

ONLINE SUPPLEMENTARY MATERIALS

Table S-1

Summary of Effect Sizes for Lower-to-Middle Managers and Human Resource Management Content, Process, and Outcomes

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|---|---|--|----------|---------|----------|-----------------------|--------------|----------|
| Alfes, Shantz, Truss, & Soane (2013) | Leader-member exchange | Perceived HR practices (C) | .52 | — | — | — | — | — |
| | | Engagement (O) | .50 | — | — | — | — | — |
| | | Organizational citizenship behaviors (OCB) (O) | .16 | .15 | — | — | — | — |
| Alfes, Truss, Soane, Rees, & Gatenby (2013) – Study 1 | Behavior (effectiveness, equity, and integrity) | Perceived HR practices (C) | .52 | .57 | — | — | — | — |
| | | Engagement (O) | .34 | .25 | — | — | — | — |
| Alfes, Truss, Soane, Rees, & Gatenby (2013) – Study 2 | Behavior (effectiveness, equity, and integrity) | Perceived HR practices (C) | .53 | .54 | — | — | — | — |
| | | Engagement (O) | .36 | .26 | — | — | — | — |
| Ali & Konrad (2017) | Gender diversity | Gender diversity practices (C) | .12 | — | — | — | — | — |
| | | Diversity leadership practices (C) | .13 | — | — | — | — | — |
| | | Work-life programs (C) | .13 | — | — | — | — | — |
| | | Net profit margin (O) | .06 | — | 219.49 | — | — | — |
| | | Return on assets (O) | .11 | — | 32.63 | — | — | — |
| | | Corporate social responsibility (O) | .05 | — | -.37 | — | — | — |
| Azmi & Mushtaq (2015) | Involvement in HRM decision making | HRM effectiveness (O) | — | .21 | — | — | — | — |
| | | HRM status (O) | — | -.19 | — | — | — | — |
| | | Organizational performance (O) | — | .72 | — | — | — | — |
| | Involvement in HRM process/activities | HRM effectiveness (O) | — | .25 | — | — | — | — |
| | | HRM status (O) | — | .55 | — | — | — | — |
| | | Organizational performance (O) | — | .33 | — | — | — | — |
| | Involvement in HRM budgeting | HRM effectiveness (O) | — | .06 | — | — | — | — |
| | | HRM status (O) | — | .08 | — | — | — | — |
| | | Organizational performance (O) | — | -.88 | — | — | — | — |
| Bennington (2006) | Gender | Equal employment opportunities (O) | — | — | — | — | — | — |
| Bos-Nehles, Van Riemsdijk, & Looise (2013) | Ability | HRM implementation effectiveness (O) | .05 | — | — | — | — | — |
| | Motivation | HRM implementation effectiveness (O) | -.23 | — | — | — | — | — |
| | Opportunity | HRM implementation effectiveness (O) | .28 | — | — | — | — | — |
| | Support felt by LTMMs | HRM implementation effectiveness (O) | .28 | — | — | — | — | — |
| Brandl, Madsen, & Madsen (2009) | Gender | Priority given to HRM (P) | — | — | — | — | — | — |
| Brewster, Brookes, & Gollan (2015) | Responsibility for HRM | Strategic role of HR department (P) | — | — | — | — | — | — |
| Caza (2011) | Discretion over HRM | Unit performance (O) | .07 | — | — | — | — | — |
| | Commitment | Unit performance (O) | .00 | — | — | — | — | — |
| | Education | Unit performance (O) | -.01 | — | — | — | — | — |
| | Experience | Unit performance (O) | .06 | — | — | — | — | — |
| Chen, Hsu, & Yip (2011) | Perception discrepancy | Perceived future firm performance (O) | .33 | -.34 | — | — | — | — |

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|---|--|--|----------|---------|----------|-----------------------|--------------|----------|
| Chuang, Jackson, & Jiang (2016) | Horizontal collaboration with HR manager | Perceived future firm performance (O) | .16 | .10 | – | – | – | – |
| | | Manager type (HR vs. LTMM) | .32 | – | – | – | – | .67 |
| | Perception discrepancy | Different gender dyad (HR-LTMM) | .38 | – | – | – | – | .81 |
| | | Same gender dyad (HR-LTMM) | .12 | – | – | – | – | .23 |
| | Empowering leadership | HR systems for knowledge-intensive teams (C) | -.17 | – | – | – | – | – |
| | | Team knowledge acquisition (O) | .10 | – | -.13 | – | – | – |
| | | Team knowledge sharing (O) | .33 | – | .31 | – | – | – |
| | Employee attachment-anxiety | Career growth opportunities (C) | .14 | .09 | – | – | – | – |
| | | Internal career development activities (C) | .12 | – | – | – | – | – |
| | | Trust in organization (O) | .05 | .07 | – | – | – | – |
| Crawshaw & Game (2015) | Employee attachment-anxiety | Turnover intentions (O) | -.05 | – | – | – | – | – |
| | | Career growth opportunities (C) | -.29 | -.09 | – | – | – | – |
| | | Internal career development activities (C) | -.18 | – | – | – | – | – |
| | Employee attachment-avoidance | Trust in organization (O) | -.32 | -.31 | – | – | – | – |
| | | Turnover intentions (O) | .24 | – | – | – | – | – |
| | | | | | | | | |
| Dany, Guedri, & Hatt (2008) | Complete influence over HRM Consultation with HR specialist HR specialist consultation with LTMM | Organizational performance (O) | – | – | .68 | – | – | – |
| | | Organizational performance (O) | – | – | .22 | – | – | – |
| | | Organizational performance (O) | – | – | .63 | – | – | – |
| Darwish & Singh (2013) | Responsibility for HRM | Employee turnover (O) | -.46 | -.01 | – | – | – | – |
| | | Return on assets (O) | .38 | .11 | – | – | – | – |
| | | Return on equity (O) | .24 | -.01 | – | – | – | – |
| Den Hartog, Boon, Verburg, & Croon (2013) | HRM effectiveness perceptions | Perceived unit performance (O) | .17 | .03 | – | – | – | – |
| | | Employee satisfaction (O) | .16 | .03 | – | – | – | – |
| | | Employee rated HRM effectiveness (P) | .59 | .30 | – | – | – | – |
| | Communication | Perceived unit performance (O) | .42 | .17 | – | – | – | – |
| | | Employee satisfaction (O) | .41 | .05 | – | – | – | – |
| | | | | | | | | |
| Dewettinck & Vroonen (2017) – Study 1 | Performance management (PM) attitude | Formal PM frequency (P) | .11 | .20 | – | .02 | – | – |
| | | Formal PM duration (P) | .14 | .21 | – | .03 | – | – |
| | | Informal PM frequency (P) | .18 | .26 | – | .05 | – | – |
| | Span of control | Formal PM frequency (P) | -.05 | – | – | – | – | – |
| | | Formal PM duration (P) | -.02 | – | – | – | – | – |
| | | Informal PM frequency (P) | -.07 | – | – | – | – | – |
| Dewettinck & Vroonen (2017) – Study 2 | Formal PM frequency | Employee engagement (O) | .14 | .04 | – | – | – | – |
| | | Employee job satisfaction (O) | .21 | .08 | – | – | – | – |
| | Formal PM duration | Employee engagement (O) | .09 | .06 | – | – | – | – |
| | | Employee job satisfaction (O) | -.03 | -.04 | – | – | – | – |
| | Informal PM frequency | Employee engagement (O) | .23 | .10 | – | – | – | – |
| | | Employee job satisfaction (O) | .23 | .09 | – | – | – | – |
| | Servant leadership | Management initiatives (C) | .11 | – | – | – | – | – |
| | | Employee creativity (O) | .08 | – | – | – | – | – |
| Do, Budhwar, & Patel (2018) | Servant leadership | Firm innovation (O) | -.04 | – | – | – | – | – |
| | | | | | | | | |

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|-----------------------------------|--|---|----------|---------|----------|-----------------------|--------------|----------|
| | | Firm market performance (O) | .01 | – | – | – | – | – |
| Dysvik & Kuvaas (2012) | Support felt by employees | Investment in employee development (C) | .50 | .46 | – | .34 | .21 | – |
| | | Unit performance (O) | .37 | .32 | – | .19 | .01 | – |
| Gilbert, De Winne, & Sels (2011a) | HR competency | HR role ambiguity (O) | -.60 | -.48 | – | .45 | – | – |
| | | HR role overload (O) | -.43 | -.30 | – | .27 | – | – |
| Gilbert, De Winne, & Sels (2011b) | HR enactment | LTMM relationship behaviors (P) | .83 | – | – | – | – | – |
| | | Employee affective commitment (O) | .52 | .19 | – | – | – | – |
| | | LTMM relationship behaviors | .50 | .20 | – | – | – | – |
| Gilbert, De Winne, & Sels (2015) | Ability | HRM system strength (P) | .37 | .27 | – | .23 | – | – |
| | | HRM implementation effectiveness (O) | .06 | .29 | – | – | – | – |
| | Motivation | HRM system strength (P) | .39 | .35 | – | .25 | – | – |
| | | HRM implementation effectiveness (O) | .06 | .08 | – | – | – | – |
| | Opportunity | HRM system strength (P) | .37 | .20 | – | .14 | – | – |
| | | HRM implementation effectiveness (O) | .05 | .19 | – | – | – | – |
| Han, Bartol, & Kim (2015) | Contingent-reward leadership | Individual pay-for-performance (C) | .22 | – | – | – | – | – |
| | | Performance-reward expectancy (P) | .19 | .37 | – | – | – | – |
| | | Job performance (O) | .11 | .07 | – | – | – | – |
| Hong, Liao, Raub, & Han (2016) | Empowering leadership | Initiative-enhancing HR systems (C) | – | – | – | – | – | – |
| | | Initiative climate (O) | .19 | .11 | – | – | – | – |
| | | Employee role-breadth self-efficacy (O) | – | -.01 | – | .27 | – | – |
| | | Employee intrinsic motivation (O) | – | .08 | – | .31 | – | – |
| | | Employee activated positive affect (O) | – | .01 | – | .35 | – | – |
| Jiang, Chuang, & Chiao (2015) | Service leadership | Service-oriented HR systems (C) | .08 | – | – | – | – | – |
| | | Collective customer knowledge (O) | .12 | – | .46 | – | – | – |
| | | Service climate (O) | .50 | – | 1.23 | – | – | – |
| | | Service performance (O) | .18 | – | – | – | – | – |
| | | Operating profit margin (O) | -.02 | – | – | – | – | – |
| | | Sales growth rate (O) | -.08 | – | – | – | – | – |
| Kuvaas & Dysvik (2010) | Support for employees | Investment in employee development (C) | .45 | – | – | – | – | – |
| | | Employee affective commitment (O) | .51 | .52 | – | .31 | .25 | – |
| | | Employee turnover intentions (O) | -.53 | -.51 | – | .31 | .25 | – |
| | | Employee work effort (O) | .21 | .20 | – | .09 | .03 | – |
| | | Employee work quality (O) | .08 | .09 | – | .02 | .01 | – |
| | | Employee OCB (O) | .13 | .13 | – | .05 | .02 | – |
| Kuvaas, Dysvik, & Buch (2014) | Partnership with HR department HR training received | Enabling HR (P) | .32 | -.02 | – | – | – | – |
| | | Enabling HR (P) | .51 | .62 | – | – | – | – |
| | | Enabling HR (P) | .22 | .16 | – | – | – | – |
| | Support for employees | Employee intrinsic motivation (O) | .32 | .42 | – | – | – | – |
| | | Employee affective commitment (O) | .34 | .43 | – | – | – | – |
| | | Employee turnover intentions (O) | -.35 | -.43 | – | – | – | – |
| Leisink & Knies (2011) | Stereotypes of older workers' performance | Support of older worker commitment (P) | .00 | – | – | – | – | – |
| | | Support for career development (P) | -.16 | – | – | – | – | – |
| | | Support of older worker commitment (P) | -.06 | – | – | – | – | – |

| Article | Management Factor | HRM-CPO Category | <i>r</i> | <i>β</i> | <i>B</i> | <i>R</i> ² | <i>ΔR</i> ² | <i>d</i> | |
|--|---|---|------------------------------------|----------|----------|-----------------------|------------------------|----------|---|
| Neves, Almedia, & Velez (2018) | Stereotypes of older workers' flexibility | Support for career development (P) | -.07 | — | — | — | — | — | |
| | | Support of older worker commitment (P) | .39 | — | — | — | — | — | |
| | Ability to coach older workers | Support for career development (P) | .41 | — | — | — | — | — | |
| | | Support of older worker commitment (P) | .56 | — | — | — | — | — | |
| | Willingness to coach older workers | Support for career development (P) | .50 | — | — | — | — | — | |
| | | Commitment-based HR practices (C) | .50 | — | — | — | — | — | |
| | Ethical leadership | Affective commitment to change (O) | .21 | .20 | — | — | — | — | |
| | | Intention to resist change (O) | -.05 | .12 | — | — | — | — | |
| | Op de Beeck, Wynen, & Hondeghem (2016) | HR capacity | HR instruments and information (C) | -.00 | — | — | — | — | — |
| | | | Personnel red tape (P) | -.01 | — | — | — | — | — |
| HR department support (P) | | | .10 | — | — | — | — | — | |
| Devolution (P) | | | -.08 | — | — | — | — | — | |
| Pak & Kim (2018) | Implementation behaviors | HR intensity (P) | .56 | — | — | — | — | — | |
| | | Team performance (O) | .48 | .26 | — | .38 | .05 | — | |
| | | HR-induced psychological contract fulfillment (O) | .15 | .33 | — | .51 | — | — | |
| | | Employee in-role performance (O) | .26 | — | — | — | — | — | |
| | | Employee OCB (O) | .23 | — | — | — | — | — | |
| Perry & Kulik (2008) | Support | Devolution strategy (P) | .34 | — | — | — | — | — | |
| | | People management effectiveness (O) | .54 | .64 | — | .37 | .04 | — | |
| Prieto-Pastor & Martin-Perez (2015) | Support | High-involvement HR systems (C) | .49 | — | — | — | — | — | |
| | | Employee behavioral ambidexterity (O) | .51 | .26 | — | .52 | — | — | |
| | | Firm ambidextrous learning (O) | .52 | — | — | — | — | — | |
| Reichel & Lazarova (2013) | Responsibility for HRM | Degree of outsourcing core HR activities (P) | -.06 | — | — | — | — | — | |
| | | Degree of outsourcing noncore HR activities (P) | -.09 | — | — | — | — | — | |
| | | Strategic position of HR department (O) | -.17 | -.03 | — | — | — | — | |
| Ryu & Kim (2013) | Involvement in HR | Institutionally emerging HR system (C) | .03 | — | — | — | — | — | |
| | | HR knowledge transfer to LTMMs (P) | .22 | — | — | — | — | — | |
| | | HR effectiveness (O) | .15 | .18 | — | .14 | .03 | — | |
| Shipton, Sanders, Atkinson, & Frenkel (2016) | Employee champion role | Employee affective commitment (O) | .09 | .17 | — | — | — | — | |
| | Strategic partner role | Employee affective commitment (O) | .02 | .07 | — | — | — | — | |
| | Change agent role | Employee affective commitment (O) | .03 | .11 | — | — | — | — | |
| | Administrative expert role | Employee affective commitment (O) | -.04 | .06 | — | — | — | — | |
| Sikora & Ferris (2011) | HR capacity | HRM implementation level (O) | .30 | .11 | — | — | — | — | |
| | HR competency | HRM implementation level (O) | .52 | .39 | — | — | — | — | |
| | Relationship with HR department | HRM implementation level (O) | .39 | -.28 | — | — | — | — | |
| | Accountability | HRM implementation level (O) | .52 | .48 | — | — | — | — | |
| | Perceptions of HR appropriateness | HRM implementation level (O) | .44 | .38 | — | — | — | — | |
| | Perceptions of HR effectiveness | HRM implementation level (O) | .43 | -.13 | — | — | — | — | |
| Sikora, Ferris, & Van Iddekinge (2015) | HR competency | Implementation perceptions (P) | .34 | .27 | — | — | — | — | |
| | | Employee turnover intentions (O) | -.14 | — | — | — | — | — | |
| | | Employee job performance (O) | .24 | — | — | — | — | — | |
| | | Employee participative decision-making (O) | .14 | — | — | — | — | — | |

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|-----------------------------------|-----------------------------------|--|----------|---------|----------|-----------------------|--------------|----------|
| Stirpe, Trullen, & Bonache (2013) | Political skill | Implementation perceptions (P) | .21 | .14 | — | — | — | — |
| | | Employee turnover intentions (O) | -.04 | — | — | — | — | — |
| | | Employee job performance (O) | .21 | — | — | — | — | — |
| | Implementation perceptions | Employee participative decision-making (O) | .09 | — | — | — | — | — |
| | | Employee turnover intentions (O) | -.67 | -.40 | — | — | — | — |
| | | Employee job performance (O) | .69 | .52 | — | — | — | — |
| | Support for HR innovations (HRIs) | Employee participative decision-making (O) | .63 | .30 | — | — | — | — |
| | | HR department credibility (P) | — | — | — | — | — | — |
| | | TMT support for HRIs (P) | .48 | — | — | — | — | — |
| | | Employee acceptance of HRIs (O) | .47 | .29 | — | .50 | .52 | — |
| Vermeeren (2014) | Transformational leadership | Implemented HR (P) | .49 | .43 | — | — | — | — |
| | | Perceived HR (P) | .11 | — | — | — | — | — |
| | | Perceived unit performance (O) | .20 | — | — | — | — | — |

Note. C = HRM Content. P = HRM Process. O = HRM Outcomes. *r* = bivariate correlation coefficients. β = standardized coefficients. *B* = unstandardized coefficients. *R*² = coefficients of determination. ΔR^2 = change in *R*². *d* = Cohen's *d*.

Table S-2

Summary of Effect Sizes for HR Managers and Human Resource Management Content, Process, and Outcomes

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|---|------------------------------------|--|----------|---------|----------|-----------------------|--------------|----------|
| Bjorkman, Ehrnrooth, Smale, & John (2011) | HR experience | LTMM internalization of HRM content (P) | .26 | – | .33 | – | – | – |
| | Non-HR experience | LTMM internalization of HRM content (P) | -.10 | – | .17 | – | – | – |
| | Education | LTMM internalization of HRM content (P) | .05 | – | 1.03 | – | – | – |
| | Position tenure | LTMM internalization of HRM content (P) | .05 | – | 1.08 | – | – | – |
| | External networking | LTMM internalization of HRM content (P) | .11 | – | .06 | – | – | – |
| Chen, Hsu, & Yip (2011) | Involvement in strategic planning | Firm performance (O) | .14 | .37 | – | – | – | – |
| | Perception discrepancy | Firm performance (O) | -.06 | -.34 | – | – | – | – |
| | Horizontal collaboration with LTMM | Firm performance (O) | .37 | .18 | – | – | – | – |
| Darwish & Singh (2013) | Strategic involvement | Devolution to LTMMs (P) | .60 | – | – | – | – | – |
| | | Turnover (O) | -.78 | -.77 | – | – | – | – |
| | | Return on assets (O) | .45 | .48 | – | – | – | – |
| | | Return on equity (O) | .40 | .42 | – | – | – | – |
| | | Quality and commitment (O) | .49 | – | – | – | – | – |
| Guest & Conway (2011) | Perceptions of HRM effectiveness | Labor turnover (O) | -.11 | – | – | – | – | – |
| | | Financial performance (O) | .16 | – | – | – | – | – |
| | | Labor productivity (O) | .22 | – | – | – | – | – |
| | | Quality of product/services (O) | .30 | – | – | – | – | – |
| | | CEO perceptions of HRM effectiveness (P) | .10 | – | – | – | – | – |
| | Consensus with CEO perceptions | Quality and commitment (O) | .02 | – | – | – | – | – |
| | | Labor turnover (O) | -.03 | – | – | – | – | – |
| | | Financial performance (O) | .06 | – | – | – | – | – |
| | | Labor productivity (O) | .04 | – | – | – | – | – |
| | | Quality of product/services (O) | .07 | – | – | – | – | – |
| | | Strategic HRM effectiveness (P) | .41 | .34 | – | – | – | – |
| | | Technical HRM effectiveness (P) | .25 | .20 | – | – | – | – |
| Huselid, Jackson, & Schuler (1997) | HRM capabilities | Employee productivity (O) | .02 | – | – | – | – | – |
| | | Cash flow (O) | .00 | – | – | – | – | – |
| | | Market value (O) | .11 | – | – | – | – | – |
| | | Strategic HRM effectiveness (P) | .23 | .06 | – | – | – | – |
| | Business-related capabilities | Technical HRM effectiveness (P) | .05 | -.03 | – | – | – | – |
| | | Employee productivity (O) | .00 | – | – | – | – | – |
| | | Cash flow (O) | .09 | – | – | – | – | – |
| | | Market value (O) | .07 | – | – | – | – | – |
| | | Toxin handling formalization (C) | .20 | – | – | – | – | – |
| Kulik, Cregan, Metz, & Brown (2009) | Toxin handling | Emotional exhaustion (O) | -.02 | .04 | – | – | – | – |
| | | HRM effectiveness (O) | -.03 | .01 | – | – | – | – |
| | | Depth of outsourcing (P) | .18 | – | – | – | – | – |
| Lievens & Corte (2008) | Continuance commitment | Length of outsourcing relationship (P) | .60 | .02 | – | – | – | – |

| Article | Management Factor | HRM-CPO Category | r | β | B | R^2 | ΔR^2 | d |
|--|-----------------------|--|-----|---------|-----|-------|--------------|-----|
| Sheehan, Cooper, Holland, & De Cieri (2007) | Affective commitment | Frequency of HR outsourcing (P) | .03 | – | – | – | – | – |
| | | Depth of outsourcing (P) | .27 | .19 | – | – | – | – |
| | | Length of outsourcing relationship (P) | .14 | .13 | – | – | – | – |
| | | Frequency of HR outsourcing (P) | .29 | .29 | – | – | – | – |
| | Strategic involvement | HRM policy connectedness (P) | .27 | – | – | – | – | – |
| | | Perceived organizational performance (O) | .19 | .02 | – | – | – | – |

Note. C = HRM Content. P = HRM Process. O = HRM Outcomes. r = bivariate correlation coefficients. β = standardized coefficients. B = unstandardized coefficients. R^2 = coefficients of determination. ΔR^2 = change in R^2 . d = Cohen's d .

Table S-3

Summary of Effect Sizes for Top Management Teams and Human Resource Management Content, Process, and Outcomes

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|---|--|--|----------|---------|----------|-----------------------|--------------|----------|
| Ali & Konrad (2017) | Gender diversity | Gender diversity practices (C) | .14 | – | 1.70 | .08 | – | – |
| | | Diversity leadership practices (C) | .17 | – | 1.27 | .07 | – | – |
| | | Work-life programs (C) | .19 | – | 8.35 | .05 | – | – |
| | | Net profit margin (O) | .00 | – | 45.36 | – | – | – |
| | | Return on assets (O) | -.03 | – | -2.50 | – | – | – |
| | | Corporate social responsibility (O) | .22 | – | .60 | – | – | – |
| Arthur, Herdman, & Yang (2016) | Cause-effect beliefs | Intensity of HR programs (P) | .26 | – | – | – | – | – |
| | | Perceived HR practices (O) | .14 | – | – | – | – | – |
| | HR values | Intensity of HR programs (P) | .31 | – | – | – | – | – |
| | | Perceived HR practices (O) | .07 | – | – | – | – | – |
| Barrick, Thurgood, Smith, & Courtright (2015) | Strategic implementation | HR practices (C) | .45 | – | – | – | – | – |
| | | Collective organizational engagement (O) | .33 | – | – | – | – | – |
| | | Return on assets (O) | .11 | – | – | – | – | – |
| Camelo-Ordaz, Fernandez-Alled, & Valle-Cabrera (2008) | Innovative strategic vision | Firm innovation (O) | – | -.76 | – | – | – | – |
| | | Compensation (C) | – | – | – | – | – | – |
| | | Performance assessment (C) | – | – | – | – | – | – |
| Carmeli (2008) | Behavioral integration | Service quality and development (O) | .29 | .27 | – | .08 | .07 | – |
| | | HR performance (O) | .48 | .45 | – | .13 | .19 | – |
| | | Economic performance (O) | .47 | .46 | – | .03 | .20 | – |
| Carmeli & Tishler (2006) | HR skills | Firm performance (O) | .48 | .30 | – | .24 | .08 | – |
| | Intellectual skills | Firm performance (O) | .33 | .40 | – | .24 | .14 | – |
| Cogin, Sanders, & Williamson (2018) | % of TMT members with children | Work-life support practices (C) | .17 | – | – | – | – | – |
| | | Customer satisfaction (O) | .02 | .25 | – | – | – | – |
| Farndale & Kelliher (2013) | Employee trust in senior management | Performance appraisal procedural justice (P) | .25 | – | – | – | – | – |
| | | Performance appraisal interactional justice (P) | .24 | – | – | – | – | – |
| | | Employee organizational commitment (O) | .49 | .61 | – | – | – | – |
| Konrad & Linnehan (1995) | Commitment to equal employment opportunities and affirmative action values | Identity-conscious HR structures (C) | .49 | .10 | – | .57 | – | – |
| | | Identity-blind HR structures (C) | .47 | .06 | – | .45 | – | – |
| | | Ranking of top women performers (O) | .12 | -.01 | – | .17 | – | – |
| | | % of women in management (O) | .10 | .02 | – | .26 | – | – |
| | | % of female employees (O) | -.04 | .00 | – | .28 | – | – |
| | | Ranking of persons of color (POC) performers (O) | .26 | .03 | – | .25 | – | – |
| | | % of POC in management (O) | .27 | .01 | – | .25 | – | – |
| | | % of POC employees (O) | .33 | .06 | – | .32 | – | – |
| Milliken, Martins, & Morgan (1998) | Representation of work-family issues | Work-family responsiveness (C) | -.07 | -.02 | – | – | – | – |
| | Salience of work-family issues (women) | Work-family responsiveness (C) | -.05 | – | – | – | – | – |

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|--|---|-------------------------------------|----------|---------|----------|-----------------------|--------------|----------|
| Ordiz-Fuertes & Fernandez-Sanchez (2003) | Salience of work-family issues (family structure) | Work-family responsiveness (C) | -.01 | – | – | – | – | – |
| | Flexible leadership style | High-involvement work practices (C) | – | – | 3.74 | – | – | – |
| Snell & Youndt (1995) | Knowledge of cause-effect relationship | Behavioral control HRM (C) | .15 | – | – | – | – | – |
| | | Output control HRM (C) | .11 | – | – | – | – | – |
| | | Input control HRM (C) | .22 | – | – | – | – | – |
| | | Return on assets (O) | .12 | – | 4.44 | – | – | – |
| | | Sales growth (O) | .06 | – | .13 | – | – | – |
| | Articulation of performance standards | Behavioral control HRM (C) | .51 | – | – | – | – | – |
| | | Output control HRM (C) | .43 | – | – | – | – | – |
| | | Input control HRM (C) | .29 | – | – | – | – | – |
| | | Return on assets (O) | .00 | – | -4.57 | – | – | – |
| | | Sales growth (O) | -.15 | – | -.13 | – | – | – |
| Stirpe, Trullen, & Bonache (2013) | Support for HR innovations (HRIs) | HR department credibility (P) | .45 | – | – | – | – | – |
| | | LTMM support for HRIs (P) | .38 | – | – | – | – | – |
| | | Employee acceptance of HRIs (O) | .48 | .18 | – | – | – | – |
| Welbourne & Cyr (1999) | HR representation | Stock price (O) | .14 | -.05 | – | – | – | – |
| | | Earnings per share (O) | .12 | .08 | – | – | – | – |
| | | Change in sales – Time 1 (O) | -.04 | – | – | – | – | – |
| | | Change in sales – Time 2 (O) | -.06 | – | – | – | – | – |
| | | Stock price at IPO (O) | .16 | – | – | – | – | – |

Note. C = HRM Content. P = HRM Process. O = HRM Outcomes. *r* = bivariate correlation coefficients. β = standardized coefficients. *B* = unstandardized coefficients. *R*² = coefficients of determination. ΔR^2 = change in *R*². *d* = Cohen's *d*.

Table S-4

Summary of Effect Sizes for Chief Executive Officers and Human Resource Management Content, Process, and Outcomes

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|--|---------------------------------------|---|----------|---------|----------|-----------------------|--------------|----------|
| Chadwick, Super, & Kwon (2015) | Emphasis on SHRM | Commitment-based HR systems (C) | .66 | – | 1.10 | – | – | – |
| | | Perceived performance (O) | .58 | – | .51 | – | – | – |
| | | Employee productivity (O) | .10 | – | -.18 | – | – | – |
| | | Return on equity (O) | .10 | – | -2.11 | – | – | – |
| Frear, Cao, & Zhao (2012) | No college degree | Adoption of Western-HR practices (C) | -.09 | – | – | – | – | – |
| | Management or social science degree | Adoption of Western-HR practices (C) | .15 | – | .47 | – | – | – |
| | Other degree | Adoption of Western-HR practices (C) | -.11 | – | .29 | – | – | – |
| | Chinese | Adoption of Western-HR practices (C) | .14 | – | – | – | – | – |
| | Hong Kong, Macao, or Taiwanese | Adoption of Western-HR practices (C) | -.03 | – | -.25 | – | – | – |
| | Other nationality | Adoption of Western-HR practices (C) | -.13 | – | -.15 | – | – | – |
| | Age | Adoption of Western-HR practices (C) | -.15 | – | .00 | – | – | – |
| Guest & Conway (2011) | Perceptions of HRM effectiveness | Quality and commitment (O) | .49 | – | – | – | – | – |
| | | Labor turnover (O) | -.11 | – | – | – | – | – |
| | | Financial performance (O) | .16 | – | – | – | – | – |
| | | Labor productivity (O) | .22 | – | – | – | – | – |
| | | Quality of product/services (O) | .30 | – | – | – | – | – |
| | Consensus with HR manager perceptions | HR manager perceptions of HRM effectiveness (P) | .10 | – | – | – | – | – |
| | | Quality and commitment (O) | .02 | – | – | – | – | – |
| | | Labor turnover (O) | -.03 | – | – | – | – | – |
| | | Financial performance (O) | .06 | – | – | – | – | – |
| | | Labor productivity (O) | .04 | – | – | – | – | – |
| Khavul, Benson, & Datta (2010) | Educational background | Investments in HR practices (C) | .08 | .44 | – | – | – | – |
| | International experience | Investments in HR practices (C) | -.03 | -.01 | – | – | – | – |
| Lopez-Cabrales, Bornay-Barrachina, & Diaz-Fernandez (2017) | Transformational leadership | Skill-based HR systems (C) | .30 | .21 | – | – | – | – |
| | | Job/function-based HR systems (C) | .27 | .19 | – | – | – | – |
| | | Sensing dynamic capabilities (O) | .41 | .41 | – | – | – | – |
| | | Seizing dynamic capabilities (O) | .46 | .38 | – | – | – | – |
| | | Reconfiguration dynamic capabilities (O) | .48 | .41 | – | – | – | – |
| | Transactional leadership | Skill-based HR systems (C) | .28 | .26 | – | – | – | – |
| | | Job/function-based HR systems (C) | .21 | .18 | – | – | – | – |
| | | Sensing dynamic capabilities (O) | .09 | -.08 | – | – | – | – |
| | | Seizing dynamic capabilities (O) | .25 | .05 | – | – | – | – |
| Mayo, Pastor, Gomez-Mejia, & Cruz (2009) | Contingent-reward leadership | Reconfiguration dynamic capabilities (O) | .25 | .12 | – | – | – | – |
| | | Telecommuting practices (C) | -.02 | – | .85 | – | – | – |
| Michiels (2017) | Family vs. non-family CEO | Variable pay practices (C) | .06 | – | – | – | – | – |
| | | Formal compensation practices (C) | .32 | – | – | – | – | – |

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | R^2 | ΔR^2 | <i>d</i> |
|---|-----------------------------|--|----------|---------|----------|-------|--------------|----------|
| Ng & Sears (2012) | Transformational leadership | Diversity practices (C) | .25 | — | — | — | — | — |
| | Transactional leadership | Diversity practices (C) | .19 | — | — | — | — | — |
| | Social values | Diversity practices (C) | .13 | — | — | — | — | — |
| | Age | Diversity practices (C) | .02 | — | — | — | — | — |
| Sheehan, Cooper, Holland, & De Cieri (2007) | Support for HRM | HRM policy connectedness (P) | .23 | — | — | — | — | — |
| | | Perceived organizational performance (O) | .81 | .15 | — | — | — | — |
| Xi, Zhao, & Xu (2017) | Relationship behaviors | Employee relations climate (P) | .33 | .36 | — | — | — | — |
| | | Employee affective commitment (O) | .23 | — | — | — | — | — |
| | | Employee job satisfaction (O) | .23 | — | — | — | — | — |
| | | Firm performance (O) | .39 | .17 | — | — | — | — |
| | Task behaviors | Employee relations climate (P) | .27 | — | — | — | — | — |
| | | Employee affective commitment (O) | .18 | — | — | — | — | — |
| | | Employee job satisfaction (O) | .20 | — | — | — | — | — |
| | | Firm performance (O) | .37 | .27 | — | — | — | — |
| Zhu, Chew, & Spangler (2005) | Transformational leadership | Human-capital enhancing HR systems (C) | .66 | .63 | — | — | — | — |
| | | Organizational performance (O) | .57 | .59 | — | — | — | — |
| | | Absenteeism (O) | -.16 | -.18 | — | — | — | — |
| | | Sales (O) | .07 | .09 | — | — | — | — |
| | Transactional leadership | Human-capital enhancing HR systems (C) | .42 | .01 | — | — | — | — |
| | | Organizational performance (O) | .34 | -.06 | — | — | — | — |
| | | Absenteeism (O) | -.25 | -.12 | — | — | — | — |
| | | Sales (O) | .02 | -.04 | — | — | — | — |

Note. C = HRM Content. P = HRM Process. O = HRM Outcomes. *r* = bivariate correlation coefficients. β = standardized coefficients. *B* = unstandardized coefficients. R^2 = coefficients of determination. ΔR^2 = change in R^2 . *d* = Cohen's *d*.

Table S-5

Summary of Effect Sizes for Board of Directors and Human Resource Management Content, Process, and Outcomes

| Article | Management Factor | HRM-CPO Category | <i>r</i> | β | <i>B</i> | <i>R</i> ² | ΔR^2 | <i>d</i> |
|--|---------------------------------------|--|----------|-------------------|----------|-----------------------|--------------|----------|
| Everly & Schwarz (2015) | Director age | Equality index score (C) | – | – | – | – | – | – |
| | Average tenure | Equality index score (C) | – | – | – | – | – | – |
| | % of women | Equality index score (C) | – | – | – | – | – | – |
| Gould, Kulik, & Sardeshmukh (2018) | Female BOD representation | Inclusive selection (C) | .27 | .32 | – | – | – | – |
| Mullins (2018) | HR expertise on BOD | Diversity management activities (C) | .05 | .43 | – | – | – | .17 |
| Mullins & Holmes (2018) | Outsider representation | Work-family benefits (C) | .19 | .92 ^a | – | – | – | – |
| | Female representation | Work-family benefits (C) | .33 | 1.11 ^a | – | – | – | – |
| | CFO on BOD | Work-family benefits (C) | .02 | .83 ^a | – | – | – | – |
| | Directors with multiple directorships | Work-family benefits (C) | .20 | .96 ^a | – | – | – | – |
| | | | | | | | | |
| Sheehan, Cooper, Holland & De Cieri (2007) | HR expertise on BOD | HR policy connectedness (P) | .12 | – | – | – | – | – |
| | HR expertise on BOD | Perceived organizational performance (O) | .07 | .02 | – | – | – | – |
| Tsao, Chen, & Wang (2016) | Firm family ownership | HPWS for employees (C) | .04 | -.02 | – | – | – | – |
| | | HPWS for managers (C) | .06 | -.08 | – | – | – | – |
| | | Sale growth (O) | .24 | .08 | – | – | – | – |
| | | Subjective performance (O) | .12 | .02 | – | – | – | – |
| | | HPWS for employees (C) | .01 | .10 | – | – | – | – |
| | | HPWS for managers (C) | .09 | .22 | – | – | – | – |
| | Family BOD representation | Sale growth (O) | .10 | .02 | – | – | – | – |
| | | Subjective performance (O) | .18 | .13 | – | – | – | – |
| | | HPWS for employees (C) | .28 | .23 | – | – | – | – |
| | | HPWS for managers (C) | .24 | .26 | – | – | – | – |
| | | Sale growth (O) | -.01 | .03 | – | – | – | – |
| | | Subjective performance (O) | .20 | .13 | – | – | – | – |

Note. C = HRM Content. P = HRM Process. O = HRM Outcomes. *r* = bivariate correlation coefficients. β = standardized coefficients. *B* = unstandardized coefficients. *R*² = coefficients of determination. ΔR^2 = change in *R*². *d* = Cohen's *d*. ^aLogit coefficients.