

**Table 1 Theories in ‘HRM & Performance’ Research**

<b>Theories</b>	<b>#</b>	<b>Papers</b>
Strategic contingency approaches – external fit approaches	<b>43</b>	ahm03 art94 bae00 bae03 bjo02 box99 cha00 cha02 col03 del96a del96b fey00 fey01 gou03 gra99 gue01a gue01b gue94 gut01 gut03 hoq99 hua00 hua01 hus95 hus96 kha00 koc96 lah98 lee99 li03 mac95 ngo98 pan03 ric01 rod03 rog01 she00 sne95 tru01 way02 woo98 wri01 you96
AMO theory – high performance work systems/high involvement work systems/high commitment HRM	<b>42</b>	aga03 app01 bae00 bae03 bai01 bat02a bat02b bjo02 bos02 bos03 cap01 cru03 dar97 del96a del96b fey00 fey01 god01a god01b gou03 gue01a gue03 gue94 gue99a gut01 gut03 hua97 hus95 hus96 ich97 ich99 jay99 kal94 lau03 li03 low97 mac95 pan03 par03 ram00 way02 wri99
Resource based view (RBV)	<b>31</b>	ahm03 bae00 bat02a bjo02 box99 cru03 fey01 gou03 gue03 gut01 har99 hay03 hus95 hus97 kha00 koc96 lam98 lau03 lee99 li03 par03 per00 ric01 rod03 she95 sin03 tru01 way02 wri98 wri99 you96
Systems theory /Quality of Work Life (QWL)	<b>17</b>	add01 bac01 bai01 bat03 bat99 che98 coo94 cru03 fer95 gel03 god01b kal94 mac95 mcn01 mic01 rod03 she00
Human capital theory	<b>8</b>	ahm03 par03 ric01 sha98 she95 tru01 wri99 you96
New institutionalism/institutional theory	<b>7</b>	add01 bos03 cru03 fer95 god01a per00 pil96
Stakeholder theory	<b>6</b>	coo94 cru03 gue99a hus97 pau03 teo02
Control theories	<b>4</b>	art94 god01a sne95 whi01
Commitment theory	<b>3</b>	lee99 lin96 wri03
Labour process theory	<b>3</b>	god01b mcn01 ram00
Social exchange theory	<b>3</b>	gou03 tsu97 whi01
Job characteristics model	<b>2</b>	lam98 whi03
Resource dependence theory	<b>2</b>	mit00 per00
Signalling theory	<b>2</b>	han96 mey00
Behavioral theory	<b>1</b>	art94
Cognitive theory	<b>1</b>	ber99
Critical theory	<b>1</b>	gue99a
Ethical theory	<b>1</b>	cru03
Evolutionary economics	<b>1</b>	pil96
Information theory	<b>1</b>	col03
Innovation theory	<b>1</b>	pil96
Job performance theory	<b>1</b>	wri03
Learning theory	<b>1</b>	pil96
Population ecology	<b>1</b>	wel96
Social network theory	<b>1</b>	col03
Upper echelons theory	<b>1</b>	mar95

**Table 2 HR Practices in 'HRM & Performance' Research**

<b>HR practices</b>	<b>#</b>	<b>Papers</b>
Training & development	<b>83</b>	aga03 ahm03 app01 art94 bac01 bae00 bat02a bat02b bat03 bat99 ber99 bjo02 bos03 cap01 cha00 cha02 che98 cru03 dar97 del96a del96b fey00 fey01 gel03 god01a god01b gou03 gra99 gue01a gue03 gue94 gue99a gue99b gut01 gut03 har99 hoq99 hua00 hua01 hus96 hus97 hus95 ich97 ich99 jay99 kal94 kha00 koc96 lah98 lam98 lau03 lee99 mac95 mar95 mey00 mit00 mic01 ngo98 pan03 par03 pau03 per00 pil96 ram00 ric01 rod03 rog01 sha98 she00 she95 sin03 sne95 tru01 tsu97 way02 we196 wes02 whi01 woo98 wri03 wri98 wri99 you96
Performance related pay, contingent pay & rewards (also bonus and profit sharing)	<b>71</b>	add01 aga03 ahm03 art94 bae00 bae03 bat02b ber99 bjo02 bos03 box99 cap01 cha00 col03 coo94 cru03 del96a del96b fer95 fey00 fey01 god01a god01b gou03 gra99 gue01a gue03 gue94 gue99a gue99b gut01 gut03 har99 hay03 hig99 hua01 hua97 hus95 hus96 hus97 ich97 ich99 kat02 lam98 lau03 lee99 li03 mac95 mit00 mic01 ngo98 par03 pau03 per00 pil96 ram00 rod03 rog01 she00 sin03 sne95 tru01 tsu97 way02 we196 whi01 whi03 woo98 wri03 wri98 you96
Performance appraisal & performance management (also performance metrics)	<b>51</b>	add01 aga03 bac01 bat02a bat02b ber99 bjo02 bos02 bos03 box99 cha02 che98 del96b fer95 fey01 gra99 gue01a gue03 gue94 gue99b hay03 hua00 hua01 hus95 hus96 hus97 kha00 mar95 mcn01 mey00 mit00 mic01 ngo98 pan03 pau03 ram00 rod03 rog01 sha98 she00 sin03 sne95 tru01 tsu97 gue01b wes02 whi01 whi03 woo98 wri98 wri99 you96
Recruitment & selection (also staffing)	<b>50</b>	aga03 ahm03 bae00 bat02b bjo02 box99 che98 cru03 dar97 del96a gel03 gou03 gue01a gue03 gue94 har99 hay03 hig99 hoq99 hua00 hua01 hus97 ich97 ich99 kha00 koc96 lam98 lin96 mac95 mar95 mit00 mic01 ngo98 pau03 per00 pil96 ram00 rod03 rog01 sha98 she00 sin03 sne95 tru01 way02 whi01 woo98 wri03 wri99 you96
Team working & collaboration	<b>40</b>	ahm03 app01 bac01 bai01 bat02a ber99 bos03 cap01 cha02 fey01 god01b gou03 gue01a gue94 gue99a gut01 gut03 hay03 hua97 hus95 hus96 hus97 ich97 ich99 jay99 kat02 lau03 lin96 low97 mac95 mcn01 mic01 pan03 pil96 ram00 ric01 sin03 way02 wes02 whi03
Participation (direct participation), empowerment, employee involvement & suggestion schemes	<b>39</b>	add01 art94 bac01 bae00 bae03 bai01 bos02 bos03 coo94 fer95 god01a gue01a gue01b gue94 gue99a gue99b gut01 gut03 har99 hay03 hua97 hus95 hus97 kat02 kha00 lah98 lau03 low97 mac95 par03 pau03 pil96 ram00 ric01 she00 way02 wes02 wri03 wri99
Good wages (e.g. high wages/salaries, remuneration and fair pay)	<b>35</b>	art94 bac01 bat02a bat02b bat03 bat99 bos02 box99 che98 cru03 dar97 fey00 hay03 hoq99 hua00 hua01 kal94 kha00 lee99 li03 lin96 mar95 mit00 ngo98 pau03 sha98 she00 she95 sin03 tru01 way02 woo98 wri98 wri99 you96
Communication & information sharing	<b>32</b>	ahm03 bai01 bat03 ber99 bjo02 bos02 cap01 fey01 god01b gou03 gue01a gue01b gue03 gue94 gue99a gue99b gut01 gut03 hoq99 hus95 hus96 hus97 ich97 ich99 jay99 mit00 mic01 par03 ram00 ric01 woo98 wri98
Internal promotion opportunities & internal labor market (ILM)	<b>27</b>	aga03 bac01 bat02b bjo02 cru03 del96a del96b fey00 gue01a gue03 gue94 gue99a gue99b gut01 gut03 har99 hay03 hua01 hus95 hus96 kal94 koc96 lin96 ngo98 par03 ram00 tru01
Job design & job rotation (also job enrichment and broad jobs)	<b>25</b>	bac01 bae00 bae03 ber99 bos03 cap01 god01b gue01a gue01b gue03 gue94 gue99a gue99b hig99 hoq99 ich97 ich99 jay99 lau03 mac95 mcn01 mic01 pil96 she00 whi03
Autonomy & decentralization (also self management)	<b>23</b>	ahm03 art94 bac01 bai01 bat02a bat03 bos03 cap01 del96a fey00 fey01 gue01a gue94 jay99 kal94 lau03 mac95 mic01 per00 pil96

		ram00 sne95 wes02
Employment security	<b>23</b>	ahm03 bac01 bat02a bat03 bat99 cha02 del96b fey00 fey01 gou03 gue01a gue01b gue03 gue94 gue99a hua01 ich97 ich99 li03 mic01 ram00 sha98 tsu97
Employment benefits	<b>16</b>	aga03 art94 ber99 bos02 cha02 gue01a hay03 hus97 kha00 lin96 mey00 mit00 sha98 she00 woo98 wri98
Formal procedures (grievances)	<b>15</b>	art94 bat02b del96a fey00 fey01 gue01a gue99a har99 hua97 hus95 hus96 per00 ram00 rog01 sha98
HR planning (also career planning & succession planning)	<b>14</b>	aga03 bae03 cha02 cru03 fey00 fey01 hua00 hua01 hus97 koc96 lah98 ric01 sin03 wri98
Financial participation (employee stock ownership)	<b>12</b>	box99 gue01b gue99a gut01 gut03 hay03 hua97 kat02 pau03 ram00 way02 wel96
Symbolic egalitarianism (single status & harmonization)	<b>12</b>	ahm03 gou03 gue03 gue94 gue99a gue99b lah98 mac95 pan03 pil96 ram00 woo98
Attitude survey	<b>11</b>	bjo02 fey01 gue94 gue99a gut01 gut03 hay03 hus95 hus96 hus97 rog01
Indirect participation (trade unions, works councils, consultation committees, voice mechanisms)	<b>11</b>	add01 bat02b del96b fer95 god01b gue01a hua97 ich97 ich99 jay99 ram00
Diversity & equal opportunities	<b>10</b>	gue01a hua01 hus97 mit00 ngo98 pan03 ram00 she00 sin03 wri98
Job analysis	<b>9</b>	bjo02 del96b hay03 hua01 hus95 hus96 mcn01 ngo98 wes02
Socialization & social activities	<b>8</b>	art94 bos03 che98 gue01a hay03 mic01 pau03 ram00
Family-friendly policies & work life balance (WLB)	<b>6</b>	bat03 hus97 pau03 per00 ram00 sha98
Employee exit management, layoff and redundancy policy	<b>4</b>	aga03 bat02b god01a hus97
Professionalisation & effectiveness of the HR function – HR department	<b>4</b>	hus97 lah98 teo02 wri01
Social responsibility practices	<b>2</b>	aga03 hus97

**Table 3 Outcomes and Performance Indicators in ‘HRM & Performance’ Research**

<b>Performance indicators</b>	<b>#</b>	<b>Papers</b>
Productivity	<b>34</b>	add01 app01 art94 bat99 cap01 cha02 coo94 dar97 fer95 god01a gue01a gue03 gue94 gut01 gut03 hoq99 hua97 hus95 hus97 ich97 ich99 kat02 koc96 low97 mac95 pau03 pil96 ram00 ric01 rod03 way02 woo98 wri03 you96
Employee turnover (versus retention)	<b>27</b>	add01 bat02a bat02b ber99 bos03 cha02 che98 fer95 gel03 gue01b gue03 gue94 gut01 hua00 hua01 hua97 hus95 li03 lin96 low97 pau03 ram00 ric01 rod03 sha98 way02 woo98
Profits (profitability)	<b>22</b>	bjo02 cha00 cru03 dar97 fey01 gra99 gue03 har99 hua00 hua01 hua97 kha00 mar95 ngo98 par03 pau03 per00 tru01 wel96 wri01 wri03 wri99
Product/service quality (e.g. scrap rate)	<b>22</b>	ahm03 app01 art94 bat99 fey01 gou03 gue01a gue03 gue94 har99 hoq99 jay99 kal94 mac95 par03 pau03 per00 pil96 ram00 she00 wri03 you96
Sales	<b>21</b>	ap01 bat02a col03 fey01 gel03 gue01a gue03 hua00 hua01 kha00 lam98 li03 mar95 ngo98 pau03 rod03 sin03 sne95 wri01 wri03 wri99
Organization performance (overall) & organization’s competitiveness	<b>18</b>	bae00 del96a fey00 gut03 hay03 hig99 hua00 hua01 lah98 mcn01 mic01 ngo98 pan03 par03 pau03 per00 she95 wri98
Commitment	<b>14</b>	aga03 ahm03 ber99 god01b gou03 gra99 gue01a gue99a gue99b hoq99 mey00 tsu97 whi01 wri03
Market growth & growth	<b>13</b>	fey01 gra99 hua00 hua01 kha00 lam98 mar95 pan03 per00 rod03 sne95 wri01 wri99
Efficiency of process (cycle time; throughput time; delivery; clerical accuracy)	<b>12</b>	ahm03 app01 gel03 gou03 jay99 par03 pau03 she00 tru01 wri03 wri98 you96
Employee absence (sickness)	<b>11</b>	add01 bos03 fer95 god01a gue01b gue03 gue94 hua97 low97 ram00 woo98
Satisfaction	<b>10</b>	bac01 ber99 bos02 god01b gou03 gue99a gue99b hoq99 ngo98 whi03
Conflict (grievances) & social climate	<b>8</b>	add01 bat03 fer95 gue03 gue94 gue99b per00 woo98
ROA – return on assets	<b>8</b>	del96b lam98 lee99 li03 rod03 sin03 sne95 tru01
Intention to quit (or stay)	<b>7</b>	bat03 ber99 bos02 gou03 gue99b lin96 tru01
Flexibility (e.g. ability to move between jobs; adaptability)	<b>7</b>	ahm03 gra99 gue01a gue94 jay99 she00 tsu97
Innovation (e.g. product development)	<b>6</b>	pan03 lau03 ngo98 mic01 mar95 pil96
Costs (e.g. production, overhead, unit)	<b>5</b>	ahm03 god01a jay99 pau03 sin03
Motivation	<b>5</b>	god01b gou03 gue99a wri01 wri99
ROI – return on investment	<b>4</b>	hua00 pau03 hua01 mar95
Labour costs	<b>4</b>	cap01 coo94 gue01a ram00
Market share	<b>4</b>	fey01 hua00 hua01 per00
Quality of staff (competence)	<b>4</b>	gra99 gue01a gue94 hoq99
Tobin’s q	<b>3</b>	hus96 hus97 wel96
ROE – return on equity	<b>3</b>	ber99 del96b ric01
Market value	<b>3</b>	col03 han96 lam98
Trust	<b>3</b>	gue99a tsu97 whi01
OCB – organizational citizenship behaviour	<b>3</b>	god01b tru01 tsu97

Stress (workload; fatigue)	<b>3</b>	god01b gue99a tru01
Morale	<b>3</b>	hua01 tru01 you96
Effectiveness of HR department	<b>3</b>	mit00 teo02 wri01
GRATE – gross rate of return on assets	<b>2</b>	hus96 hus97
ROS – return on sales	<b>2</b>	hua00 hua01
Perceived security	<b>2</b>	gue99a tru01
Perceived fairness	<b>2</b>	gue99a tsu97
Earnings	<b>2</b>	bai01 coo94
Staffing	<b>2</b>	box99 kal94
Customer satisfaction	<b>2</b>	gel03 rog01
Attitude to change (e.g. resistance)	<b>1</b>	bac01
Death rates	<b>1</b>	wes02

**Table 4** Control Variables

<b>Control variables</b>	<b>#</b>	<b>Papers</b>
Size (firm size)	<b>64</b>	add01 art94 bae03 batt02b bjo02 bos03 cap01 cha00 che98 col03 coo94 del96a del96b fer95 fey00 fey01 god01a god01b gou03 gue01a gue01b gue03 gue94 gue99a gue99b gut01 gut02 har99 hay03 hoq99 hua00 hua01 hua97 hus95 hus96 hus97 kal94 kha00 koc96 lah98 lau03 lee99 li03 lin96 mcn01 mic01 ngo98 pan03 par03 ram00 ric01 rod03 sha98 she95 sin03 sne95 way02 wel96 wes02 woo98 wri03 wri99 you96
Industry (sector)	<b>41</b>	add01 ahm03 bae00 bae03 bai01 batt02a bos03 cap01 cha00 che98 coo94 fer95 fey00 gue01a gue01b gue03 gue94 gue99a gue99b gut01 gut02 har99 hay03 hua00 hua01 hua97 hus95 kal94 kha00 koc96 lah98 lau03 lee99 li03 mcn01 mic01 per00 ram00 sne95 way02 wel96
Union presence/coverage/density	<b>32</b>	art94 bae00 bae03 batt02a del96a god01a god01b gue01a gue03 gue94 gue99a gue99b gut01 gut02 har99 hoq99 hua00 hua01 hua97 hus95 hus96 hus97 kal94 koc96 lin96 mcn01 per00 ram00 sha98 sin03 way02 woo98
Firm age (history)	<b>25</b>	art94 bae03 bjo02 cap01 cha00 coo94 del96a del96b fey01 gut01 gut02 har99 hoq99 hua01 hua97 lam98 lee99 mcn01 mic01 par03 ram00 sha98 sin03 wel96 wri99
Gender	<b>20</b>	add01 bai01 batt02a batt02b batt03 bos02 fer95 god01b gou03 gue99a gue99b hig99 lin96 mcn01 mey00 per00 ram00 tsu97 whi03
Technology (automation) and R&D	<b>15</b>	hus95 hus96 hus97 ich97 ich99 koc96 lam98 low97 mac95 mcn01 rod03 sin03 sne95 wri03 wri99
Employee age	<b>14</b>	aga03 batt03 bos02 gou03 gue99a gue99b hig99 hua97 lin96 low97 mey00 ram00 tsu97 whi03
Tenure (company, function) & work experience	<b>12</b>	aga03 bai01 batt03 bos02 gou03 gue99a gue99b ich97 lin96 low97 mey00 tsu97
Capital intensity	<b>10</b>	cap01 god01a hua01 hua97 hus95 hus96 hus97 koc96 lam98 way02
Education (type, level, qualifications)	<b>9</b>	aga03 bai01 batt02b gou03 gue99a gue99b hua97 lin96 tsu97
Foreign ownership	<b>9</b>	add01 bjo02 fer95 gue03 gue94 hoq99 hua01 mcn01 ram00
Subsidiary (ownership; part MNC)	<b>9</b>	batt02a batt02b bjo02 del96a del96b fey01 mic01 ric01 woo98
Job level & job type (occupation)	<b>6</b>	batt02b batt03 gou03 gue99a gue99b tsu97
Country (location)	<b>6</b>	ahm03 bae03 batt02b par03 ric01 she95
Part-time/fulltime (hours worked per week)	<b>5</b>	bos02 gue99a ram00 whi03 woo98
Country of origin	<b>5</b>	bae00 bae03 bjo02 fey01 ngo98
Permanence of the job	<b>4</b>	gou03 gue99a gue99b ram00
Salary	<b>4</b>	aga03 gue99a gue99b ram00
Nature of the work (organisation type; product/service)	<b>4</b>	app01 box99 del96a god01b
Sales growth	<b>4</b>	hus95 hus96 hus97 lam98
Temporary/permanent worker	<b>3</b>	add01 fer95 god01b
Greenfield site	<b>3</b>	add01 fer95 woo98
Race	<b>2</b>	bai01 tsu97
Have children	<b>2</b>	bos02 whi03
Part-time workers	<b>2</b>	add01 fer95
Market competition	<b>2</b>	del96a mcn01

Concentration ratio	<b>2</b>	hus95 hus97
Life cycle	<b>2</b>	cha00 ric01
Management responsibilities	<b>1</b>	aga03
Union membership respondent	<b>1</b>	ram00
Hourly pay	<b>1</b>	god01b
International market	<b>1</b>	god01a
% managers	<b>1</b>	del96a
Applicant pool (labour market)	<b>1</b>	sha98
Career type	<b>1</b>	sha98

**Table 5      Black Box**

<b>Black box</b>	<b>#</b>	<b>Papers</b>
Yes	<b>20</b>	ahm03 batt02a ber99 cha00 fey00 gel03 gou03 gue01a gue99a hus95 hus97 mey00 par03 pau03 ram00 rog01 sha98 whi01 wri03 wri99

## Other Relevant Tables

Level of analysis	#	Papers
Firm, company	<b>62</b>	ap01 app01 bae00 bae03 bjo02 bos03 box99 cha00 cha02 che98 col03 coo94 dar97 del96a del96b fey00 fey01 gra99 gue01b gue03 gut01 gut02 han96 har99 hay03 hoq99 hua00 hua01 hua97 hus95 hus96 hus97 jay99 kal94 kat02 kha00 koc96 lah98 lam98 lau03 lee99 li03 mac95 mcn01 mit00 ngo98 pan03 pau03 ric01 rod03 rog01 ru03 sha98 she00 sin03 sne95 teo02 way02 wel96 wes02 whi01 wri98
Strategic business unit, division, plant, establishment, workplace	<b>30</b>	add01 ahm03 art94 bac01 bai01 batt02a batt02b cap01 fer95 gel03 god01a gue01a gue94 ich97 ich99 lin96 low97 mar95 mic01 par03 per00 pil96 ram00 she95 tru01 woo98 wri01 wri03 wri99 you96
Individual	<b>17</b>	aga03 bai01 batt03 ber99 bos02 god01b gra99 gue01a gue99a gue99b hig99 mey00 ram00 tru01 tsu97 whi01 whi03
Multilevel	<b>7</b>	bai01 gra99 gue01a ram00 tru01 tsu97 whi01
Department	<b>1</b>	gou03
Industry	<b>1</b>	bai01
Job level	<b>1</b>	tsu97
Team, group	<b>1</b>	batt99

Respondents	#	Papers
HR professional, manager, responsible	<b>48</b>	add01 aga03 art94 bae00 bae03 ber99 bjo02 bos03 cha02 che98 del96b fer95 fey00 fey01 god01a gra99 gue01a gue01b gue03 gue94 har99 hay03 hua00 hua01 hua97 hus95 hus96 hus97 ich97 ich99 kat02 kha00 lah98 mcn01 mit00 ngo98 par03 per00 ric01 sha98 sin03 teo02 tru01 wes02 whi01 wri01 wri98 wri99
Line manager, supervisors, senior managers	<b>44</b>	aga03 ahm03 app01 bac01 bai01 batt02a batt02b cap01 cha00 che98 del96b gou03 gra99 gue01a gut01 gut02 hus96 hus97 ich97 ich99 jay99 kha00 koc96 lam98 lee99 lin96 mac95 mar95 mcn01 mit00 pan03 pau03 ram00 rog01 sne95 teo02 tru01 tsu97 way02 wes02 wri01 wri98 wri99 you96
Multiple respondents per unit of analysis (multi-rater) MULTI-RATER	<b>34</b>	ahm03 bac01 bai01 batt99 ber99 box99 cha00 che98 col03 del96b gel03 gou03 gra99 gue01a gue01b hig99 hus97 ich97 ich99 kha00 lam98 lin96 mcn01 mey00 mit00 pau03 ram00 sne95 teo02 tru01 tsu97 wes02 whi01 whi03 wri01 wri98 wri99 you96
Multi-actor (per unit of analysis) MULTI-ACTOR	<b>29</b>	ahm03 bac01 bai01 ber99 box99 che98 del96b gou03 gra99 gue01a gue01b hig99 hus97 ich97 ich99 kha00 lin96 mcn01 mit00 pau03 ram00 teo02 tru01 tsu97 wes02 whi01 wri01 wri98 wri99
Individual employee	<b>23</b>	ahm03 bac01 bai01 batt03 ber99 gel03 god01b gou03 gra99 gue01a gue99a gue99b ich97 ich99 lin96 mey00 pau03 ram00 tru01 tsu97 whi01 whi03 wri03
Employee representative	<b>8</b>	bac01 bos02 cha02 gue01b ich97 ich99 mcn01 whi01

<b>Contingencies/moderators</b>	<b>#</b>	<b>Papers</b>
Yes	<b>21</b>	art94 batt02a bos03 ha02 del96b gut01 gut02 hay03 hig99 hus95 ich99 kha00 koc96 lee99 lin96 mac95 mic01 ngo98 ric01 rod03 wri01

<b>HRM</b>	<b>#</b>	<b>Papers</b>
Practices	<b>58</b> 56%	add01 aga03 app01 bac01 bae00 batt02a batt02b batt03 batt99 bos02box99 cha02 che98 coo94 dar97 fer95 fey00 gel03 god01b gou03 gra99 gue01a gue01b gue03 gue94 gue99a gue99b han96 har99 hoq99 hua00 hua01 hua97 jay99 kat02 kha00 lah98 li03 lin96 low97 mar95 mic01 mit00 pil96 ric01 sha98 she95 teo02 tru01 wel96 wes02 whi01 whi03 wri01 wri03 wri98 wri99 you96
Systems	<b>46</b> 44%	ahm03 art94 bae03 bai01 ber99 bjo02 bos03 cap01 cha00 col03 cru03 del96a del96b fey01 god01a gut01 gut02 hay03 hig99 hus95 hus96 hus97 ich97 ich99 kal94 koc96 lam98 lau03 lee99 mac95 mcn01 mey00 ngo98 pan03 par03 pau03 per00 ram00 rod03 rog01 she00 sin03 sne95 tsu97 way02 woo98

**APPENDIX 1: RESEARCHERS' PRO-FORMA FOR CATEGORISING EACH ARTICLE.**

<b>Author &amp; Year</b>	<b>Level of analysis</b> see Wright & Boswell (2002)	<b>Theoretical Framework</b> see Wright & McMahan (1992)	<b>HRM</b> see Guest et al (2004)	<b>Performance/ outcomes</b> see Dyer & Reeves (1995); Paauwe & Richardson (1997)	<b>Black box?</b> see Guest (1997)	<b>Controls and contingency variables?</b> see Wood (1999); Paauwe & Richardson (1997)	<b>Respondent(s) and sector</b> see Gerhart et al. (2000)
	<ul style="list-style-type: none"> <li>- Industry</li> <li>- Company/ firm</li> <li>- Plant/ business unit/ establishment/ workplace</li> <li>- Group/team</li> <li>- Job level</li> <li>- Individual employee</li> </ul>	<ul style="list-style-type: none"> <li>- Contingency approaches/ fit</li> <li>- RBV</li> <li>- Human capital</li> <li>- 'AMO'/ HPWS</li> <li>- Systems theory/ QWL</li> <li>- Control theory</li> <li>-Employee motivation theories</li> <li>- Stakeholder theory/ 'Balanced Scorecard'</li> <li>- Institutional</li> <li>- Resource dependence theory</li> <li>- Evolutionary economics</li> <li>- Job characteristics</li> <li>- Labour process</li> <li>- Population ecology</li> </ul>	<p><b>- Systems</b> Evidenced by use of factor analysis, cluster analysis, tree analysis, regression analysis with interaction variables.</p> <p><b>- Practices</b> = the primary focus level for our analysis. 26 practice-level categories in total (see Table 2)</p> <p><b>- Techniques</b> (i.e. a specific form of practice)</p>	<p><b>- Financial measures</b></p> <p><b>- Organisational measures</b> (i.e. output - quality &amp; productivity)</p> <p><b>- HR outcomes</b> Behavioural (e.g. turnover, absence) and attitudinal (e.g. trust, commitment, motivation, satisfaction, OCB)</p>	<p>[Did the findings reported in the study contain interaction effects, particularly mediating effects, between the major variables studied?]</p> <p>Check for <b>mediating effects</b> (e.g. stepwise, or hierarchical statistical methods)</p>	<p><b>Controls:</b></p> <p><b>- Sector level controls</b> (e.g. market conditions, technology)</p> <p><b>- Organizational level controls</b> (e.g. size, firm age, industry, capital intensity)</p> <p><b>- Individual employee level controls</b> (e.g. age, gender, level of education)</p> <p><b>Contingencies</b> Check for interaction effects (moderating effects) in the analysis.</p>	<p>Who provided the data for the study?</p> <p>Single rater (e.g. HR manager) vs multiple raters (e.g. different raters per unit of analysis, but not necessarily multi-actor)?</p> <p>Single vs multiple actors (e.g. employee, HR manager, line manager)?</p> <p>Sector in which the study was conducted</p>

**APPENDIX 2: REFERENCES FOR THE 104 EMPIRICAL STUDIES ANALYSED.**

<b>Author(s) &amp; Year</b>	<b>ID code</b>	<b>Full citation details</b>
Addison, J. and Belfield, C.R. (2001)	Add01	'Updating the determinants of firm performance: estimation using the 1998 UK workplace employee relations survey'. <i>British Journal of Industrial Relations</i> , 39:3, 341-366.
Ahmad, S. and Schroeder, R.G (2003)	Ahm03	'The impact of human resource management practices on operational performance: recognizing country and industry differences.' <i>Journal of Operations Management</i> , 21:1, 19-43.
Agarwala, T. (2003)	Aga03	'Innovative human resource practices and organizational commitment: an empirical investigation'. <i>International Journal of Human Resource Management</i> , 14:2, 175-197.
Appleyard, M.M. and Brown, C. (2001)	App01	'Employment practices and semiconductor manufacturing performance'. <i>Industrial Relations</i> , 40:3, 436-471.
d' Arcimoles, C.H. (1997)	Dar97	'Human resource policies and company performance: a quantitative approach using longitudinal data'. <i>Organization Studies</i> , 18:5, 857-874.
Arthur, J.B. (1994)	Art94	'Effects of human resource systems on manufacturing performance and turnover.' <i>Academy of Management Journal</i> , 37:3, 670-687.
Bacon, N. and Blyton, P. (2001)	Bac01	'Management practices and employee attitudes: a longitudinal study spanning fifty years'. <i>Sociological Review</i> , 49:2, 254-274.
Bae, J. and Lawler, J.J. (2000)	Bae00	'Organizational performance and HRM strategies in Korea: impact on firm performance in an emerging economy'. <i>Academy of Management Journal</i> , 43:3, 502-517.
Bae, J., Chen, S., Wan, T.W.D., Lawler, J.J., and Walumba, F.O. (2003)	Bae03	'Human resource strategy and firm performance in Pacific Rim countries'. <i>International Journal of Human Resource Management</i> , 14:8, 1308-1332.
Bailey, T., Berg, P. and Sandy, C. (2001)	Bai01	'The effect of high-performance work practices on employee earnings in the steel, apparel, and medical electronics and imaging industries'. <i>Industrial and Labor Relations Review</i> , 54:2A, 525-543.
Batt, R. (1999)	Bat99	'Work organization, technology, and performance in customer service and sales'. <i>Industrial and Labor Relations Review</i> , 52:4, 539-564.
Batt, R. (2002)	Bat02a	'Managing customer services: Human resource practices, quit rates, and sales growth'. <i>Academy of Management Journal</i> , 45:3, 587-597.
Batt, R., Colvin, A.J.S. and Keefe, J. (2002)	Bat02b	'Employee voice, human resource practices, and quit rates: evidence from the telecommunications industry'. <i>Industrial and Labor Relations Review</i> , 55:4, 573-594
Batt, R. and Valcour, P.M. (2003)	Bat03	'Human resources practices as predictors of work-family outcomes and employee turnover'. <i>Industrial Relations</i> , 42:2, 189-220.
Bjorkman, I. and Xiucheng, F. (2002)	Bjo02	'Human resource management and the performance of Western firms in China'. <i>International Journal of Human Resource Management</i> , 13:6, 853-864.
Boselie, P. and van der Wiele, T. (2002)	Bos02	'Employee perceptions of HRM and TQM, and the effects on satisfaction and intention to leave'. <i>Managing Service Quality</i> , 12: 3, 165-172.
Boselie, P., Paauwe, J. and Richardson, R. (2003)	Bos03	'Human resource management, institutionalization and organizational performance: a comparison of hospitals, hotels and local government'. <i>International Journal of Human Resource Management</i> , 14:8, 1407-1429.
Boxall, P., Steeneveld, M. (1999)	Box99	'Human resource strategy and competitive advantage: a longitudinal study of engineering consultancies'. <i>Journal of Management Studies</i> , 36:4, 443-463.
Cappelli, P., Neumark, D. (2001)	Cap01	'Do 'high-performance work practices improve establishment-level outcomes?' <i>Industrial and Labor Relations Review</i> . 54:4, 737-775.
Chandler, G.N. and McEvoy, G.M. (2000)	Chan00	'Human resource management, TQM, and firm performance in small and medium-size enterprises'. <i>Entrepreneurship Theory and Practice</i> . 25:1, 43-58.
Chang, P-L. and Chen, W-L. (2002)	Cha02	'The effect of human resource management practices on firm performance: empirical evidence from high-tech firms in Taiwan'. <i>International Journal of Management</i> , 19:4, 622-631.
Cheng, A. and Brown, A. (1998)	Che98	'HRM strategies and labour turnover in the hotel industry: a comparative study of Australia and Singapore'. <i>International Journal of Human Resource</i>

		<i>Management</i> , 9:1, 136-154.
Collins, C.J. and Clark, K.D. (2003)	Col03	'Strategic Human Resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage'. <i>Academy of Management Journal</i> , 46:6, 740-751.
Cooke, W.N. (1994)	Coo94	'Employee participation programs, group-based incentives, and company performance: A union-nonunion comparison'. <i>Industrial and Labor Relations Review</i> , 47:4, 594-609.
De la Cruz Denz-Deniz, M., De Saa-Perez, P. (2003)	Cru03	'A resource-based view of corporate responsibility toward employees'. <i>Organization Studies</i> , 24:2, 299-319.
Delaney, J.T. and Huselid, M.A. (1996)	Del96a	'The impact of human resource management practices on perceptions of organizational performance'. <i>Academy of Management Journal</i> , 39:4, 949-969.
Delery, J.E. and Doty, D.H. (1996)	Del96b	'Modes of theorizing in strategic human resource management: tests of universalistic, contingency, and configurational performance predictions'. <i>Academy of Management Journal</i> , 39:4, 802-835.
Fernie, S. and Metcalf, D. (1995)	Fer95	'Participation, contingent pay, representation and workplace performance: evidence from Great Britain'. <i>British Journal of Industrial Relations</i> , 33:3, 379-415.
Fey, C., Bjorkman, I. and Pavlovskaya, A. (2000)	Fey00	'The effect of human resource management practices on firm performance in Russia'. <i>International Journal of Human Resource Management</i> , 11:1, 1-18.
Fey, C., Bjorkman, I. (2001)	Fey01	'The effect of human resource management practices on MNC subsidiary performance in Russia'. <i>Journal of International Business Studies</i> , 32:1, 59-75.
Gelade, G.A. and Ivery, M. (2003)	Gel03	'The impact of human resource management and work climate on organizational performance'. <i>Personnel Psychology</i> , 56:2, 383-404.
Godard, J. (2001)	God01a	'Beyond the high-performance paradigm? An analysis of variation in Canadian managerial perceptions of reform programme effectiveness'. <i>British Journal of Industrial Relations</i> , 39:1, 25-52.
Godard, J. (2001)	God01b	'High performance and the transformation of work? The implications of alternative work practices for the experience and outcomes of work'. <i>Industrial and Labor Relations Review</i> , 54:4, 776-805.
Gould-Williams, J. (2003)	Gou03	'The importance of HR practices and workplace trust in achieving superior performance: a study of public-sector organizations'. <i>International Journal of Human Resource Management</i> , 14:1, 28-54.
Gratton, L., Hope-Hailey, V., Stiles, P. and Truss, C. (1999)	Gra99	'Linking individual performance to business strategy: the people process model'. <i>Human Resource Management</i> , 38:1, 17-31.
Guest, D.E. and Hoque, K. (1994)	Gue94	'The good, the bad and the ugly: employment relations in new non-union workplaces'. <i>Human Resource Management Journal</i> , 5:1, 1-14.
Guest, D.E. (1999)	Gue99a	'Human resource management: the workers' verdict'. <i>Human Resource Management Journal</i> , 9, 5-25.
Guest, D.E. and Conway, N. (1999)	Gue99b	'Peering into the black hole: the downside of the new employment relations in the UK.' <i>British Journal of Industrial Relations</i> , 37:3, 367-390.
Guest, D.E. (2001)	Gue01a	'Human resource management: when research confronts theory'. <i>International Journal of Human Resource Management</i> , 12:7, 1092-1106.
Guest, D.E. and Peccei, R. (2001)	Gue01b	'Partnership at work: mutuality and the balance of advantage'. <i>British Journal of Industrial Relations</i> , 39:2, 207-236.
Guest, D.E., Michie, J., Conway, N. and Sheehan, M. (2003)	Gue03	'Human resource management and corporate performance in the UK'. <i>British Journal of Industrial Relations</i> , 41:2, 291-314.
Guthrie, J.P. (2001)	Gut01	'High-involvement work practices, turnover, and productivity: evidence from New Zealand'. <i>Academy of Management Journal</i> , 44, 180-190.
Guthrie, J.P., Spell, C.S. and Nyamori, R.O. (2002)	Gut02	'Correlates and consequences of high involvement work practices: the role of competitive strategy'. <i>International Journal of Human Resource Management</i> , 13:1, 183-197.

Hannon, J.M. and Milkovich, G.T. (1996)	Han96	'The effect of human resource reputation signals on share prices: an event study'. <i>Human Resource Management</i> , 35: 3, 405-424.
Harel, G.H. and Tzafrir, S.S. (1999)	Har99	'The effect of human resource management practices on the perceptions of organizational and market performance of the firm'. <i>Human Resource Management</i> , 38: 3, 185-200.
Hayton, J.C. (2003)	Hay03	'Strategic human capital management in SME's: an empirical study of entrepreneurial performance'. <i>Human Resource Management</i> , 42: 4, 375-391.
Highhouse, S., Stierwalt, S.L., Bachiochi, P., Elder, A.E. and Fisher, G. (1999)	Hig99	'Effects of advertised human resource management practices on attraction of African American applicants'. <i>Personnel Psychology</i> , 52: 2, 425-442.
Hoque, K. (1999)	Hoq99	'Human resource management and performance in the UK hotel industry'. <i>British Journal of Industrial Relations</i> , 37:3, 419-443.
Huang, T-C. (1997)	Hua97	'The effect of participative management on organizational performance: the case of Taiwan'. <i>International Journal of Human Resource Management</i> , 8:5, 677-689.
Huang, T-C. (2000)	Hua00	'Are the human practices of effective firms distinctly different from those of poorly performing ones? Evidence from Taiwanese enterprises'. <i>International Journal of Human Resource Management</i> , 11:2, 436-451.
Huang, T.C. (2001)	Hua01	'The effects of linkage between business and human resource management strategies'. <i>Personnel Review</i> , 30:2, 132-151
Huselid, M.A. (1995)	Hus95	'The impact of human resource management practices on turnover, productivity, and corporate financial Performance'. <i>Academy of Management Journal</i> , 38:3, 635-672.
Huselid, M.A. and Becker, B.E. (1996)	Hus96	'Methodological issues in cross-sectional and panel estimates of the human resource-firm performance link'. <i>Industrial Relations</i> , 35:3, 400-422.
Huselid, M.A., Jackson, S.E. and Schuler, R.S. (1997)	Hus97	'Technical and strategic human resource management effectiveness as determinants of firm performance'. <i>Academy of Management Journal</i> , 40:1, 171-188.
Ichniowski, C., Shaw, K. and Prennushi, G. (1997)	Ich97	'The effects of human resource management practices on productivity: a study of steel finishing lines'. <i>American Economic Review</i> , 87, 291-313.
Ichniowski, C. and Shaw, K. (1999)	Ich99	'The effects of human resource management systems on economic performance: an international comparison of U.S. and Japanese Plants'. <i>Management Science</i> , 45, 704-721.
Jayaram, J., Droge, C. and Vickery, S.K. (1999)	Jay99	'The impact of human resource management practices on manufacturing performance'. <i>Journal of Operations Management</i> , 18:1, 1-20.
Kalleberg, A.L. and Moody, J.W. (1994)	Kal94	'Human resource management and organizational performance'. <i>American Behavioral Scientist</i> , 37, 948-962.
Kato, T. and Morishima, M. (2002)	Kat02	'The productivity effects of participatory employment practices: evidence from new Japanese panel data'. <i>Industrial Relations</i> , 41:4, 487-520.
Khatri, N. (2000)	Kha00	'Managing human resource for competitive advantage: a study of companies in Singapore'. <i>International Journal of Human Resource Management</i> , 11:2, 336-365.
Koch, M.J. and McGrath, R.G. (1996)	Koc96	'Improving labor productivity: human resource management policies do matter'. <i>Strategic Management Journal</i> , 17, 335-354.
Lahteenmaki, S., Storey, J. and Vanhala, S. (1998)	Lah98	'HRM and company performance: the use of measurement and the influence of economic cycles'. <i>Human Resource Management Journal</i> . 8:2, 51-65.
Lam, L.W. and White, L.P. (1998)	Lam98	'Human resource orientation and corporate performance'. <i>Human Resource Development Quarterly</i> , 9: 4, 351.
Laursen, K. and Foss, N.J (2003)	Lau03	'New human resource management practices, complementarities, and the impact on innovation performance'. <i>Cambridge Journal of Economics</i> , 27:2, 243-263.
Lee, J. and Miller, D. (1999)	Lee99	'People Matter: commitment to employees, strategy and performance in Korean firms'. <i>Strategic Management Journal</i> , 20: 6, 579-593.
Li, J. (2003)	Li03	Strategic human resource management and MNEs' performance in China'. <i>International Journal of Human Resource Management</i> , 14: 2, 157-173.
Lincoln, J.R. and	Lin96	'Commitments, quits, and work organization in Japanese and U.S. plants'. <i>Industrial</i>

Kalleberg, A.L. (1996)		<i>and Labor Relations Review</i> , 50: 1: 39-59.
Lowe, J., Delbridge, R. and Oliver, N. (1997)	Low97	'High-performance manufacturing: Evidence from the automotive components industry'. <i>Organization Studies</i> , 18:5, 783-798.
MacDuffie, J.P. (1995)	Mac95	'Human resource bundles and manufacturing performance: organisational logic and flexible production systems in the world auto industry'. <i>Industrial and Labor Relations Review</i> , 48:2, 197-221.
Martell, K. and Carroll, S.J. (1995)	Mar95	'Which executive human resource management practices for the top management team are associated with higher firm performance'. <i>Human Resource Management</i> , 34, 497-512.
McNabb, R. and Whitfield, K. (2001)	Mcn01	'Job evaluation and high performance work practices: compatible or conflictual?' <i>Journal of Management Studies</i> , 38:2, 294-312.
Meyer, J.P. and Smith, C.A. (2000)	Mey00	'HRM practices and organizational commitment: test of a mediation model'. <i>Canadian Journal of Administrative Sciences</i> , 17:4, 319-331.
Michie, J. and Sheehan-Quinn, M. (2001)	Mic01	'Labour market flexibility, human resource management and corporate performance'. <i>British Journal of Management</i> , 12:4, 287-306.
Mitsubishi, H., Park, H.J., Wright, P.M. and Chua, R.S. (2000)	Mit00	'Line and HR executives' perceptions of HR effectiveness in firms in the People's Republic of China'. <i>International Journal of Human Resource Management</i> , 11:2, 197-216.
Ngo, H-Y., Turban, D., Lau, C-M. and Lui, S-Y. (1998)	Ngo98	'Human practices and firm performance of multinational corporations: influences of country of origin'. <i>International Journal of Human Resource Management</i> , 9:4, 632-652.
Panayoyopoulou, L., Bourantas, D. and Papalexandris, N. (2003)	Pan03	'Strategic human resource management and its effects on firm performance: an implementation of the competing values framework'. <i>International Journal of Human Resource Management</i> , 14:4, 680-699.
Park, H.J., Mitsubishi, H., Fey, C.F. and Bjorkman, I. (2003)	Par03	'The effect of human resource management practices on Japanese MNC subsidiary performance: a partial mediating model'. <i>International Journal of Human Resource Management</i> , 14:8, 1391-1406.
Paul, A.K. and Anantharaman, R.N. (2003)	Pau03	'Impact of people management practices on organizational performance: analysis of a causal model'. <i>International Journal of Human Resource Management</i> , 14:7, 1246-1266.
Perry-Smith, J.E. and Blum, T.C. (2000)	Per00	'Work-family human resource bundles and perceived organizational performance'. <i>Academy of Management Journal</i> , 43:6, 1107-1117.
Pil, F.K. and MacDuffie, J.P. (1996)	Pil96	'The adoption of high-improvement work practices'. <i>Industrial Relations</i> , 35:3, 423-455.
Ramsey, H., Scholarios, D. and Harley, B. (2000)	Ram00	'Employees and high-performance work systems: testing inside the black box'. <i>British Journal of Industrial Relations</i> , 38:4, 501-531.
Richard, O.C. and Johnson, N.B. (2001)	Ric01	'Strategic human resource management effectiveness and firm performance'. <i>International Journal of Human Resource Management</i> , 12:2, 299-310.
Rodriguez, J.M. and Ventura, J. (2003)	Rod03	'Human resource management systems and organizational performance: an analysis of the Spanish manufacturing industry'. <i>International Journal of Human Resource Management</i> , 14:7, 1206-1226.
Rogg, K.L., Schmidt, D.B., Shull, C. and Schmitt, N. (2001)	Rog01	'Human resource practices, organizational climate, and customer satisfaction'. <i>Journal of Management</i> , 27, 431-449.
Shaw, J.D., Delery, J.E., Jenkins, G.D. and Gupta, N. (1998)	Sha98	'An organization-level analysis of voluntary and involuntary turnover'. <i>Academy of Management Journal</i> , 41:5, 511-525.
Sheppeck, M.A. and Militello, J. (2000)	She00	'Strategic HR configurations and organizational performance'. <i>Human Resource Management</i> , 39:1, 5-16.
Sherer, P.D. (1995)	She95	'Leveraging human assets in law firms: human capital structures and organizational capabilities'. <i>Industrial &amp; Labor Relations Review</i> , 48:4, 671-691.
Singh, K. (2003)	Sin03	'Strategic HR orientation and firm performance in India.' <i>International Journal</i>

		<i>of Human Resource Management</i> , 14:4, 530-543.
Snell, S.A. and Youndt, M.A. (1995)	Sne95	'Human resource management and firm performance: Testing a contingency model of executive controls'. <i>Journal of Management</i> , 21:4, 711-737.
Teo, S.T.T. (2002)	Teo02	'Effectiveness of a corporate HR department in an Australian public sector entity during commercialization and corporatization'. <i>International Journal of Human Resource Management</i> , 13:1, 89-105.
Truss, C. (2001)	Tru01	'Complexities and controversies in linking HRM with organizational outcomes'. <i>Journal of Management Studies</i> , 38:8, 1121-49.
Tsui, A.S., Pearce, J.L., Porter, L.W. and Tripoli, A.M. (1997)	Tsu97	'Alternative approaches to the employee-organisation relationship: does investment in employees pay off?' <i>Academy of Management Journal</i> , 40:5, 1089-1121.
Van den Berg, R.J., Richardson, H.A. and Eastman, L.J. (1999)	Ber99	'The impact of high involvement work processes on organizational effectiveness'. <i>Group and Organisation Management</i> , 24:3, 300-339.
Way, S.A. (2002)	Way02	'High performance work systems and intermediate indicators of firm performance within the US small business sector'. <i>Journal of Management</i> , 28:6, 765-785.
Welbourne, T.M. and Andrews, A.O. (1996)	Wel96	'Predicting the performance of initial public offerings: Should human resource management be in the equation?' <i>Academy of Management Journal</i> , 39:4, 891-919.
West, M.A., Borill, C., Dawson, J., Scully, J., Carter, M., Anelay, S., Patterson, M. and Waring, J. (2002)	Wes02	'The link between the management of employees and patient mortality in acute hospitals'. <i>International Journal of Human Resource Management</i> , 13:8, 1299-1310.
White, M., Hill, S., McGovern, P., Mills, C. and Smeaton, D. (2003)	Whi03	'High performance' management practices, working hours and work-life balance'. <i>British Journal of Industrial Relations</i> , 41:2, 175-195.
Whitener, E.M. (2001)	Whi01	'Do "high commitment" human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modelling'. <i>Journal of Management</i> , 27, 515-535.
Wood, S. and De Menezes, L. (1998)	Woo98	'High commitment management in the UK: evidence from the workplace industrial relations survey, and employers' manpower and skills practices survey'. <i>Human Relations</i> , 51:4, 485-515.
Wright, P.M., McMahan, G.C., McCormick, B. and Sherman, W.S (1998).	Wri98	'Strategy, core competence, and HR involvement as determinants of HR effectiveness and refinery performance'. <i>Human Resource Management</i> , 37:1, 17-29.
Wright, P.M., McCormick, B., Sherman, W.S. and McMahan, G.C. (1999)	Wri99	'The role of human resource practices in petro-chemical refinery performance'. <i>International Journal of Human Resource Management</i> , 10:4, 551-571.
Wright, P.M., McMahan, G., Snell, S.A, Gerhart, B. (2001)	Wri01	'Comparing line and HR executives' perceptions of HR effectiveness: services, roles and contributions'. <i>Human Resource Management</i> , 40:2, 111-123.
Wright, P.M., Gardner, T.M. and Moynihan, L.M. (2003)	Wri03	'The impact of Hr practices on the performance of business units'. <i>Human Resource Management Journal</i> , 13:3, 21-36.
Youndt, M.A., Snell, S.A., Dean, J.W. and Lepak, D.P. (1996)	You96	'Human resource management, manufacturing strategy and firm performance'. <i>Academy of Management Journal</i> , 39:4, 836-866.

**APPENDIX 3: THE JOURNALS AND ARTICLES ANALYSED.**

It is noteworthy that explicitly industrial relations journals provided almost a quarter of the sample (24 articles). By contrast general management journals, other than the *Academy of Management Journal*, have carried remarkably few empirical articles on HRM and performance in the last ten years.

<b>Journal</b>	<b>Number of articles</b>
International Journal of HRM	24
Academy of Management Journal	14
British Journal of Industrial Relations	10
Industrial and Labor Relations Review	9
Human Resource Management (US)	8
Industrial Relations	5
Human Resource Management Journal (UK)	4
Journal of Management	4
Journal of Management Studies	3
Organization Studies	3
Journal of Operations Management	2
Personnel Psychology	2
Strategic Management Journal	2
American Behavioral Scientist	1
American Economic Review	
Canadian Journal of Administrative Sciences	
Canadian Journal of Economics	
Entrepreneurship – Theory and Practice	
Group Organization Management	
Human Relations	
Human Resource Development Quarterly	
International Journal of Management	
Journal of International Business Studies	
Management Science	
Managing Service Quality	
Personnel Review	
Sociological Review	