AN EXPLORATORY EXAMINATION OF THE IMPACT OF VACATION POLICY STRUCTURE ON SATISFACTION, PRODUCTIVITY, AND PROFITABILITY

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WEB APPENDIX

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Appendix A: Top 100 Companies and their rankings in the 2017 Fortune 500 list

1	Walmart	36	Procter & Gamble	71	Delta Air Lines
2	Berkshire Hathaway	37	Valero Energy	72	Best Buy
3	Apple	38	Target	73	Honeywell International
4	Exxon Mobil	39	Freddie Mac	74	Caterpillar
5	McKesson	40	Lowe's	75	Liberty Mutual Insurance Group
6	UnitedHealth Group	41	Dell Technologies	76	Morgan Stanley
7	CVS Health	42	MetLife	77	Massachusetts Mutual Life Insurance
8	General Motors	43	Aetna	78	Goldman Sachs Group
9	AT&T	44	PepsiCo	79	Energy Transfer Equity
10	Ford Motor	45	Archer Daniels Midland	80	TIAA
11	AmerisourceBergen	46	UPS	81	Oracle
12	Amazon.com	47	Intel	82	Tyson Foods
13	General Electric	48	Prudential Financial	83	United Continental Holdings
14	Verizon	49	Albertsons Cos.	84	Allstate
15	Cardinal Health	50	United Technologies	85	Publix Super Markets
16	Costco	51	Marathon Petroleum	86	American Express
17	Walgreens Boots Alliance	52	Disney	87	TJX
18	Kroger	53	Humana	88	Nike
19	Chevron	54	Pfizer	89	Exelon
20	Fannie Mae	55	AIG	90	General Dynamics
21	J.P. Morgan Chase	56	Lockheed Martin	91	Rite Aid
22	Express Scripts Holding	57	Sysco	92	Gilead Sciences
23	Home Depot	58	FedEx	93	CHS
24	Boeing	59	Hewlett Packard Enterprise	94	3M
25	Wells Fargo	60	Cisco Systems	95	Time Warner
26	Bank of America Corp.	61	HP	96	Charter Communications
27	Alphabet	62	Dow Chemical	97	Northwestern Mutual
28	Microsoft	63	HCA Holdings	98	Facebook
29	Anthem	64	Coca-Cola	99	Travelers Cos.
30	Citigroup	65	New York Life Insurance	100	Capital One Financial
31	Comcast	66	Centene		
32	IBM	67	American Airlines Group		
33	State Farm Insurance Cos.	68	Nationwide		
34	Phillips 66	69	Merck		
35	Johnson & Johnson	70	Cigna		

Appendix B: Statistical Analyses

Table 1

Summary results of t-tests and Descriptive Statistics for Policy Satisfaction, Employee Productivity, and Organizational Profitability by policy structure

Outcome	Group								
	Traditional			PTO Bank			t	p	df
	M	SD	n	M	SD	n			
Policy Satisfaction	3.8644	0.4310	59	3.8543	0.4967	35	0.104	0.917	92
Employee Productivity	147,260	338,568	59	49,704	45,972	35	2.180	0.033	92
Organizational Profitability	0.1043	0.0901	59	0.0594	0.0610	35	2.875	0.005	92

Table 2

Pearson Correlation Matrix of Policy Satisfaction, Employee Productivity, and Organizational Profitability

		Policy Satisfaction	Employee Productivity	Organizational Profitability
Policy Satisfaction	Pearson Correlation	1	0.203	0.265
	Sig. (2-tailed)		0.049	0.009
	N	95	95	95
Employee Productivity	Pearson Correlation	0.203	1	0.465
	Sig. (2-tailed)	0.049		0.000
	N	95	95	95
Organizational Profitability	Pearson Correlation	0.265	0.465	1
	Sig. (2-tailed)	0.009	0.000	
	N	95	95	95