Online Supplement 1

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Online Supplement 2

Studies Excluded From Meta-Analytic Sample and Reasons for Exclusion[a]

Authors	Year	Journal/Source	Reason for exclusion[a]
Abowd	1990	Industrial & Labor Relations Review	Measures individual HR practice
Abu-Doleh	2012	International Journal of Commerce and Management	Measures individual HR practices
Adams-Bloom	2009	The International Journal on Media Management	No organizational performance outcomes
Addison & Belfield	2001	British Journal of Industrial Relations	Measures individual HR practices
Agarwala	2003	The International Journal of Human Resource Management	No organizational performance outcomes
Ahmad, Schroeder, & Roger	2003	Journal of Operations Management	Measures individual HR practices
Akhtar, Ding, & Ge	2008	Human Resource Management	Measures individual HR practices
Alagaraja	2010	Dissertation	Case study
Alfalla-Luque, Marín-Garcia, & Medina-Lopez	2012	Universia Business Review	Measures individual HR practices
Alharthey & Rasli	2012	Asian Journal of Business Ethics	No organizational performance outcomes
Alkalha, Al-Zu'bi, Al-Dmour, Alshurideh, & Masa'deh	2012	European Journal of Economics, Finance, and Administrative Sciences	Measures individual HR practices
Allen, Shore, & Griffeth	2003	Journal of Management	Measures individual HR practices
Antonioli, Mancinelli, & Mazzanti	2013	Research Policy	No organizational performance outcomes
Appelbaum	1998	SIOP Conference	No fulltext available; author pointed to Appelbaum, Bailey, Berg, & Kalleberg (2000)

Authors	Year	Journal/Source	Reason for exclusion[a]
Appelbaum, Bailey, Berg, & Kalleberg	2000	Book: Manufacturing advantage: Why high-performance work systems pay off	No correlations for HPWS and performance outcomes
Appelbaum, Gittell, & Leana	2011	Policy paper – Employment Policy Research Network	No empirical article
Appleyard & Brown	2001	Industrial Relations	Measures individual HR practices
Apsospori, Nikandrou, Brewster, & Paplexandris	2008	The International Journal of Human Resource Management	Measures individual HR practices
Aragon-Sanchez, Barba-Aragon, & Sanz-Valle	2003	The International Journal of Human Resource Management	Measures individual HR practices
Aryee, Walumba, Seidu, & Otaye	2013	Journal of Management	Measures performance outcomes at individual level
Atteya	2012	International Journal of Business and Social Science	Measures performance outcomes at individual level
Audea, Teo, & Crawford	2000	The International Journal of Human Resource Management	Measures individual HR practices
Bai	2008	Dissertation	No organizational performance outcomes
Bailey, Berg, & Sandy	2001	Industrial & Labor Relations Review	No organizational performance outcomes
Bacon	2009	Dissertation	Measures performance outcomes at individual level
Bacon & Blyton	2001	Sociological Review	Measures individual-level outcomes
Bae, Chen, Wan, Lawler, & Walumbwa	2003	The International Journal of Human Resource Management	Multi-country sample
Ballou, Godwin, & Shortridge	2001	Working paper	No measure of HR system
Bamberger, Bacharach, & Dyer	1989	Human Resource Management	Measures individual HR practices

Authors	Year	Journal/Source	Reason for exclusion[a]
Banker, Field, Schroeder, & Sinha	1996	Academy of Management Journal	Measures individual HR practices
Banker, Lee, Potter, & Srinivasan	1996	Academy of Management Journal	Measures individual HR practices
Banks	2012	Dissertation	Measures individual-level outcomes
Barnard & Rodgers	2000	The International Journal of Human Resource Management	No organizational performance outcomes
Barksdale	1994	Dissertation	Multi-country sample
Barling, Kelloway, & Iverson	2003	Journal of Applied Psychology	No measure of HR system
Barnes	2012	Journal of Business & Economics Research	No empirical article
Bartel	2004	Industrial & Labor Relations Review	No HPWS or HR system
Bartram, Casimiri, Leggat, Stanton, Bonias, & Cheng	2009	ANZAM Conference	Measures performance outcomes at individual level
Bartram, Stanton, Leggat, Casimir, & Fraser	2007	Human Resource Management Journal	Measures individual HR practices
Bassey & Tapang	2012	International Journal of Financial Research	No HPWS or HR system
Batt	1999	Industrial & Labor Relations Review	Measures individual HR practices
Batt, Colvin, & Keefe	2002	Industrial & Labor Relations Review	Measures individual HR practices
Bayo-Moriones & Galdon-Sanchez	2010	The International Journal of Human Resource Management	No organizational performance outcomes
Bayo-Moriones & Huerta-Arribas	2002	Personnel Review	No organizational performance outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Becchetti, Gianfreda, & Pace	2012	International Review of Economics	No HPWS or HR system
Becker & Gerhart	1996	Academy of Management Journal	No empirical data on HPWS-business performance relationship
Becker & Huselid	1998	Book chapter: High performance work systems and firm performance: A synthesis of research and managerial implications.	Review
Belsito	2008	Dissertation	Measures individual HR practices
Berber & Lekovic	2013	International Journal of Innovations in Business	Measures individual HR practices; no organizational performance outcomes
Berg, Appelbaum, & Bailey	1996	Industrial Relations	No organizational performance outcomes
Berkery, Tiernan, & Armstrong	2009	International Business Research	No organizational performance outcomes
Berman, Wicks, Kotha, & Jones	1999	Academy of Management Journal	No measure of HR system
Birdi, Clegg, Patterson, Robinson, Stride, Wall, & Wood	2008	Personnel Psychology	Measures individual HR practices
Black & Lynch	2001	Review of Economics and Statistics	Measures individual HR practices
Bonias, Bartram, Leggat,& Stanton	2010	Asia Pacific Journal of Human Resources	Measures performance outcomes at individual level
Boselie	2010	International Journal of Manpower	Case study
Boselie, Dietz, & Boon	2005	Human Resource Management Journal	Review
Boselie, Paauwe, & Jansen	2001	The International Journal of Human Resource Management	Review
Boulay	2008	Dissertation	Measures individual HR practices

Authors	Year	Journal/Source	Reason for exclusion[a]
Boxall	2011	Asia Pacific Journal of Human Resources	Review
Boxall & Macky	2009	Human Resource Management Journal	Review
Boxall & Steeneveld	1999	Journal of Management Studies	Case study
Brown, Sturman, & Simmering	2003	Academy of Management Journal	Measures individual HR practices
Browne	2011	Journal of Business & Economics Research	No HPWS or HR system
Bruch, Menges, Cole, & Vogel	2009	AOM Conference	No fulltext available
Bryson, Forth, & Kirby	2005	Scottish Journal of Political Economy	No correlations provided for HR bundle and performance outcomes
Buller & McEvoy	2012	Human Resource Management Review	Theory article
Butts, Vandenberg, DeJoy, Schaffer, & Wilson	2009	Journal of Occupational Health Psychology	No organizational performance outcomes
Cabello-Medina, Lopez-Cabrales, & Valle-Cabrera	2011	The International Journal of Human Resource Management	No correlations provided for HR system and performance outcome
Cappelli & Neumark	2001	Industrial and Labor Relations Review	Measures individual HR practices; examines bundles via interactions
Castellano	2010	Dissertation	Measures individual-level outcomes
Chadwick	2007	Industrial and Labor Relations Review	Measures individual HR practices
Chadwick, Hunter, & Walston	2004	Strategic Management Journal	No HPWS or HR system, but downsizing practices.
Chandler & McEvoy	2000	Entrepreurship: Theory and Practice	Measures individual HR practices

Authors	Year	Journal/Source	Reason for exclusion[a]
Chao & Wu	2011	Journal of Global Business Management	No correlations provided for HPWS and performance outcomes
Chen, Chang, & Lee	2008	The International Journal of Human Resource Management	Measures individual HR practice
Chen & Huang	2009	Journal of Business Research	Measures individual HR practices
Chen &Wang	2010	Technology Management for Global Economic Growth Conference Proceedings	No measure of organizational performance outcomes
Chênevert & Tremblay	2009	The International Journal of Human Resource Management	Measures individual HR practices
Cheng-Hua, Shyh-Jer, & Shih-Chien	2009	Cornell Hospitality Quarterly	No organizational performance outcomes
Chuang, Dill, Morgan, & Konrad	2012	Health Services Research	No organizational performance outcomes
Chi, Wu, & Lin	2008	The International Journal of Human Resource Management	Measures individual HR practice
Cho, Woods, Jan, & Eden	2006	International Journal of Hospitality Management	Measures individual HR practices
Cho, Woods, & Mayer	2005	AOM Conference	Measures individual HR practices
Chow	2005	Thunderbird International Business Review	Multi-country sample
Clinton & Hunton	2001	Behavioral Research in Accounting	Measures individual HR practice
Colombo, Delmastro, & Rabbiosi	2007	Industrial and Corporate Change	No correlations provided for HPWS and performance outcome
Colvin, Batt, & Katz	2001	Personnel Psychology	No organizational performance outcomes
Colvin, Batt, & Keefe	2005	CAHRS working paper	Measures individual HR practices
Combs, Liu, Hall, & Ketchen	2006	Personnel Psychology	Meta-analysis

Authors	Year	Journal/Source	Reason for exclusion[a]
Contacos-Sawyer, Revels, Ciampa	2010	Online Journal of Distance Learning Administration	No organizational performance outcomes
Cooper	2012	Dissertation	Measures individual HR practices
Cormier, Magnan, & St.-Onge	2001	Working paper	Measures individual HR practices
Correia, Cunha, & Scholten	2013	European Management Journal	No HPWS or HR system
Cunha & Cunha	2009	Problems and Perspectives in Management	Multi-country sample
Cunha, Cunha, Morgado, & Brewster	2002	Working paper	Measures individual HR practices
D'Arcimoles	1997	Organization Studies	Measures individual HR practices
Dashgarzadeh, Momeni, & Taghavi	2012	Interdisciplinary Journal of Contemporary Research in Business	No organizational performance outcomes
Davis	2006	Dissertation	Measures individual HR practices
Delaney & Huselid	1996	Academy of Management Journal	Measures individual HR practices
Delery & Doty	1996	Academy of Management Journal	Measures individual HR practices
Delery, Gupta, Shaw, Jenkins, & Ganster	2000	Industrial Relations	Measures individual HR practices
Den Hartog, Boon, Verburg, & Croon	2012	Journal of Management	Measures performance outcomes at individual level
De Winne & Sels	2010	The International Journal of Human Resource Management	Measures number of HR practices, no HPWS or HR system
Dyer & Reeves	1995	The International Journal of Human Resource Management	Review
Eriksson	2001	Conference paper	Measures individual HR practices
Evans & Davis	2005	Journal of Management	Theory paper

Authors	Year	Journal/Source	Reason for exclusion[a]
Faems, Sels, De Winne, & Maes	2005	The International Journal of Human Resource Management	Measures individual HR practices
Farndale, Hope-Hailey, & Kelliher	2011	Personnel Review	No organizational performance outcomes
Ferguson	2006	Dissertation	Relevant correlations missing; exactly the same dataset as in Ferguson & Reio (2010) which is included in our sample
Fernie & Metcalf	1995	British Journal of Industrial Relations	Measures individual HR practices
Ferreira, Neira, & Vieira	2012	Procedia – Social and Behavioral Sciences	Measures individual HR practices
Fey, Björkman, & Pavlovskaya	2000	The International Journal of Human Resource Management	Measures individual HR practices
Fey, Morgulis-Yakushev, Park, & Björkman	2009	Journal of International Business Studies	Measures individual HR practices
Ford, Evans, & Masterson	2012	The Quality Management Journal	No HPWS or HR system
Furlan, Vinelli, & Dal Pont	2011	International Journal of Operations and Production Management	Multi-country sample
Gao	2011	Dissertation	Measures individual HR practices
Gahan, Michelotti, & Standing	2012	Industrial & Labor Relations Review	Measures individual HR practices
Garman, McAlearney, Harrison, Song, & McHugh	2011	Health Care Management Review	No organizational performance outcomes
Gavino	2005	Dissertaton	Measures individual-level outcomes
Gelade & Ivery	2003	Personnel Psychology	Measures individual HR practice
Gerhart & Milkovich	1990	Academy of Management Journal	Measures individual HR practices
Ghebregiorgis & Karsten	2007	The International Journal of Human Resource Management	Measures individual HR practices

Authors	Year	Journal/Source	Reason for exclusion[a]
Gibson, Porath, Benson & Lawler	2007	Journal of Applied Psychology	Measures individual HR practices
Gill	2009	Human Resource Management Review	HPWS adoption paper
Gill	2012	Personnel Review	HPWS adoption paper
Gittell, Seidner, & Wimbush	2010	Organization Science	Measures performance outcomes at individual level
Gmür & Schwerdt	2005	Zeitschrift für Personalforschung	Meta-analysis
Gomez-Mejia	1992	Strategic Management Journal	Measures individual HR practice
Gong, Chang, & Cheung	2010	Human Resource Management Journal	No organizational performance outcomes
Gong, Shenkar, Luo, & Nyaw	2005	Journal of International Business Studies	Measures HR issues, no HPWS
Gooderham, Paary, & Ringdal	2008	The International Journal of Human Resource Management	Measures individual HR practices
Gould-Williams	2006	The International Journal of Human Resource Management	Provides individual level effect sizes
Gritti & Leoni	2012	Book: Advances in the economic analysis of participatory and labor-managed firms	No organizational performance outcomes
Guerrero & Barraud-Didier	2004	The International Journal of Human Resource Management	No correlations provided for HPWS and performance outcomes
Guest, Conway, & Dewe	2004	Human Resource Management Journal	No correlations provided for HR bundles included in tree analysis and performance outcomes
Guest & Peccei	1994	British Journal of Industrial Relations	No measure of HPWS; measures HR effectiveness
Guthrie, Flood, Liu, & MacCurtain	2009	The International Journal of Human Resource Management	No correlations provided for HPWS and performance outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Guthrie, Flood, Liu, MacCurtain, & Armstrong	2011	The International Journal of Human Resource Management	No organizational performance outcomes
Haines, Jalette, Larose	2010	Industrial & Labor Relations Review	Measures individual HR practices
Han & Liao	2010	The International Journal of Human Resource Management	No organizational performance outcomes
Hansson	2007	Personnel Review	Measures individual HR practices
Harel & Tzafrir	1999	Human Resource Management	Measures individual HR practices
Harley, Sargent, & Allen	2010	Work, Employment, & Society	No organizational performance outcomes
Harris	2009	Dissertation	Measures human capital and human resource pool
Harris & Ogbonna	2001	Journal of Business Research	Measures SHRM
Hatch & Dyer	2004	Strategic Management Journal	Measures individual HR practices
Hong & Kruse	2007	AOM Conference	Measures individual HR practices
Hood	1998	AOM Conference	Measures individual HR practices
Hoque	1999	British Journal of Industrial Relations	No correlation provided for HPWS and performance outcomes
Huang	2000	The International Journal of Human Resource Management	Measures individual HR practices
Huang	2001	Personnel Review	Measures HR strategies
Hur	2007	Dissertation	No correlations provided for HR system and performance outcomes
Ichniowski & Shaw	1999	Management Science	No correlations provided for HRM system and performance outcomes; no separate analyses for USA and Japan
Ichniowski, Shaw, & Prennushi	1997	The American Economic Review	No correlations provided for HRM system and performance outcomes
Innes &Wiesner	2012	Small Enterprise Research	No organizational performance outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Jan, Marwat, & Arif	2009	Interdisciplinary Journal of Contemporary Research in Business	No organizational performance outcomes
Ji	2009	Dissertation	Measures emphasis on HR
Jian	2012	Science Research Management	No organizational performance outcomes
Jiang, Lepak, Han, Hong, Kim, &Winkler	2012	Human Resource Management Review	Review
Jiang, Lepak, Hu, & Baer	2012	Academy of Management Journal	Meta-analysis
Jimenez-Jimenez & Martinez-Costa	2009	International Journal of Operations and Production Management	No correlations provided for HR system and performance outcomes
Kalleberg & Moody	1994	American Behavioral Scientist	Measures individual HR practices
Karatepe	2012	International Journal of Hospitality Management	Measures performance outcomes at individual-level
Kashefi	2011	International Sociology	No organizational performance outcomes
Kashefi	2012	International Review of Modern Sociology	No organizational performance outcomes
Katou & Budhwar	2007	Thunderbird International Business Review	Measures individual HR practices
Katou & Budhwar	2008	Global Business and Organizational Excellence	No correlations provided for HR bundles and performance outcomes
Katz, Kochan, & Weber	1985	Academy of Management Journal	Measures individual HR practices
Keh-Luh, Chi, & Chiu	2012	International Journal of Organizational Innovation	No organizational performance outcomes
Kehoe & Wright	2013	Journal of Management	Measures individual-level outcomes
Kepes, Delery, & Gupta	2009	Personnel Psychology	Measures individual HR practices
Kesti	2012	Procedia – Economics and Finance	Measures individual HR practices
Kesti & Syvajarvi	2012	Global Science and Technology Forum Business Review	Measures individual HR practices; no organizational performance outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Khasawneh & Alzawahreh	2012	African Journal of Business Management	Provides individual-level effect sizes
Khatri	2000	The International Journal of Human Resource Management	Measures individual HR practices
Kim & Gong	2009	Human Resource Management Journal	Measures individual HR practices
Kim & Sung-Choon	2013	Asia Pacific Journal of Management	Measures individual HR practices
King-Kauanui, Ngoc, & Ashley-Coutleur	2006	Journal of Developmental Entrepreneurship	Measures individual HR practices
Kizilos, Cummings, & Cummings	2013	The Journal of Applied Behavioral Science	No correlations for HPWS and performance outcomes
Klaas, Semadeni, Klimchak, & Ward	2012	Human Resource Management	No organizational performance outcomes
Koch & McGrath	1996	Strategic Management Journal	No correlations provided for HR system and performance outcome
Konrad & Mangel	2000	Strategic Management Journal	Measures individual HR practices
Kroon, Van De Voorde, & Timmers	2012	Small Business Economics	No organizational performance outcomes
Kummerfeldt	2011	Dissertation	Case study
Kwon, Bae, & Lawler	2010	Management International Review	No organizational performance outcomes
Lätheenmäki, Storey, & Vanhala	1998	Human Resource Management Journal	Measures individual HR practices
Lake	2006	Dissertation	Measures individual HR practices
Laursen	2001	Working paper	Measures individual HR practices
Laursen & Foss	2003	Cambridge Journal of Economics	No correlations provided for HR system and performance outcome measure
Law, Tse, & Zhou	2003	Journal of International Business Studies	No HPWS or HR system

Authors	Year	Journal/Source	Reason for exclusion[a]
Lawler, Chen, Wu, Bae, & Bai	2010	Journal of International Business Studies	No organizational performance outcomes
Lee	2008	Dissertation	No organizational performance outcomes
Lee & Bang	2012	Journal of Business Administration Research	Theory paper
Lee & Chee	1996	Asia Pacific Journal of Human Resources	Measures individual HR practices
Lee, Lee, & Kang	2012	The Service Industries Journal	Measures performance outcomes at individual level
Leffakis & Schoff	2012	Industrial Engineer	No organizational performance outcomes
Leggat, Bartram, Casimir, & Stanton	2010	Health Care Management Review	Measures individual-level performance outcome
Leggat, Bartram, & Stanton	2011	Journal of Health Organization and Management	No organizational performance outcomes
Leoni	2011	Industrial & Labor Relations Review	Provides individual-level effect sizes
Lertxundi & Landeta	2011	The International Journal of Human resource Management	Multi-country sample
Lewin	2002	AOM Conference	No correlations for HPWS and performance outcomes
Li	2003	The International Journal of Human Resource Management	Measures individual HR practices
Li, Zhao, & Liu	2006	International Journal of Manpower	Measures individual HR practices
Liao & Chuang	2004	Academy of Management Journal	Measures individual HR practices
Liao	2005	Personnel Review	Measures HRM control systems
Lincoln & Kalleberg	1996	Industrial & Labor Relations Review	Measures individual HR practices
Litz & Stewart	2000	Entrepreneurship: Theory and Practice	Measures individual HR practice
Liu	2004	Dissertation	Measures individual-level outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Long, & Ismail	2011	The International Journal of Human Resource Management	No HPWS or HR system
Lopez, Peon, & Ordas	2005	Human Resource Development International	Measures individual HR practices
Lowe, Delbridge, & Oliver	1997	Organization Studies	No examination of HR-performance relationship
Luthans	1997	Dissertation	Measures individual HR practices; factor analysis to determine conceptual groupings of practices, but no relationships tested with an index of these practices or either of the conceptual groupings
Luthans & Sommer	2005	Journal of Managerial Issues	Measures individual HR practices
Mabey	2008	Journal of International Business Studies	Multi-country sample
MacDuffie	1995	Industrial and Labor Relations Review	Multi-country sample
Macneil	2009	Nova	Case study
Mak & Akhtar	2003	Journal of American Academy of Business	Measures individual HR practices
Martell	1989	Dissertation	Measures individual HR practices
Martell & Carroll	1995	Human Resource Management	Measures individual HR practices
Martin	2011	Dissertation	Measures subjective employee outcome (i.e., intention to quit)
Martynov & Zhao	2010	International Journal of Strategic Change Management	Theory paper
Mavondo, Chimhanzi, & Stewart	2005	European Journal of Marketing	No measure of HR system
McNabb & Whitfield	1997	Organization Studies	Measures individual HR practices
McNabb & Whitfield	2001	Journal of Management Studies	No correlations provided for HR bundle and performance outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Menon	2012	International Journal of Manpower	Measures individual HR practices
Meyer & Smith	2000	Canadian Journal of Administrative Sciences	Measures individual-level employee commitment
Miah & Bird	2007	The International Journal of Human Resource Management	Measures individual HR practices
Michel	1995	Dissertation	Measures individual HR practices
Michie & Sheehan	1999	Industrial and Corporate Change	No correlations for HR systems and performance outcomes
Michie & Sheehan	2003	Cambridge Journal of Economics	No correlations for HR systems and performance outcomes
Michie & Sheehan	2005	The International Journal of Human Resource Management	No correlations for HR index and performance outcomes
Michie & Sheehan-Quinn	2001	British Journal of Management	No correlations for HR systems and performance outcomes
Minbaeva, Pedersen, Björkman, Fey, & Park	2003	Journal of International Business Studies	Measures individual HR practices
Minh	2011	Dissertation	Measures performance outcomes at individual level
Misra	2012	Dissertation	Measures team-level outcomes
Moncarz, Zhao, & Kay	2009	International Journal of Contemporary Hospitality Management	Measures individual HR practices
Montemayor	1996	Journal of Management	Measures individual HR practices
Morisihima	1998	Industrial Relations Research Association Conference Proceedings	No correlations provided for HR bundles and performance outcome
Muduli	2012	Global Management Journal	Examines single plant; individual-level measures

Authors	Year	Journal/Source	Reason for exclusion[a]
Müller-Camen, Mayrhofer, Ledolter, Strunk, & Erten	2003	Book chapter: Unternehmenserfolg und Personalmanagement – Eine international vergleichende empirische Analyse	Measures individual HR practices; multi-country sample
Mullins	2011	Dissertation	No organizational performance outcomes
Murphy	2006	Dissertation	Qualitative study
Murphy &Williams	2010	Journal of Food Service Business Research	Qualitative study
Murray & Gerhart	1998	Academy of Management Journal	Measures individual HR practices
Nigam, Nongmaithem, Sharma, & Tripathi	2011	Journal of Indian Business Research	Analysis conducted on respondent level, not firm level
Nikandrou, Apospori, Panayotopoulou, Stavrou, & Papaexandris	2008	The International Journal of Human Resource Management	Measures individual HR practices
Nkomo	1983	Dissertation	Measures individual HR practice
Noble	2000	Dissertation	Measures individual HR practices
Nowicki	2001	Dissertation	Measures individual HR practices
Omolo, Oginda & Otengah	2013	International Journal of Business and Social Science	Measures individual HR practices
Ostrow	1992	Dissertation	Measures individual HR practices
Ou, Liu, Hung, & Yen	2010	International Journal of Operations and Production Management	HR measure covers mostly practices related to quality management; no correlations for HR-performance relationship provided
Paauwe	2004	Book: HRM and performance. Achieving long-term viability	Review
Panayotopoulou, Bourantas & Papalexandris	2003	The International Journal of Human Resource Management	No HPWS or HR system

Authors	Year	Journal/Source	Reason for exclusion[a]
Park, Mitsuhashi, Fey, & Björkman	2003	The International Journal of Human Resource Management	Multi-country sample
Patterson, Rick, Wood, Carroll, Balain, & Booth	2010	Health Technology Assessment	Review
Paul & Anantharaman	2003	The International Journal of Human Resource Management	Measures individual HR practices
Pelayo-Maciel, Calderon-Hernandez, & Serna-Gomez	2012	China-USA Business Review	No HPWS or HR system
Peretz & Fried	2012	Journal of Applied Psychology	Measures individual HR practices
Perry-Smith & Blum	2000	The International Journal of Human Resource Management	Measures individual HR practices
Pfau & Cohen	2003	Consulting Psychology Journal: Practice and Research	Multi-country sample
Phoocharoon	1995	Dissertation	No HPWS or HR system
Piekkola	2005	International Journal of Manpower	Measures individual HR practices
Purwadi	2012	Procedia – Social and Behavioral Sciences	No empirical study
Qiao, Khilji, & Wang	2009	The International Journal of Human Resource Management	No organizational performance outcomes
Rajagopalan	1996	Strategic Management Journal	Measures individual HR practices
Ramsay, Scholarios, & Harley	2000	British Journal of Industrial Relations	No correlations provided for HR systems and performance outcomes; workplace-level data
Rawash &Saydam	2012	International Journal of Business and Social Science	Measures E-HRM
Ridder, Baluch & Piening	2012	Human Resource Management Review	Theory paper
Rizov & Croucher	2009	Cambridge Journal of Economics	Multi-country sample

Authors	Year	Journal/Source	Reason for exclusion[a]
Robbins, Garman, Song, & Mcalearney	2012	Quality Management in Health Care	Qualitative study
Roca-Puig, Beltran-Martin, & Cipres	2012	Personnel Review	Measures human capital
Roca-Puig, Beltran-Martin, Escrig-Tena, & Bou-llusar	2007	Personnel Review	No HPWS or HR system
Rodrigues	2005	Indian Journal of Industrial Relations	Measures human resource development climate
Rodriguez & Ventura	2003	The International Journal of Human Resource Management	No correlations provided for HR system and performance outcomes
Rodwell & Teo	2008	The International Journal of Human Resource Management	Measures individual HR practices
Rogg, Schmidt, Shull, & Schmitt	2001	Journal of Management	Measures individual HR practices
Roh	2010	Dissertation	Measures individual HR practices
Rondeau & Wagar	2001	Health Services Management Research	No correlations provided for HR bundles and performance outcomes
Russell, Terborg, & Powers	1985	Personnel Psychology	Measures individual HR practices
Selden, Thompson, & Schimmoeller	2013	Personnel Review	Measures individual HR practices; state as unit of analysis
Sels, De Winne, Maes, Delmotte, Feams, & Forrier	2006	Journal of Management Studies	Same sample as in Sels, L., De Winne, S., & Delmotte, J. (2006) included in our meta-analytic sample
Shaw	2004	Innovation Policy and the Economy	Qualitative study
Shaw, Delery, Jenkins, & Gupta	1998	Academy of Management Journal	Measures individual HR practices
Shaw, Gupta, & Delery	2002	Strategic Management Journal	Measures individual HR practices in both studies

Authors	Year	Journal/Source	Reason for exclusion[a]
Sheppeck	1998	AOM Best Paper Proceedings	Theory paper
Sheppeck & Militello	2000	Human Resource Management	Theory paper
Shih, Chiang, & Hsu	2006	International Journal of Manpower	Measures individual HR practices
Shih, Chiang, & Hsu	2010	The International Journal of Human Resource Management	No organizational performance outcomes
Shih, Chiang, & Hsu	2013	Journal of Business Research	No organizational performance outcomes
Sim	1996	Dissertation	Measures individual HR practices
Simmons & Frick	2013	Industrial & Labor Relations Review	Measures individual HR practices
Singh	2004	Asia Pacific Journal of Human Resources	Measures individual HR practices
Skaggs & Youndt	2004	Strategic Management Journal	Measures human capital
Snape & Redman	2010	Journal of Management Studies	Measures individual-level outcomes
Snell	1991	Conference paper	Measures HRM control
Snell & Dean	1992	Academy of Management Journal	Measures individual HR practices
Snell & Youndt	1995	Journal of Management	Measures HRM control systems
Som	1998	The International Journal of Human Resource Management	Measures individual HR practices
Spaulding	2011	Dissertation	Measures individual HR practices
Spencer	1986	Academy of Management Journal	Measures individual HR practices
Stavrou	2005	Journal of Organizational Behavior	No measure of relevant HR system
Stavrou & Brewster	2005	Management Revue	Measures individual HR practices
Steingruber	1996	Dissertation	Measures individual HR practice
Stirpe, Bonache, & Oberty	2010	ICERI2010 Proceedings	Multi-country sample
Stock-Homburg, Herrmann, & Bieling	2009	Die Unternehmung	Review

Authors	Year	Journal/Source	Reason for exclusion[a]
Storey	2002	Omega – International Journal of Management Science	Measures individual HR practices
Stup	2006	Dissertation	Measures individual-level outcomes
Subramony	2009	Human Resource Management	Meta-analysis
Subramony, Krause, Norton & Burns	2008	Journal of Applied Psychology	Measures individual HR practice
Takeuchi	2002	AOM Conference	Measures individual-level outcomes
Takeuchi, Chen, & Lepak	2009	Personnel Psychology	Measures individual-level outcomes
Takeuchi, Marinova, Lepak, & Moon	2004	AOM Conference Proceedings	No organizational performance outcomes
Tan & Nasurdin	2011	Electronic Journal of Knowledge Management	Measures individual HR practices
Tavitiyaman	2010	Dissertation	No HPWS or HR system
Teo & Wang	2007	Book chapter: Human capital, social capital and firm performance in Chinese SMEs	No measure of HR system
Terpstra & Rozell	1993	Personnel Psychology	Measures individual HR practices
Theriou & Chatzoglou	2009	Journal of Workplace Learning	No correlations provided for HR system and performance outcomes
Torre & Solari	2012	The International Journal of Human Resource Management	No organizational performance outcomes
Tregaskis, Daniels, Glover, Butler, & Meyer	2012	British Journal of Management	No organizational performance outcomes
Tremblay & Chênevert	1993	Group & Organization Management	Measures individual HR practices
Tsai	2006	The International Journal of Human Resource Management	No correlations provided for HR systems and performance outcomes

Authors	Year	Journal/Source	Reason for exclusion[a]
Tsai, Chuang, & Chin	2008	The Business Review	No correlations provided for HR system and performance outcome
Tsui, Pearce, Porter, & Tripoli	1997	Academy of Management Journal	Measures individual-level performance outcomes
Tzafrir	2005	The International Journal of Human Resource Management	Measures individual HR practices
Tzafrir	2006	Journal of Managerial Psychology	Measures individual HR practices
Uysal	2008	The Journal of American Academy of Business	Measures individual HR practices
Vandenberg, Richarson, & Eastman	1999	Group & Organization Management	Multi-country sample
Vanhala & Tuomi	2006	Management Revue	Measures individual HR practices
Varma, Beatty, Schneier, & Ulrich	1999	Human Resource Planning	Measures individual HR practices
Vasilaki, Smith, Giangreco, & Carugati	2012	European Journal of Cross-Cultural Competence Management	Ethnographic study
Veld, Pauuwe, & Boselie	2010	Human Resource Management Journal	No organizational performance outcomes
Vlachos	2008	The International Journal of Human Resource Management	Measures individual HR practices
Vogus & Welbourne	2003	Journal of Organizational Behavior	Measures individual HR practices
Wang, Chiang, & Tung	2012	International Journal of Organizational Innovation	No empirical study
Wang, Yi, Lawler, & Zhang	2011	The International Journal of Human Resource Management	Measures individual HR practices; no organizational performance outcomes
Wei & Lau	2010	Human Relations	Measures HPWS using HR fit and alignment
Wei, Liu, Zhang, & Chiu	2008	Human Resource Management	No HPWS
Welbourne & Andrews	1996	Academy of Management Journal	Measures individual HR practice

Authors	Year	Journal/Source	Reason for exclusion[a]
Werner	1997	AOM Conference	Theory paper
West & Patterson	1999	New Economy	Measures individual HR practices
West, Patterson, Pillinger, & Nickell	1999	Working paper	Measures individual HR practices
White	1998	Dissertation	Measures individual HR practices
Whitener	2001	Journal of Management	Measures individual-level outcome and individual HR practices
Wood, Holman, & Stride	2006	British Journal of Industrial Relations	Measures individual HR practices
Wood & Menezes	1998	Human Relations	No correlations provided for HPWS and performance outcomes
Wood & Menezes	2008	The International Journal of Human Resource Management	Measures individual HR practices
Wright, Gardner, & Moynihan	2003	Human Resource Management Journal	Multi-country sample
Wright, McCormick, Sherman, & McMahan	1999	The International Journal of Human Resource Management	Measures individual HR practices
Wright, McMahan, McCormick, & Sherman	1998	Human Resource Management	No measure of HPWS; measures HR effectiveness
Wright, McMahan, & McWilliams	1994	The International Journal of Human Resource Management	Theory paper
Wu & Chaturvedi	2009	Journal of Management	No organizational performance outcomes
Xiaoya, Marler, & Zhiyu	2012	Academy of Management Perspectives	Qualitative study
Xoing, Yuan, Zhang, & Fan	2010	International Conference on Engineering and Business Management	Review
Yalabik, Chen, Lawler, & Kim	2008	Industrial Relations	Multi-country sample

Authors	Year	Journal/Source	Reason for exclusion[a]
Yang & Lin	2009	The International Journal of Human Resource Management	Measures individual HR practices
Yasmin	2008	Japanese Journal of Administrative Science	Measures individual HR practices
Zeitoun & Pamini	2011	AOM Conference Proceedings	No fulltext available
Zheng	2001	International Journal of Organisational Behaviour	Measures individual HR practices
Zheng, Morrison, & O'Neill	2006	The International Journal of Human Resource Management	Measures individual HR practices
Zheng, O'Neill, & Morrison	2009	Personnel Review	No correlations provided for HR system and performance outcomes
Zhu	2010	Dissertation	Measures individual HR practices

Note. This list of 363 excluded studies is not exhaustive because of the very large number of studies that were initially identified as potentially relevant, but which were later excluded because they failed to satisfy one or more study inclusion criteria.

[a] Only the primary reason for exclusion is shown. Other reasons for exclusion may also apply.

Online Supplement 3

Comparison of HPWS Content Between the United States and China

HPWS practice	United States Sample 1[a] (*n* = 7)	United States Sample 2[b] (*n* = 7)	China Sample 1[c] (*n* = 7)	China Sample 2[d] (*n* = 7)	United States Range	China Range	Overlap between China and United States ranges?
Compensation							
Pay for performance (in general)	●●	●●●	●	●●	2-3	1-2	Yes
Individual-based pay for performance (results-based and/or merit-based)	●●●	●●●●●	●	●●●●	3-5	1-4	Yes
Team-based pay for performance (results-based)	●	●●	●●●	●	1-2	1-3	Yes
Organization-based pay for performance (results-based; e.g., gain-sharing, profit-sharing, stock plans)	●●●●	●●	●●●●●	●●●	2-4	3-5	Yes
Compensation (in general)			●		0-0	0-1	Yes
Competitive compensation	●	●●●	●	●●	1-3	1-2	Yes
Pay level	●	●		●	1-1	0-1	Yes
Skill-based pay	●			●	0-1	0-1	Yes
Pay dispersion				●●	0-0	0-2	Yes
Flexible compensation structure				●	0-0	0-1	Yes
Retention-related remuneration package				●	0-0	0-1	Yes
Fringe benefits		●●●			0-3	0-0	Yes

HPWS practice	United States Sample 1[a] (*n* = 7)	United States Sample 2[b] (*n* = 7)	China Sample 1[c] (*n* = 7)	China Sample 2[d] (*n* = 7)	United States Range	China Range	Overlap between China and United States ranges?
Employee relations							
Participation (in general)			●	●	0-0	1-1	No
Decentralized decision making/Discretion in decision making/Empowerment	●	●●●	●●●●●	●●●	1-3	3-5	Yes
Formal participation processes (e.g., problem-solving groups, quality improvement groups, roundtable discussions, suggestion systems, labor-management)	●●●●●	●●●●	●●●●●●	●●●●	4-5	4-6	Yes
Grievance procedures/complaint resolution systems	●●●●			●●	0-4	0-2	Yes
Regular employee surveys	●●			●●●	0-2	0-3	Yes
Information sharing/Communication	●●●	●●●●	●●●●●●	●●●●●●	3-4	6-6	No
Work in teams	●●	●	●●●	●●●	1-2	3-3	No
Social activities for employees		●		●	0-1	0-1	Yes
Flexible work schedules		●			0-1	0-0	Yes
Job security	●	●●●	●●●	●●	1-3	2-3	Yes
Competitive degree of participation			●		0-0	0-1	Yes

HPWS practice	United States Sample 1[a] (*n* = 7)	United States Sample 2[b] (*n* = 7)	China Sample 1[c] (*n* = 7)	China Sample 2[d] (*n* = 7)	United States Range	China Range	Overlap between China and United States ranges?
Performance management							
Formal performance appraisal (in general)	●●●●	●●●●●	●●●	●●●	4-5	3-3	No
Results-based performance appraisal		●	●●●	●●●	0-1	3-3	No
Developmental and behavior-based performance appraisal	●●●		●●	●●●	0-3	2-3	Yes
Performance appraisal emphasizing group achievement		●	●	●	0-1	1-1	Yes
Performance appraisal emphasizing long-term achievement		●	●	●●	0-1	1-2	Yes
Performance appraisal considering employees' coordination with others			●		0-0	0-1	Yes
Formal performance feedback from more than one source	●				0-1	0-0	Yes
Competitive performance appraisal system			●		0-0	0-1	Yes
Goal setting				●	0-0	0-1	Yes

HPWS practice	United States Sample 1[a] (*n* = 7)	United States Sample 2[b] (*n* = 7)	China Sample 1[c] (*n* = 7)	China Sample 2[d] (*n* = 7)	United States Range	China Range	Overlap between China and United States ranges?
Recruitment and selection							
Selectivity in recruitment (in general)	●	●●	●●●	●●●	1-2	3-3	No
Definition of qualitative staff requirements			●	●	0-0	1-1	No
Screening devices (e.g., tests, interviews)	●●●	●●	●	●●●	2-3	1-3	Yes
Screening for presence of necessary skills				●	0-0	0-1	Yes
Screening for long-term potential		●	●	●	0-1	1-1	Yes
Selection based on specific applicant characteristics	●		●		0-1	0-1	Yes
Selection based on skill variety/experience variety			●●		0-0	0-2	Yes
Selection based on fit	●●				0-2	0-0	Yes
Different recruiting sources	●				0-1	0-0	Yes
Different selection criteria	●				0-1	0-0	Yes
Involvement of top management in recruitment and hiring process		●			0-1	0-0	Yes
Number of qualified applicants			●	●	0-0	1-1	No
Competitive degree of selectivity in recruitment			●		0-0	0-1	Yes

HPWS practice	United States Sample 1[a] (*n* = 7)	United States Sample 2[b] (*n* = 7)	China Sample 1[c] (*n* = 7)	China Sample 2[d] (*n* = 7)	United States Range	China Range	Overlap between China and United States ranges?
Training and development							
Extensive training (e.g., amount, expenses, programs)	●●●	●●●●●●	●●●●●●	●●●●●●	3-6	6-6	Yes
Long-term oriented training	●			●	0-1	0-1	Yes
Training that supports strategic changes			●		0-0	0-1	Yes
Cross-functional training	●		●●●	●●	0-1	2-3	No
Company-specific training	●	●			1-1	0-0	No
Technical training				●	0-0	0-1	Yes
Non-technical training/Soft skills training	●●	●	●	●	1-2	1-1	Yes
On-the-job training				●	0-0	0-1	Yes
Training/Orientation for new hires	●	●●	●●●	●●●	1-2	3-3	No
Management development				●	0-0	0-1	Yes
Training to increase promotability		●	●●	●	0-1	1-2	Yes
Mentoring	●●				0-2	0-0	Yes
Competitive extensiveness of training			●		0-0	0-1	Yes
Opportunities for outside training/courses	●				0-1	0-0	Yes
Support for attending external courses	●	●			1-1	0-0	No
Evaluation of training effectiveness		●			0-1	0-0	Yes

HPWS practice	United States Sample 1[a] (*n* = 7)	United States Sample 2[b] (*n* = 7)	China Sample 1[c] (*n* = 7)	China Sample 2[d] (*n* = 7)	United States Range	China Range	Overlap between China and United States ranges?
Promotion							
Internal promotion	●●●●●	●●●	●●●●	●●●	3-5	3-4	Yes
Internal labor market	●		●	●●	0-1	1-2	Yes
Career planning/clear career paths		●	●●●	●●	0-1	2-3	No
Merit-based promotion	●●	●●	●●	●●	2-2	2-2	Yes
Promotion based on merit and seniority				●	0-0	0-1	Yes
Various positions to be promoted to	●	●	●●	●	1-1	1-2	Yes
Competitive career opportunities			●		0-0	1-0	Yes

Note. For comparison reasons, samples of similar sizes were drawn randomly without replacement from the United States and the Chinese studies included in our meta-analytic sample. A ● represents an instance where a particular HPWS practice (indicated on the left-most column) was measured in these study samples. An HPWS practice not marked by a ● in the table does not necessarily mean that it does not occur in the respective country, but rather that it has not been mentioned specifically in the respective study sample – either because a more general category was used or because it was not assessed in the study sample. Only studies with HPWS content information are included. This table can only serve as an illustration of the HPWS content in the United States and China. As different studies provide information in varying detail, a comparison of (relative) frequencies between countries is not possible.

[a] Studies included: Chadwick, 2007; Collins & Smith, 2006; Gardner, Moynihan, Park, & Wright, 2001; Guthrie, Datta, & Wright, 2004; McClean & Collins, 2011; Richard & Johnson, 2004; Wright, Gardner, Moynihan, & Allen, 2005.

[b] Studies included: Chandler, Keller, & Lyon, 2000; Ericksen, 2007; Lam & White, 1998; Messersmith, 2008; Moynihan, Gardner, & Wright, 2002; Patel, Messersmith, & Lepak, 2012; Shaw, Dineen, Fang, & Vellella, 2009, Study 2.

[c] Studies included: Chang, 2007; Chang, Gong, Way, & Jia, 2012; Gong, Law, Chang, & Xin, 2009; Su & Wright, 2012; Sun & Pan, 2011; Wei & Lau, 2008; Zhang & Li, 2009.

[d] Studies included: Björkman & Xiucheng, 2002; Chow, Huang, & Liu, 2008; Gong, Zhou, & Chang, 2013; Hong, Zhou, & Liu, 2013; Lin, 2012; Ngo, Lau, & Foley, 2008; Sun, Aryee, & Law, 2007.

Online Supplement 4

Percentage of HPWS Practices in HPWS Content Areas Across Countries with the Most Effect Sizes

	Canada	China	South Korea	Spain	United Kingdom	United States
Percent Compensation	18	13	21	15	7	19
Percent Employee relations	28	26	31	31	25	28
Percent Performance management	4	10	9	15	10	9
Percent Training and development	13	14	16	16	25	16
Percent Promotion	5	8	4	3	2	5
Percent Recruitment and selection	20	12	7	11	6	12

Correlations Among Percentages of HPWS Practices in HPWS Content Areas Across Countries with the Most Effect Sizes

	Canada	China	South Korea	Spain	United Kingdom	*K* for country
Canada						7
China	.83					16
South Korea	.77	.92				8
Spain	.74	.95	.91			13
United Kingdom	.48	.78	.73	.79		13
United States (U.S.)	.89	.94	.97	.92	.72	48

Average *r* in matrix: .82
Average *r* of non-U.S. countries with U.S.: .89

Online Supplement 5

Relationship Between National Culture and HPWS-Business Performance Effect Sizes (*r*) Excluding Control Variables

(Variance-known 3-Level HLM Estimates, Fisher *z* Transformed *r*'s)

Country-level characteristics	*K*	$N_{countries}$	*B*	*SE*	*t*	Study-level (level-2) variance	Country-level (level-3) variance	% Country-level variance explained	% Total variance explained[a]
Power distance	147	23	.170*	.082	2.08	.026	.009	29.6%	9.9%
In-group collectivism	147	23	.102*	.034	2.99	.026	.007	44.7%	14.9%
Performance orientation	147	23	-.120	.117	-1.02	.026	.011	13.8%	4.6%

Note. *K* = number of studies; $N_{countries}$ = number of countries; *B* = unstandardized/raw regression coefficient; *SE* = standard error (robust); *t* = *t* statistic. Robust standard errors are reported, except where noted. For the national culture dimensions, the practices scores from the GLOBE data were used.

[a] "% Total variance explained" calculated as product of intraclass correlation (*ICC*) (% variance explained by country) and % country-level variance explained. *ICC* (% variance explained by country) is .323 (32.3%) for null model without explanatory variables (*K* = 156, $N_{countries}$ = 29) and .334 (33.4%) for models with national culture variables.

* $p < .05$

Relationship Between National Culture * Cultural Tightness-Looseness and HPWS-Business Performance Effect Sizes (*r*)

Excluding Control Variables (Variance-known 3-Level HLM Estimates, Fisher *z* Transformed *r*'s)

Country-level characteristics	*K*	$N_{countries}$	*B*	*SE*	*t*	Study-level (level-2) variance	Country-level (level-3) variance	% Country-level variance explained	% Total variance explained[a]
Power distance			.410*	.147	2.80				
Cultural tightness-looseness[b]			.369*	.130	2.84				
Power distance * cultural tightness-looseness[c]	131	19	-.067*	.025	-2.73	.029	.000	100.0%	32.9%
In-group collectivism			.186	.133	1.39				
Cultural tightness-looseness[b]			.069	.108	0.64				
In-group collectivism * cultural tightness-looseness[c]	131	19	-.014	.020	-0.71	.026	.008	34.6%	11.4%
Performance orientation			-.692*	.200	-3.45				
Cultural tightness-looseness[b]			-.411*	.139	-2.96				
Performance orientation * cultural tightness-looseness[c]	131	19	.098*	.032	3.11	.026	.002	83.5%	27.5%

Note. *K* = number of studies; $N_{countries}$ = number of countries; *B* = unstandardized/raw regression coefficient; *SE* = standard error; *t* = *t* statistic. Robust standard errors were not available. For the national culture dimensions, the practices scores from the GLOBE data were used.

[a] "% Total variance explained" calculated as product of intraclass correlation (*ICC*) (% variance explained by country) and % country-level variance explained. *ICC* (% variance explained by country) is .323 (32.3%) for null model without explanatory variables (*K* = 156, $N_{countries}$ = 29) and .329 (32.9%) for models with national culture * cultural tightness-looseness interaction.

[b] Higher scores in cultural tightness-looseness correspond to greater tightness of national cultures.

[c] "% Country-level variance explained" and "% Total variance explained" values pertain to inclusion of main effects and interaction effect in the model.

* $p < .05$

Relationship Between Institutional Flexibility and HPWS-Business Performance Effect Sizes (*r*) Excluding Control Variables

(Variance-known 3-Level HLM Estimates, Fisher *z* Transformed *r*'s)

Country-level characteristics	*K*	$N_{countries}$	*B*	*SE*	*t*	Study-level (level-2) variance	Country-level (level-3) variance	% Country-level variance explained	% Total variance explained[a]
Institutional flexibility	156	29	.009	.015	0.63	.026	.012	4.2%	1.3%
Lack of burdensome government regulation	156	29	.031	.049	0.62	.026	.012	5.9%	1.9%
Flexibility in hiring and firing	156	29	.019	.035	0.54	.026	.012	1.3%	0.4%
Flexibility in wage determination	156	29	.023	.038	0.59	.026	.012	3.6%	1.2%

Note. *K* = number of studies; $N_{countries}$ = number of countries; *B* = unstandardized/raw regression coefficient; *SE* = standard error (robust); *t* = *t* statistic. Robust standard errors are reported. Institutional flexibility scale is the sum of the *z* scores of lack of burdensome government regulation, flexibility in hiring and firing, and flexibility in wage determination.

[a] "% Total variance explained" calculated as product of intraclass correlation (*ICC*) (% variance explained by country) and % country-level variance explained. *ICC* (% variance explained by country) is .323 (32.3%) for null model without explanatory variables (*K* = 156, $N_{countries}$ = 29) and .323 (32.3%) for models with institutional flexibility variables.

* $p < .05$

Relationship Between Other National Culture Dimensions and HPWS-Business Performance Effect Sizes (*r*)

Excluding Control Variables

(Variance-known 3-Level HLM Estimates, Fisher *z* Transformed *r*'s)

Country-level characteristics	*K*	$N_{countries}$	*B*	*SE*	*t*	Study-level (level-2) variance	Country-level (level-3) variance	% Country-level variance explained	% Total variance explained[a]
Assertiveness	147	23	.035	.078	0.45	.026	.013	0.0%	0.0%
Future orientation	147	23	-.060	.119	-0.51	.026	.012	9.7%	3.3%
Gender egalitarianism	147	23	.082	.091	0.90	.025	.013	0.0%	0.0%
Humane orientation	147	23	-.090	.077	-1.17	.026	.012	10.6%	3.5%
Institutional collectivism	147	23	-.055	.068	-0.80	.026	.013	1.9%	0.7%
Uncertainty avoidance	147	23	-.063	.088	-0.72	.025	.013	0.5%	0.2%

Note. *K* = number of studies; $N_{countries}$ = number of countries; *B* = unstandardized/raw regression coefficient; *SE* = standard error (robust); *t* = *t* statistic. Robust standard errors are reported, except where noted. For the national culture dimensions, the practices scores from the GLOBE data were used.

[a] "% Total variance explained" calculated as product of intraclass correlation (*ICC*) (% variance explained by country) and % country-level variance explained. *ICC* (% variance explained by country) is .323 (32.3%) for null model without explanatory variables (*K* = 156, $N_{countries}$ = 29 and .334 (33.4%) for models with national culture variables.

* $p < .05$

Online Supplement 6

Means, Standard Deviations, and Correlations (Study-level) Including Other National Culture Dimensions

	Variables	*N*	Mean	*SD*	1	2	3	4	5	6	7
1	Effect size *r*	156	.28[a]	.17							
2	Performance orientation	147	4.36	.28	-.12						
3	In-group collectivism	147	4.78	.71	.27*	-.10					
4	Power distance	147	5.07	.30	.20*	-.47*	.64*				
5	Future orientation	147	4.02	.34	-.12	.45*	-.48*	-.58*			
6	Gender egalitarianism	147	3.28	.30	-.00	-.09	-.62*	-.54*	.41*		
7	Assertiveness	147	4.25	.34	-.11	.05	-.32*	-.10	.16	.06	
8	Institutional collectivism	147	4.35	.39	.05	.49*	.26*	-.02	.22*	-.38*	-.58*
9	Humane orientation	147	4.03	.38	-.06	.51*	-.07	-.45*	.32*	.03	-.37*
10	Uncertainty avoidance	147	4.29	.42	-.00	.33*	-.08	-.45*	.32*	.34*	-.48*
11	Cultural tightness-looseness[b]	135	6.32	1.94	.23*	.07	.65*	.54*	.09	-.46*	-.46*
12	Lack of burdensome government regulation	156	3.39	.60	.09	.73*	.10	-.45*	.34*	.19*	-.10
13	Flexibility of wage determination	156	5.15	.81	.10	.60*	-.16	-.21*	.41*	.20*	-.05
14	Ease of hiring and firing	156	4.23	1.00	-.00	.64*	-.36*	-.59*	.53*	.44*	.34*
15	Institutional flexibility	156	.91	2.31	.06	.74*	-.20*	-.49*	.50*	.34*	.11

	Variables	8	9	10	11	12	13	14
16	Humane orientation	.46*						
17	Uncertainty avoidance	.23*	.27*					
18	Cultural tightness-looseness[b]	.62*	.15	.10				
19	Lack of burdensome government regulation	.28*	.40*	.57*	.14			
20	Flexibility of wage determination	.40*	.36*	.19*	.30*	.56*		
21	Ease of hiring and firing	-.02	.48*	.20*	-.18*	.67*	.71*	
22	Institutional flexibility	.22*	.48*	.34*	.06	.83*	.86*	.93*

[a] Mean unweighted correlation.
[b] Higher scores in cultural tightness-looseness correspond to greater tightness of national cultures.
* $p < .05$

Online Supplement 7

Relationship Between Other National Culture Dimensions and HPWS-Business Performance Effect Sizes (*r*)

(Variance-known 3-Level HLM Estimates, Fisher *z* Transformed *r*'s)

Country-level characteristics	*K*	$N_{countries}$	*B*	*SE*	*t*	Study-level (level-2) variance	Country-level (level-3) variance	% Country-level variance explained	% Total variance explained[a]
Assertiveness	145	23	.027	.092	0.30	.023	.018	0.0%	0.0%
Future orientation	145	23	-.109	.132	-0.83	.023	.015	16.3%	7.2%
Gender egalitarianism	145	23	.083	.097	0.85	.023	.018	0.0%	0.0%
Humane orientation	145	23	-.094	.080	-1.17	.023	.016	9.6%	4.3%
Institutional collectivism	145	23	-.068	.090	-0.76	.023	.017	4.1%	1.8%
Uncertainty avoidance	145	23	-.094	.094	-1.01	.023	.017	4.2%	1.8%

Note. *K* = number of studies; $N_{countries}$ = number of countries; *B* = unstandardized/raw regression coefficient; *SE* = standard error (robust); *t* = *t* statistic. Robust standard errors are reported, except where noted. For the national culture dimensions, the practices scores from the GLOBE data were used. Controls for industry, level of analysis, and HPWS content are included.

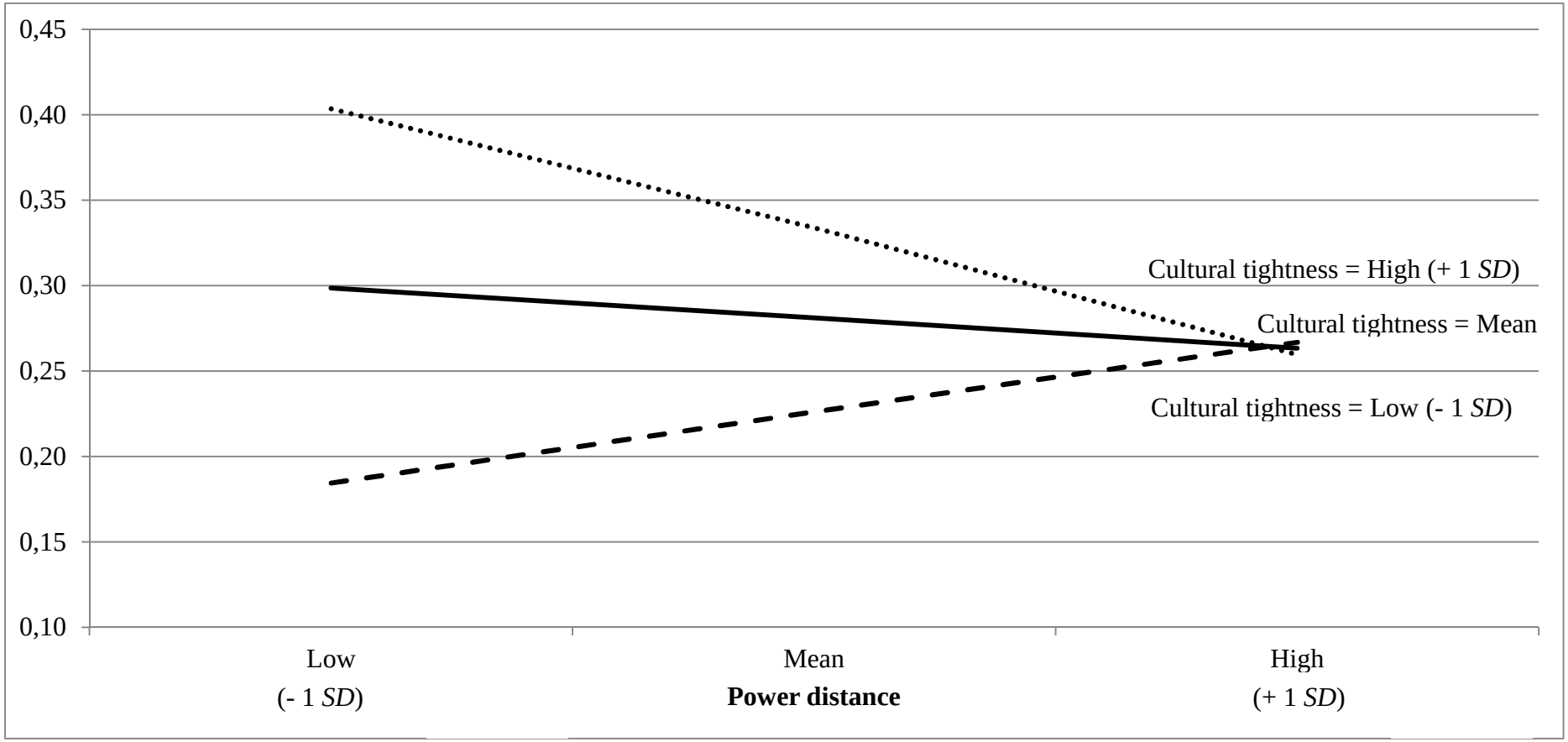
[a] "% Total variance explained" calculated as product of intraclass correlation (*ICC*) (% variance explained by country) and % country-level variance explained. *ICC* (% variance explained by country) is .323 (32.3%) for null model without explanatory variables (*K* = 156, $N_{countries}$ = 29 and .334 (33.4%) for models with national culture variables.

* $p < .05$

Online Supplement 8

HPWS-Business Performance Effect Size (*r*) by Power Distance and Cultural Tightness-Looseness

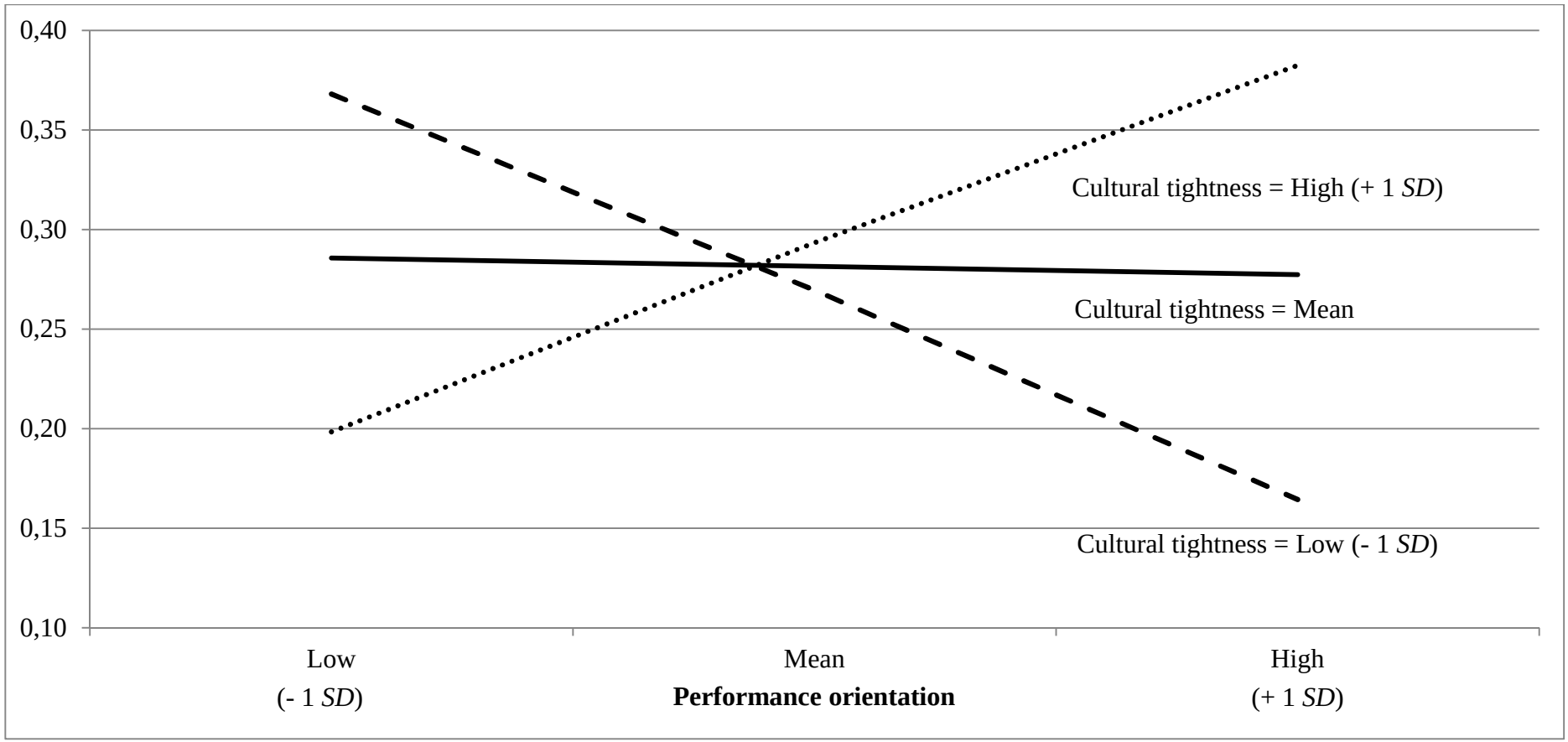
Excluding Control Variables



Note. Higher scores in cultural tightness-looseness correspond to greater tightness of national cultures.

HPWS-Business Performance Effect Size (*r*) by Performance Orientation and Cultural Tightness-Looseness

Excluding Control Variables



Note. Higher scores in cultural tightness-looseness correspond to greater tightness of national cultures.