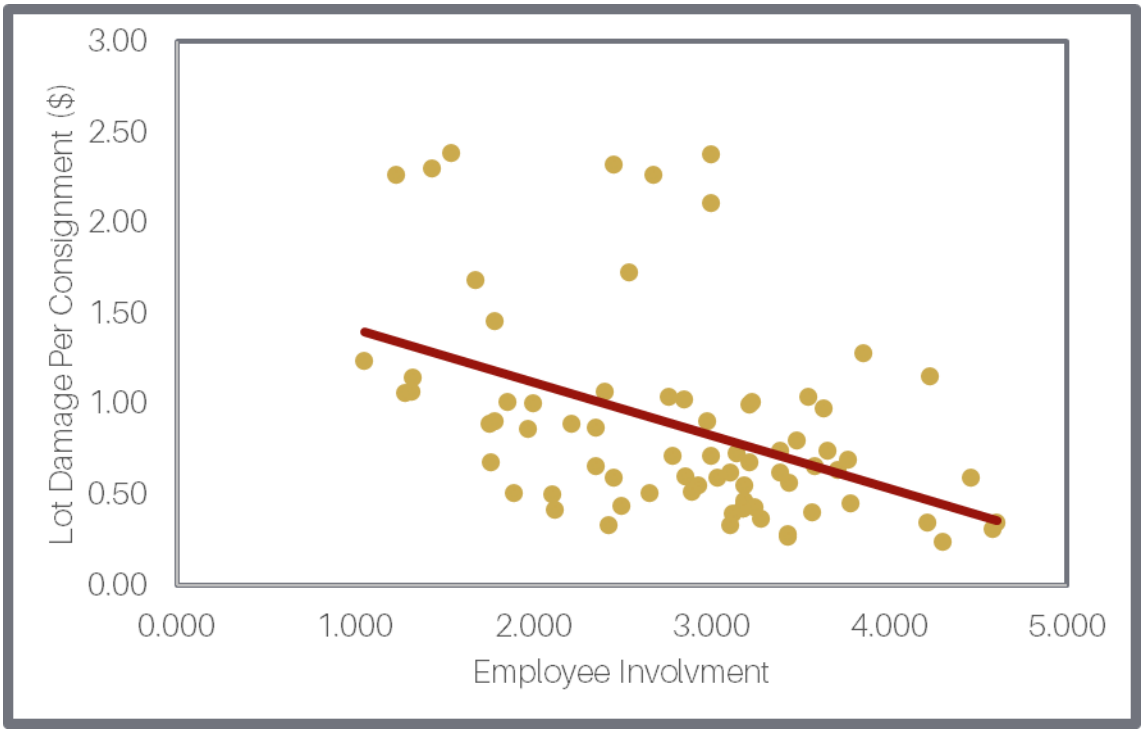
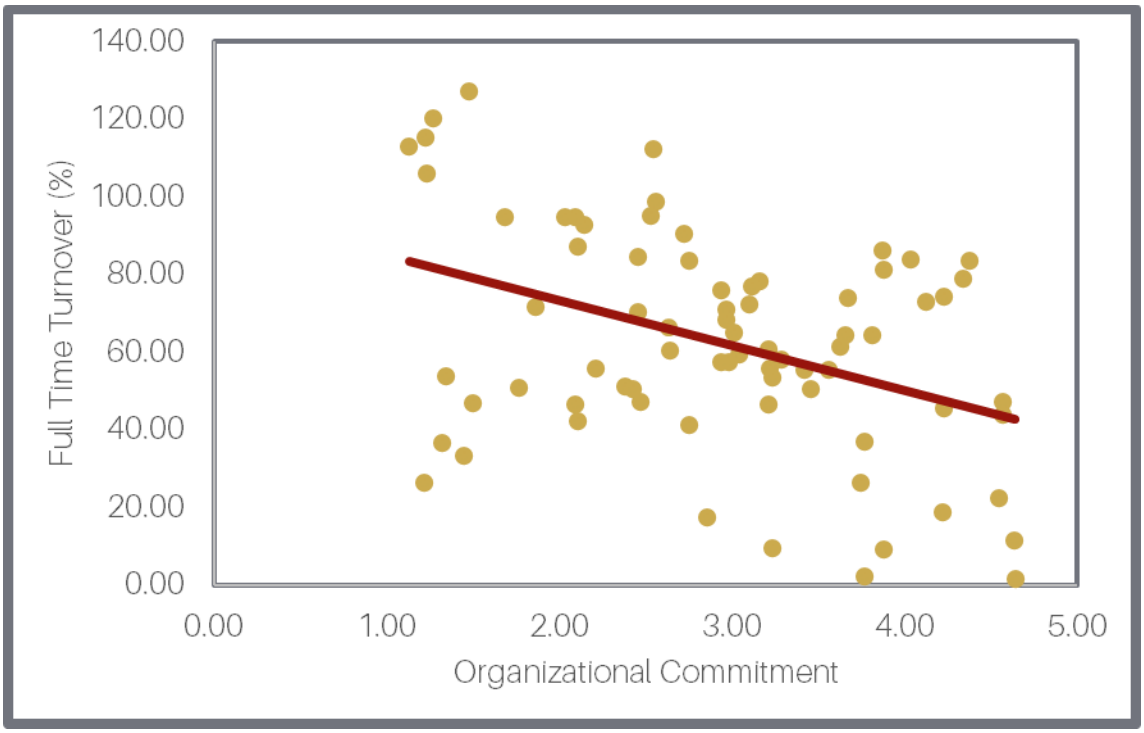


Figure 3: Employee Attitudes Against Significant Employee Behaviors




3.00
2.50
2.00
1.50
1.00
0.50
0.00
Lot Damage Per Consignment ($)
0.000
1.000
2.000
3.000
4.000
5.000
Employee Involvment


140.00
120.00
100.00
80.00
60.00
40.00
20.00
0.00
Full Time Turnover (%)
0.00
1.00
2.00
3.00
4.00
5.00
Organizational Commitment

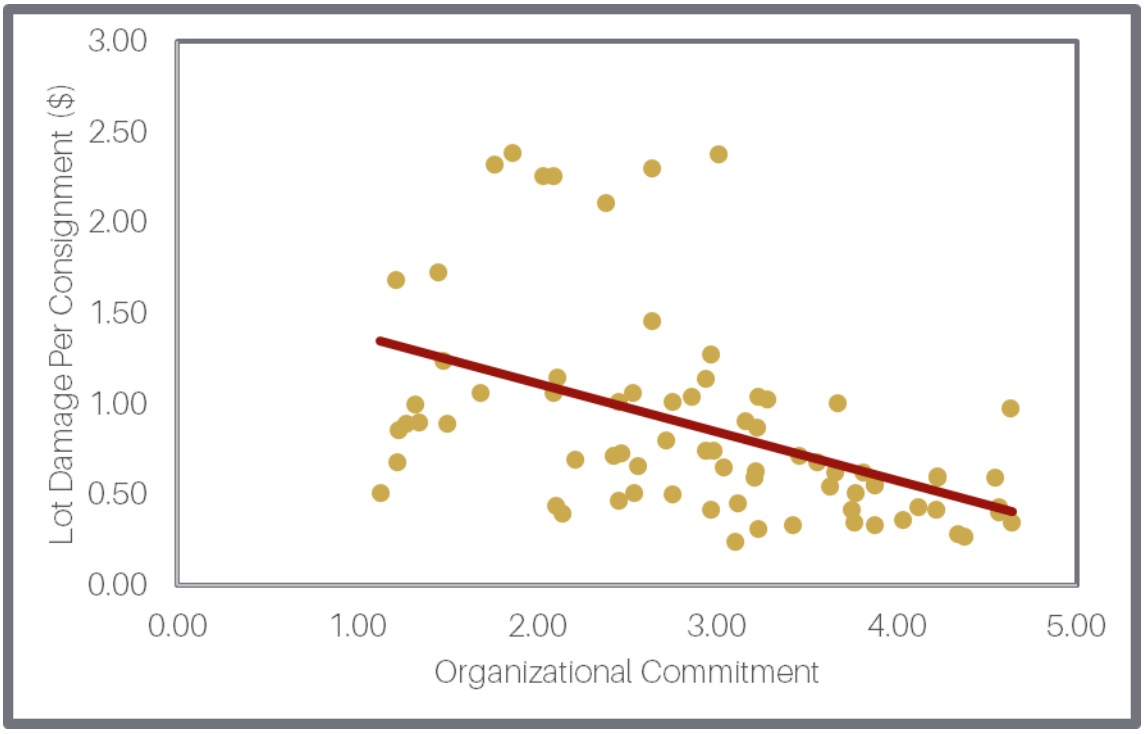


Figure 4: HR Practices

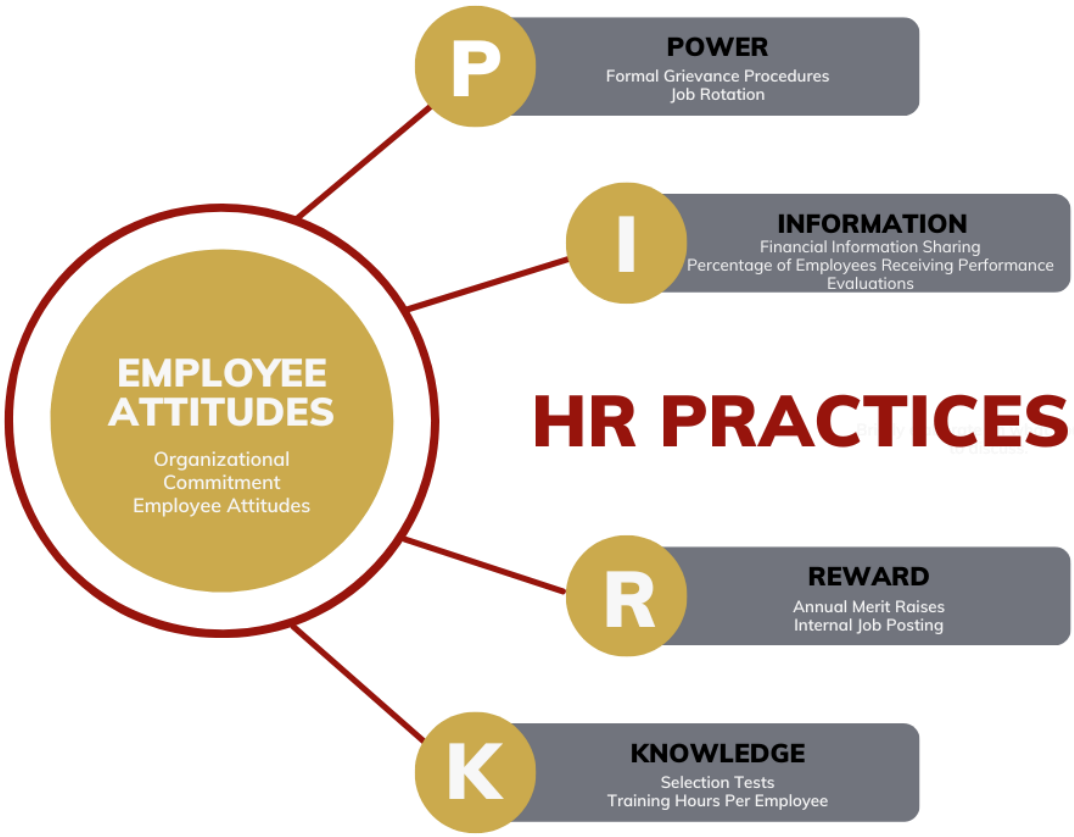
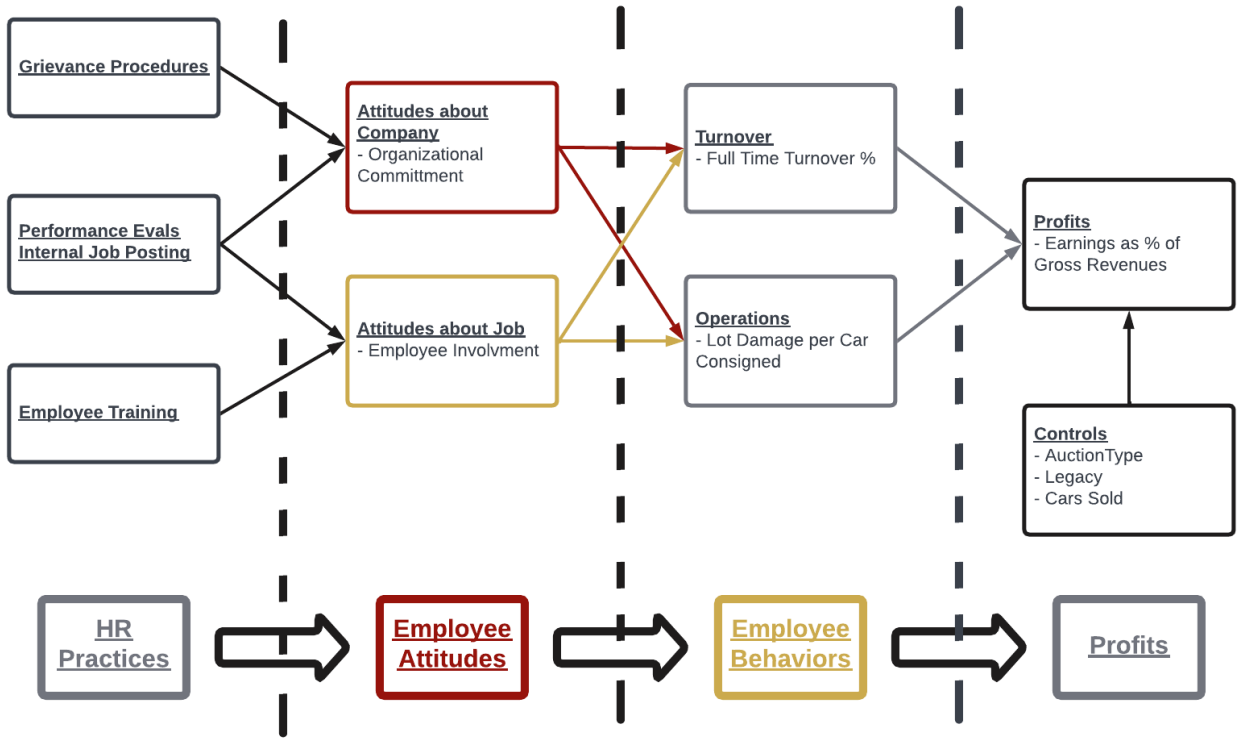


Figure 5:

Employee Attitudes Related to HR Practices								
	Grievances	Job Rotations	Sharing Finacials	Performance Evaluations	Merit Awards	Internal Job Posting	Selection Testing	Training Hours
EI	0.164	0.171	0.034	.372*	0.097	.239*	0.055	.229*
OC	.235*	0.074	-0.090	.251*	0.201	.275*	0.060	0.193

*. Correlation is significant.

Figure 6: Employee Profit Chain Post Analysis



SPSS Output:

Behaviors & Profits – Earnings & Revenue

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.312[a]	.098	.046	11.54171	.098	1.894	4	70	.121	
2	.738[b]	.544	.489	8.44979	.446	16.150	4	66	<.001	1.755

a. Predictors: (Constant), sold, legacy, type=1.0, type=3.0

b. Predictors: (Constant), sold, legacy, type=1.0, type=3.0, ft_turnover, LDPCC, pt_turnover, OSHAIP10KCC

c. Dependent Variable: EPGR

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	14.382	6.782		2.121	.037	.856	27.908					
	type=1.0	10.022	7.022	.167	1.427	.158	-3.984	24.028	.141	.168	.162	.938	1.066
	type=3.0	-4.909	3.517	-.175	-1.396	.167	-11.924	2.106	-.077	-.165	-.158	.819	1.221
	legacy	4.053	3.483	.141	1.164	.249	-2.893	10.999	.080	.138	.132	.873	1.146
	sold	.000	.000	.278	2.270	.026	.000	.000	.178	.262	.258	.859	1.164
2	(Constant)	43.252	7.267		5.952	<.001	28.744	57.761					
	type=1.0	7.861	5.165	.131	1.522	.133	-2.451	18.173	.141	.184	.127	.929	1.076
	type=3.0	-1.373	2.705	-.049	-.508	.613	-6.775	4.028	-.077	-.062	-.042	.742	1.348
	legacy	.078	2.672	.003	.029	.977	-5.257	5.413	.080	.004	.002	.794	1.259
	sold	8.348E-5	.000	.171	1.511	.135	.000	.000	.178	.183	.126	.540	1.853
	ft_turnover	-.123	.036	-.294	-3.399	.001	-.195	-.051	-.313	-.386	-.283	.923	1.083
	pt_turnover	-.002	.024	-.009	-.096	.924	-.051	.047	-.199	-.012	-.008	.825	1.212
	OSHAIP10KCC	-.955	.458	-.222	-2.085	.041	-1.870	-.040	-.423	-.249	-.173	.610	1.639
	LDPCC	-10.721	2.008	-.506	-5.339	<.001	-14.730	-6.712	-.600	-.549	-.444	.770	1.298

a. Dependent Variable: EPGR

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Change Statistics F Change	Change Statistics df1	Change Statistics df2	Change Statistics Sig. F Change	Durbin-Watson
1	.485[a]	.235	.191	41.35414	.235	5.375	4	70	<.001	
2	.590[b]	.348	.269	39.32524	.113	2.852	4	66	.030	2.174

a. Predictors: (Constant), sold, legacy, type=1.0, type=3.0

b. Predictors: (Constant), sold, legacy, type=1.0, type=3.0, ft_turnover, LDPCC, pt_turnover, OSHAIP10KCC

c. Dependent Variable: GRPCC

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	192.315	24.300		7.914	<.001	143.851	240.779					
	type=1.0	-27.647	25.162	-.119	-1.099	.276	-77.830	22.536	-.226	-.130	-.115	.938	1.066
	type=3.0	12.567	12.603	.115	.997	.322	-12.568	37.702	.207	.118	.104	.819	1.221
	legacy	-10.917	12.479	-.098	-.875	.385	-35.805	13.972	-.120	-.104	-.091	.873	1.146
	sold	.001	.000	.383	3.393	.001	.000	.001	.451	.376	.355	.859	1.164
2	(Constant)	250.221	33.820		7.399	<.001	182.698	317.744					
	type=1.0	-24.644	24.038	-.106	-1.025	.309	-72.636	23.349	-.226	-.125	-.102	.929	1.076
	type=3.0	19.111	12.591	.175	1.518	.134	-6.028	44.250	.207	.184	.151	.742	1.348
	legacy	-18.593	12.436	-.167	-1.495	.140	-43.422	6.236	-.120	-.181	-.149	.794	1.259
	sold	.000	.000	.218	1.608	.113	.000	.001	.451	.194	.160	.540	1.853
	ft_turnover	-.271	.168	-.167	-1.612	.112	-.608	.065	-.205	-.195	-.160	.923	1.083
	pt_turnover	-.296	.114	-.285	-2.600	.011	-.523	-.069	-.332	-.305	-.258	.825	1.212
	OSHAIP10KCC	-1.537	2.133	-.092	-.721	.474	-5.795	2.721	-.158	-.088	-.072	.610	1.639
	LDPCC	12.954	9.346	.157	1.386	.170	-5.705	31.613	.168	.168	.138	.770	1.298

a. Dependent Variable: GRPCC

Behaviors & Attitudes: Turnover (FT, PT), OSHA, Lot Damange

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Change Statistics F Change	Change Statistics df1	Change Statistics df2	Change Statistics Sig. F Change	Durbin-Watson
1	.093[a]	.009	-.048	28.92245	.009	.151	4	70	.962	
2	.526[b]	.277	.213	25.05882	.268	12.625	2	68	<.001	2.256

a. Predictors: (Constant), sold, legacy, type=1.0, type=3.0

b. Predictors: (Constant), sold, legacy, type=1.0, type=3.0, ei, oc

c. Dependent Variable: ft_turnover

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	72.140	16.995		4.245	<.001	38.245	106.035					
	type=1.0	6.655	17.598	.046	.378	.706	-28.443	41.752	.050	.045	.045	.938	1.066
	type=3.0	-.709	8.814	-.011	-.080	.936	-18.288	16.870	-.045	-.010	-.010	.819	1.221
	legacy	-4.488	8.728	-.066	-.514	.609	-21.895	12.919	-.059	-.061	-.061	.873	1.146
	sold	-4.760E-5	.000	-.041	-.318	.752	.000	.000	-.047	-.038	-.038	.859	1.164
2	(Constant)	117.999	17.324		6.811	<.001	83.429	152.569					
	type=1.0	14.630	15.446	.102	.947	.347	-16.192	45.453	.050	.114	.098	.914	1.094
	type=3.0	-4.650	7.681	-.069	-.605	.547	-19.977	10.677	-.045	-.073	-.062	.810	1.235
	legacy	1.086	7.653	.016	.142	.888	-14.185	16.357	-.059	.017	.015	.852	1.174
	sold	-5.755E-5	.000	-.049	-.441	.661	.000	.000	-.047	-.053	-.045	.850	1.176
	ei	-11.632	4.004	-.350	-2.905	.005	-19.621	-3.642	-.467	-.332	-.300	.731	1.368
	oc	-7.429	3.564	-.258	-2.084	.041	-14.541	-.316	-.403	-.245	-.215	.695	1.439

a. Dependent Variable: ft_turnover

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Change Statistics F Change	Change Statistics df1	Change Statistics df2	Change Statistics Sig. F Change	Durbin-Watson
1	.379[a]	.144	.095	42.05311	.144	2.934	4	70	.027	
2	.405[b]	.164	.091	42.14527	.021	.847	2	68	.433	2.369

a. Predictors: (Constant), sold, legacy, type=1.0, type=3.0

b. Predictors: (Constant), sold, legacy, type=1.0, type=3.0, ei, oc

c. Dependent Variable: pt_turnover

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	140.079	24.710		5.669	<.001	90.796	189.362					
	type=1.0	.369	25.587	.002	.014	.989	-50.662	51.401	.027	.002	.002	.938	1.066
	type=3.0	26.748	12.816	.255	2.087	.041	1.188	52.309	.092	.242	.231	.819	1.221
	legacy	-24.594	12.690	-.229	-1.938	.057	-49.903	.716	-.119	-.226	-.214	.873	1.146
	sold	-.001	.000	-.356	-2.982	.004	-.001	.000	-.261	-.336	-.330	.859	1.164
2	(Constant)	145.131	29.137		4.981	<.001	86.989	203.272					
	type=1.0	-2.859	25.979	-.013	-.110	.913	-54.698	48.981	.027	-.013	-.012	.914	1.094
	type=3.0	25.818	12.918	.246	1.999	.050	.040	51.595	.092	.236	.222	.810	1.235
	legacy	-24.862	12.871	-.232	-1.932	.058	-50.546	.821	-.119	-.228	-.214	.852	1.174
	sold	-.001	.000	-.341	-2.840	.006	-.001	.000	-.261	-.326	-.315	.850	1.176
	ei	-8.139	6.734	-.157	-1.209	.231	-21.577	5.299	-.119	-.145	-.134	.731	1.368
	oc	6.146	5.995	.136	1.025	.309	-5.816	18.109	.050	.123	.114	.695	1.439

a. Dependent Variable: pt_turnover

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Change Statistics F Change	Change Statistics df1	Change Statistics df2	Change Statistics Sig. F Change	Durbin-Watson
1	.501[a]	.251	.208	2.44255	.251	5.857	4	70	<.001	
2	.558[b]	.312	.251	2.37492	.061	3.022	2	68	.055	1.845

a. Predictors: (Constant), sold, legacy, type=1.0, type=3.0

b. Predictors: (Constant), sold, legacy, type=1.0, type=3.0, ei, oc

c. Dependent Variable: OSHAIP10KCC

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	7.664	1.435		5.340	<.001	4.801	10.526					
	type=1.0	-.934	1.486	-.067	-.628	.532	-3.898	2.030	.011	-.075	-.065	.938	1.066
	type=3.0	1.159	.744	.178	1.557	.124	-.325	2.644	-.013	.183	.161	.819	1.221
	legacy	-1.205	.737	-.181	-1.635	.106	-2.675	.265	-.080	-.192	-.169	.873	1.146
	sold	-6.039E-5	.000	-.533	-4.772	<.001	.000	.000	-.449	-.495	-.494	.859	1.164
2	(Constant)	9.703	1.642		5.910	<.001	6.427	12.980					
	type=1.0	-.715	1.464	-.051	-.488	.627	-3.636	2.206	.011	-.059	-.049	.914	1.094
	type=3.0	.968	.728	.149	1.329	.188	-.485	2.420	-.013	.159	.134	.810	1.235
	legacy	-.987	.725	-.148	-1.360	.178	-2.434	.461	-.080	-.163	-.137	.852	1.174
	sold	-5.992E-5	.000	-.529	-4.846	<.001	.000	.000	-.449	-.507	-.487	.850	1.176
	ei	-.744	.379	-.231	-1.960	.054	-1.501	.013	-.263	-.231	-.197	.731	1.368
	oc	-.100	.338	-.036	-.297	.767	-.774	.574	-.121	-.036	-.030	.695	1.439

a. Dependent Variable: OSHAIP10KCC

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	Change Statistics F Change	Change Statistics df1	Change Statistics df2	Change Statistics Sig. F Change	Durbin-Watson
1	.243[a]	.059	.005	.55581	.059	1.097	4	70	.365	
2	.547[b]	.299	.238	.48657	.240	11.669	2	68	<.001	1.738

a. Predictors: (Constant), sold, legacy, type=1.0, type=3.0

b. Predictors: (Constant), sold, legacy, type=1.0, type=3.0, ei, oc

c. Dependent Variable: LDPCC

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	1.152	.327		3.527	<.001	.500	1.803					
	type=1.0	-.195	.338	-.069	-.576	.566	-.869	.480	-.116	-.069	-.067	.938	1.066
	type=3.0	.229	.169	.173	1.351	.181	-.109	.567	.152	.159	.157	.819	1.221
	legacy	-.207	.168	-.153	-1.231	.222	-.541	.128	-.117	-.146	-.143	.873	1.146
	sold	1.194E-6	.000	.052	.415	.680	.000	.000	.131	.050	.048	.859	1.164
2	(Constant)	2.000	.336		5.946	<.001	1.329	2.672					
	type=1.0	-.026	.300	-.009	-.088	.930	-.625	.572	-.116	-.011	-.009	.914	1.094
	type=3.0	.158	.149	.120	1.062	.292	-.139	.456	.152	.128	.108	.810	1.235
	legacy	-.099	.149	-.073	-.666	.508	-.395	.198	-.117	-.080	-.068	.852	1.174
	sold	8.708E-7	.000	.038	.344	.732	.000	.000	.131	.042	.035	.850	1.176
	ei	-.180	.078	-.275	-2.321	.023	-.336	-.025	-.448	-.271	-.236	.731	1.368
	oc	-.173	.069	-.304	-2.496	.015	-.311	-.035	-.471	-.290	-.253	.695	1.439

a. Dependent Variable: LDPCC

HR Practices and Attitudes

Correlations

		ei	oc	griev	rotat	fininf	pfevale	merit	intpost	selection	trhrs
ei	Pearson Correlation	1	.510**	.164	.171	.034	.372**	.097	.239*	.055	.229*
	Sig. (2-tailed)		<.001	.159	.142	.772	.001	.408	.039	.637	.049
	N	75	75	75	75	75	75	75	75	75	75
oc	Pearson Correlation	.510**	1	.235*	.074	-.090	.251*	.201	.275*	.060	.193
	Sig. (2-tailed)	<.001		.043	.531	.442	.030	.084	.017	.611	.096
	N	75	75	75	75	75	75	75	75	75	75
griev	Pearson Correlation	.164	.235*	1	-.114	-.021	.478**	.275*	.332**	.181	.021
	Sig. (2-tailed)	.159	.043		.328	.861	<.001	.017	.004	.121	.858
	N	75	75	75	75	75	75	75	75	75	75
rotat	Pearson Correlation	.171	.074	-.114	1	.145	-.049	-.017	-.009	.194	.199
	Sig. (2-tailed)	.142	.531	.328		.215	.674	.882	.939	.095	.086
	N	75	75	75	75	75	75	75	75	75	75
fininf	Pearson Correlation	.034	-.090	-.021	.145	1	.086	-.139	.164	.007	.055
	Sig. (2-tailed)	.772	.442	.861	.215		.461	.235	.161	.955	.641
	N	75	75	75	75	75	75	75	75	75	75
pfevale	Pearson Correlation	.372**	.251*	.478**	-.049	.086	1	.373**	.515**	.128	.090
	Sig. (2-tailed)	.001	.030	<.001	.674	.461		<.001	<.001	.275	.444
	N	75	75	75	75	75	75	75	75	75	75
merit	Pearson Correlation	.097	.201	.275*	-.017	-.139	.373**	1	.004	-.029	.209
	Sig. (2-tailed)	.408	.084	.017	.882	.235	<.001		.972	.807	.072
	N	75	75	75	75	75	75	75	75	75	75
intpost	Pearson Correlation	.239*	.275*	.332**	-.009	.164	.515**	.004	1	.292*	-.015
	Sig. (2-tailed)	.039	.017	.004	.939	.161	<.001	.972		.011	.896
	N	75	75	75	75	75	75	75	75	75	75
selection	Pearson Correlation	.055	.060	.181	.194	.007	.128	-.029	.292*	1	.143
	Sig. (2-tailed)	.637	.611	.121	.095	.955	.275	.807	.011		.221
	N	75	75	75	75	75	75	75	75	75	75
trhrs	Pearson Correlation	.229*	.193	.021	.199	.055	.090	.209	-.015	.143	1
	Sig. (2-tailed)	.049	.096	.858	.086	.641	.444	.072	.896	.221	
	N	75	75	75	75	75	75	75	75	75	75

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Variable Descriptives

Statistics

		consign	sold	lotdamag	grossrev	ebitda	wcclaims	osha	legacy	training	trhrs	pfevale	selection	griev	fininf	rotat	merit	intpost	ei	oc	ft_turnover	pt_turnover	EPGR	GRPCC	WCCP10KCC	OSHAP10KCC	LDPCC	type=1.0	type=2.0	type=3.0
N	Valid	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
	Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean		62131.27	35495.47	$56,863.7192	1315142574	3443878.193	6.47	17.83	1.79	.53	14.59	3.52	.45	.64	.88	.13	.72	.91	2.84771	2.9301	62.5376	79.1523	25.7295	200.3572	1.3013	3.5920	.8693	.0400	.7333	.2267
Std. Error of Mean		4887.338	2795.475	$7,006.40331	121044419.2	332499.2015	.577	1.359	.048	.058	2.119	.203	.058	.056	.038	.040	.052	.034	.098252	.11320	3.26217	5.10336	1.36453	5.30986	.10832	.31691	.06435	.02278	.05141	.04867
Median		48689.80	27735.00	$32,044.0000	101055587.00	2613410.500	5.00	16.00	2.00	1.00	6.25	4.00	.00	1.00	1.00	.00	1.00	1.00	2.99713	2.9707	60.6061	69.3122	26.7572	208.9761	1.0539	2.6560	.6959	.0000	1.0000	.0000
Mode		47911	27735	$3,824.00[a]	1559460.00[a]	2613410.50	2	12[a]	2	1	4	5	0	1	1	0	1	1	3.186	2.10[a]	55.21	100.00	-4.07[a]	87.18[a]	.00	.00	.24[a]	.00	1.00	.00
Std. Deviation		42325.591	24209.525	60677.23256	1048275420	2879527.552	4.993	11.773	.412	.502	18.350	1.758	.501	.483	.327	.342	.452	.293	.850888	.98036	28.25124	44.19643	11.81719	45.98473	.93804	2.74449	.55726	.19728	.44519	.42149
Variance		1791455676	586101098.3	3681726551	1.099E+14	8.292E+12	24.928	138.605	.170	.252	336.734	3.091	.251	.234	.107	.117	.204	.086	.724	.961	798.132	1953.324	139.646	2114.596	.880	7.532	.311	.039	.198	.178
Skewness		1.774	1.452	2.696	1.748	1.048	2.109	.955	-1.428	-.136	2.094	-.931	.191	-.595	-2.387	2.202	-1.000	-2.853	-.163	-.100	-.048	.838	-.775	-.363	.742	1.207	1.519	4.791	-1.077	1.333
Std. Error of Skewness		.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277	.277
Kurtosis		3.283	2.095	9.086	3.158	.515	8.019	.680	.040	-2.036	4.555	-.539	-2.018	-1.691	3.797	2.924	-1.028	6.309	-.483	-.855	-.183	.036	.678	-.637	-.469	.626	1.675	21.529	-.864	-.231
Std. Error of Kurtosis		.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548	.548
Range		200992	114202	$328,390.00	503078117.76	12761685.19	32	54	1	1	80	5	1	1	1	1	1	1	3.550	3.51	125.45	192.00	-53.13	192.80	3.54	11.32	2.14	1.00	1.00	1.00
Minimum		12248	6438	$3,824.00	1559460.00	-8445374.36	0	0	1	0	0	0	0	0	0	0	0	0	1.052	1.13	1.54	8.00	-18.39	87.18	.00	.00	.24	.00	.00	.00
Maximum		213240	120640	$332,214.00	518672776.76	12316310.83	32	54	2	1	80	5	1	1	1	1	1	1	4.603	4.64	126.99	200.00	42.75	279.98	3.54	11.32	2.38	1.00	1.00	1.00
Sum		4659845	2662160	4264778.94	98635693.04	258290864.4	485	1337	134	40	1094	264	34	48	66	10	54	68	213.578	219.76	4690.32	5936.42	1929.71	15026.79	97.59	269.40	65.20	3.00	55.00	17.00
Percentiles	25	35890.00	19238.00	$18,858.0000	5998074.000	1287933.000	3.00	10.00	2.00	.00	3.00	3.00	.00	.00	1.00	.00	.00	1.00	2.21213	2.1420	46.5278	44.0000	19.6917	157.8041	.5505	1.7028	.4679	.0000	.0000	.0000
	50	48689.80	27735.00	$32,044.0000	101055587.00	2613410.500	5.00	16.00	2.00	1.00	6.25	4.00	.00	1.00	1.00	.00	1.00	1.00	2.99713	2.9707	60.6061	69.3122	26.7572	208.9761	1.0539	2.6560	.6959	.0000	1.0000	.0000
	75	75116.50	45905.00	$70,853.0000	168075814.50	5322697.500	10.00	23.00	2.00	1.00	20.00	5.00	1.00	1.00	1.00	.00	1.00	1.00	3.43000	3.7500	83.3333	100.0000	35.6526	235.2625	1.9848	4.3636	1.0408	.0000	1.0000	.0000

a. Multiple modes exist. The smallest value is shown