

Appendix A: Human Resource Practice Indexes constructed from the EMS AND ELECT survey

	EMS			ELECT			Overall mean
Concept	Measures	Mean (0-6)	Reliability	Measures	Mean (0-6)	Reliability	
Ability (5)	5 Measures I am provided with sufficient opportunities for training and development Skill and merits decide who gets the job Personal contacts and networks decide who gets the job (REVERSED) The political contacts and party affiliations decide who gets the job (REVERSED) A rigorous selection process is used to select new recruits	3.98	.762	5 Measures 'Job satisfaction: Training Opportunities' 'Would like more opportunities for training/career development' (Reversed) 'How often skills and merit decide appointment of officials' 'How often determines who is promoted: skills and merit' 'How often determines who is promoted: personal contacts networks (REVERSED)' 'How often determines who is promoted: political contacts, party affiliation (REVERSED)	3.01	.707	3.67
Motivation (3)	I feel my job is secure I have the opportunities if I want to be promoted I am rewarded fairly for the amount of effort that I put in	3.25	.641	'Job satisfaction: Career promotion opportunities' 'Job satisfaction: Pay And conditions'	3.73	.785	3.42
Opportunities (2)	Employee input is obtained prior to making decisions Employees' concerns with decisions are listened to	3.54	.924	Job opinion: would like more input into Decisions in organization (REVERSED)	1.19	n/a	2.74
Communication (1)	This department keeps me well informed	4.03	n/a	Job opinion: well informed about the tasks needed in job	5.05	n/a	4.73
Psychological climate (4)	Our line manager/supervisor considers the personal welfare of our group When I am on a difficult assignment, I can usually count on getting assistance from my line manager/supervisor My work mates/colleagues resist change (REVERSED) The morale in this department is very low (REVERSED)	3.72	.643	Job opinion: Can usually rely on assistance/guidance from supervisor Job satisfaction: Guidance from supervisors	3.59	.303	3.67
Team working (1)	Team working is strongly encouraged in our department	4.35	n/a	Not measured			
Performance appraisal (1)	Staff are given meaningful feedback regarding their individual performance, at least once a year	3.88	n/a	Not measured			

Discretionary pay (1)	In this department those who perform well in their jobs get better rewards than those who just meet the basic job requirements	2.32	n/a	Not measured			
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Appendix B: Employee Outcome Indexes constructed from the EMS and ELECT survey

Concept	Measures	Mean (0-6)	Reliability	Measures	Mean (0-4)	Reliability	Overall
Work Overload (4)	I am pressured to work long hours I have to work very intensively I have to neglect some tasks because I have too much to do Different people at work demand things from me that are hard to combine	2.87	.784	Job opinion: have to neglect some tasks because too much to do	2.54	n/a	2.75
Civic duty (1)	I consider public service my civic duty	3.58	n/a	Job opinion: consider public service my civic duty	4.79	n/a	3.99
Job satisfaction (1)	All things considered, how satisfied are you with your job as a whole these days?	4.21	n/a	Job satisfaction: Overall	4.13	n/a	4.19
Affective commitment (2)	I feel like 'part of the family' at my department I do not feel a strong sense of belonging to my department' (REVERSED)	4.18	.533	Job opinion: Do not feel strong sense of belonging to department (REVERSED)	4.78	n/a	4.39
Intention to quit (1)	I often think of quitting this job	1.51	n/a	Job opinion: often think of quitting this job	1.24	n/a	1.42
Stress (3)	My workload negatively affects the quality of my life (e.g. family or social activities) Some days I feel I cannot continue in this job due to work pressures In my job, I am often confronted with problems I cannot do much about	1.93	.804	Job opinion: feel that my job is too demanding/stressful	3.29	n/a	2.40

Appendix C: Correlations between HRMP and EOs

	Ability	Motivation	Opportunities	Communication	Psychological Environment	Team Working	Performance Appraisal	Discretionary Pay	Work Overload	Civic Duty	Job Satisfaction	Affective Commitment	Intention to Quit	Stress
Ability	n/a													
Motivation	.388**	n/a												
Opportunities	.511**	.133**	n/a											
Communication	.219**	.340**	.074**	n/a										
Psychological Environment	.360**	.412**	.256**	.356**	n/a									
Team Working	.447**	.367**	.641**	.587**	.489**	n/a								
Performance Appraisals	.478**	.396**	.559**	.552**	.480**	.568**	n/a							
Discretionary Pay	.272**	.390**	.338**	.321**	.315**	.322**	.415**	n/a						
Work Overload	.015	-.091**	.029	-.119**	-.053*	-.013	.043	.072*	n/a					
Civic Duty	-.011	.129**	-.174**	.215**	.063**	.151**	.113**	.098**	.042	n/a				
Job Satisfaction	.383**	.578**	.181**	.299**	.484**	.385**	.330**	.217**	-.161**	.069**	n/a			
Affective Commitment	.210**	.252**	.018	.377**	.254**	.383**	.281**	.150**	-.195**	.206**	.318**	n/a		
Intension to Quit	-.239**	-.270**	-.027	-.279**	-.247**	-.213**	-.130**	-.073*	.302**	-.065**	-.414**	-.402**	n/a	
Stress	-.258**	-.097**	-.283**	-.019	-.131**	-.110**	-.071*	.002	.483**	.157**	-.250**	-.133**	.430**	n/a