

HRM ACROSS SECTORS

Appendix 1: Coding scheme

Variable	Explanation	Codes	Examples
Organization	Organization as described in article		
Type of organization		1= central government	Ministries, federal government
		2=state/regional/local bodies and government	County, province, municipality, water boards
		3=public education and health	Universities, schools, hospitals
		4=public security	Police, military
		5=agencies	Executive agencies, public establishments
		6=government-established private organizations	State-owned companies, government corporations
		7=manufacturing businesses	
		8=service businesses	
		9=combination of firms	Only private firms
Country	Organization's country of origin		
Practice in article	Practice as described in article		
Individual HR practices	Practices described in article. Categorized into 26 practices according to Boselie et al. (2s005).	1=training & development	Includes practices that deal with teaching employees the competencies that they need for their current and future jobs.
		2=contingent pay & rewards	Pay-for-performance, bonuses, profit-sharing, discretionary pay
		3=performance management	Also appraisal, performance metrics, performance feedback
		4=recruitment & selection	Also staffing
		5=team working & collaboration	
		6=direct participation	Empowerment, employee involvement, suggestion schemes, participative decision-making
		7='good' wages	High, or above market rate remuneration, fair pay
		8=communication & information sharing	
		9=internal promotion opportunities & labor market	
		10=job design	Also job rotation, job enrichment
		11=autonomy & decentralized decision-making	Also delegation
		12=employment security	
		13=benefits packages	Also flexibility

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		14=formal procedures	Grievances
		15=HR planning	Career and succession planning, professional development, career opportunities
		16=3financial participation	Employee stocks/shares
		17=symbolic egalitarianism	Single status/harmonization
		18=attitude survey	
		19=indirect participation	Consultation with trade unions, consultation committees, voice mechanisms
		20=diversity & equal opportunities	
		21=job analysis	
		22=socialization, induction & social activities	
		23=family-friendly policies & work-life balance (WLB)	
		24=employee exit management	Layoffs, redundancy policy
		25=professionalization and effectiveness of the HR function/department	
		26=social responsibility practices	
AMO practices	Categorization of individual HR practices in either ability-, motivation- or opportunity-enhancing practices based on previous research (e.g., Jiang et al., 2012; Lepak et al., 2006; Subramony, 2009; Vermeeren et al., 2013)	1=ability-enhancing	Recruitment & selection, training & development, job analysis
		2=motivation-enhancing	Contingent pay & rewards, performance management, 'good' wages, internal promotion opportunities & labor market, employment security, benefits packages, HR planning, financial participation, attitude survey, 3socialization, induction & social activities, family-friendly policies & WLB, social responsibility practices
		3=opportunity-enhancing	Team working & collaboration, direct participation, communication & information sharing, job design, autonomy & decentralized decision-making, formal procedures, symbolic egalitarianism, indirect participation, diversity & equal opportunities, employee exit management, professionalization, and

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			effectiveness of the HR function/department
Performance in article	Performance as described in article		
Individual performance type	Individual performance type used to measure employee performance in article.	1=in-role performance	Also pre-scribed role
		2=task performance	Also core performance
		3=contextual performance	
		4=job performance	
		5=work performance	
		6=employee performance	Also individual performance
		7=extra-role performance	Extra-role behavior
		8=OCB	
		9=helping behavior	
		10=knowledge sharing behavior	
		11=creative behavior	Creativity, creative performance
		12=innovative behavior	Also individual innovation, generation/implementation of ideas
		13=discretionary behavior	Also discretionary effort
		14=customer-oriented behavior	
		15=service behavior	Also service recovery performance, customer complaint-handling
		16=in-role patient care	
		17=extra-role patient care	
		18= job quality improvement	
Performance outcome	Performance measure related to either in-role (behavior entailing doing what one was hired to do), extra-role performance (behavior entailing going beyond the call of duty for the good of the organization) according to Wright et al. (2003). In addition, general performance includes overall measures of individual performance.	1=in-role performance	In-role performance, task performance, service behavior, in-role patient care
		2=extra-role performance	Contextual performance, extra-role performance, OCB, helping behavior, knowledge-sharing behavior, creative behavior, innovative behavior, discretionary behavior, customer-oriented behavior, extra-role patient care
		3=general performance	Job performance, work performance, employee performance, job quality improvement
Effect size	Effect size to quantify the relation between HR practice and individual performance		

## Appendix 2. Measure of Publication Bias

Relation	Egger's test		Duval and Tweedie's trim and fill test		
	<i>z</i>	<i>p</i>	ik	$\Delta r$ (fixed-effects model)	
Ability → In-role	0.38	0.70	0	-	-
Ability → Extra-role	-0.66	0.51	9	0.006	n.s.
Ability → General	-0.49	0.62	2	0.056	n.s.
Motivation → In-role	0.15	0.88	0	-	-
Motivation → Extra-role	-0.94	0.35	16	0.005	n.s.
Motivation → General	1.22	0.23	8	-0.075	A
Opportunity → In-role	0.89	0.37	3	-0.002	n.s.
Opportunity → Extra-role	0.94	0.35	7	-0.003	n.s.
Opportunity → General	0.83	0.41	0	-	-