Online Supplement: Appendix A

Items

HPWS
■ Training
The following topics are regularly communicated and trained in our store:
– Customer orientation
– Products and product portfolio
■ Information-sharing
– I am regularly informed about the customer satisfaction level of our store
– I am regularly informed about the sales volume of our store
– I know the corporate goals of [employer]
■ Participation in decision-making
– In our store, employees have sufficient discretion and competence to react to customer requests rapidly and flexibly
– When store-level decisions are being made, the opinions and views of the employees are taken into account
– In our store, suggestions for improvement are encouraged and rewarded
■ Employment security
– My job at [employer] is safe in the future
Job satisfaction
■ In total, how satisfied are you with [employer] as an employee?
Customer satisfaction
■ I am satisfied with the expert advice that I received
■ Employees behave friendly towards me
■ I can find a competent service employee quickly
Transformational leadership
■ The store manager lives the firm's goals
■ The store manager is a good example for how to show customer orientation
■ The store manager appreciates my individual performance

Note. Items were originally presented in German, and translated by the authors

Online Supplement: Appendix B

Model Fit Indices

	χ^2 (df)	$\Delta \chi^2$	CFI	TLI	SRMR	RMSEA
Model 1	1,610.76* (65)	911.04*	.83	.79	.06	.19
Model 2	1,146.40* (63)	446.68*	.88	.85	.05	.16
Model 3	699.72* (60)		.93	.91	.05	.12

Note. Model 1: 1-factor model

Model 2: 3-factor model, with unit-level job satisfaction, transformational leadership, and HPWS, with all HRM practices items loading on one HPWS factor

Model 3: 3-factor model, with unit-level job satisfaction, transformational leadership, and HPWS, with HRM practices loading on four HPWS subscales, which comprise HPWS as a second-order construct

df: degrees of freedom; $\Delta \chi^2$: model comparisons with Model 3; CLI: comparative fit index; TLI: Tucker-Lewis index; SRMR: standardized root mean residual; RMSEA: root mean squared error of approximation

*: $p < .01$

Online Supplement: Appendix C

Correlations of HPWS Top/Bottom Quartile Dummy

	HPWS top/bottom quartile dummy
Transformational leadership	-.05
HPWS	-.05
HPWS consensus	.09
Unit-level job satisfaction	.01
Job satisfaction dispersion	.06
Unit-level customer satisfaction	-.06
Expert status	.06

Note. Correlations >= .07 are significant at $p < .05$, two-tailed tests