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
<table>
<thead>
<tr>
<th>Model</th>
<th>$\chi^2$ (df)</th>
<th>$\Delta \chi^2$</th>
<th>CFI</th>
<th>TLI</th>
<th>SRMR</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model 1</td>
<td>1,610.76* (65)</td>
<td>911.04*</td>
<td>.83</td>
<td>.79</td>
<td>.06</td>
<td>.19</td>
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<tr>
<td>Model 2</td>
<td>1,146.40* (63)</td>
<td>446.68*</td>
<td>.88</td>
<td>.85</td>
<td>.05</td>
<td>.16</td>
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<tr>
<td>Model 3</td>
<td>699.72* (60)</td>
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<td>.93</td>
<td>.91</td>
<td>.05</td>
<td>.12</td>
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</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>HPWS top/bottom quartile dummy</th>
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<tbody>
<tr>
<td>Transformational leadership</td>
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<td>HPWS</td>
<td>-.05</td>
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<tr>
<td>HPWS consensus</td>
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<tr>
<td>Unit-level job satisfaction</td>
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<tr>
<td>Job satisfaction dispersion</td>
<td>.06</td>
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<tr>
<td>Unit-level customer satisfaction</td>
<td>-.06</td>
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<tr>
<td>Expert status</td>
<td>.06</td>
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</tbody>
</table>

*Note.* Correlations $\geq .07$ are significant at $p < .05$, two-tailed tests