

Item / Scales used in HRM Research¹

(Agarwala 2003)	Arthur (1992)	(Audea, Teo et al. 2005)	(Datta, Guthrie et al. 2005)	Delaney, Lewin, & Ichniowski (1989), Huselid (1995)
<p>Looked at innovative practices for 14 HR Practices Categories: Employee Acquisition Strategies Employee retention strategies Compensation and incentives Benefits and services Rewards and recognition Technical training Management development Career planning and development practices Performance appraisal Potential development: a company wide MD programme Succession planning: MD Employee relations with a human face: treating employees with concern Employee exit and separation management Adopting responsibility for socially relevant issues.</p>	<p>Broadly defined jobs Employee participation Formal dispute resolution Information sharing Highly skilled workers Self-managed teams Extensive skills training Extensive benefits High wages Salaried workers Stock ownership</p>	<p>Staffing (adapted from Snell and Dean, 1992; Cronbach's $\alpha = 0.86$) Training (adapted from Snell and Dean, 1992; Cronbach's $\alpha = 0.92$) Performance appraisal (adapted from Snell and Dean, 1992; Cronbach's $\alpha = 0.88$) Compensation (adapted from Snell and Dean, 1992; Cronbach's $\alpha = 0.77$) Strategic integration (adapted from Golden and Ramanujam, 1985; Teo, 2000; Cronbach's $\alpha = .79$) Industrial relations (adapted from Geary and Roche, 2001; Cronbach's $\alpha = 0.89$)</p>	<p>Employment tests pre-hiring Internal promotions Promotion based on performance not seniority Hired following intensive/ extensive recruiting Attitude survey Participation and employee input program Formal grievance system Provided operating performance info Provided financial info Information on strategic plans Formal performance appraisal Formal performance feedback from more than one person Profit sharing scheme Pay is based on skill/ knowledge Training in company specific skills Training in generic skills Training in a variety of jobs or skills Self directed teams</p>	<p>Personnel selection Performance appraisal Incentive compensation Job design Grievance procedures Information sharing Attitude assessment Labor/management participation Recruiting intensity Training hours Promotion criteria (seniority vs. merit)</p>

¹ The papers cited in this summary are by no means and exhaustive list of all the research in the field. It is a work-in-progress and you welcome to add to it. To do so, please email acrew@bueseco.monash.edu.au
 Please refer to the reference list to find the source article.

(Delery and Doty 1996)	(Den Hartog and Verburg 2004)	Freund & Epstein (1984)	(Guest, Michie et al. 2003)	(Huselid, Jackson et al. 1997)
Internal career opportunities training, both formal and informal performance appraisals Profit sharing Employment security Employee participation, or voice job description	selectivity in hiring, employee development internal career opportunities, rewards (pay-for-performance and profit sharing), Participation and communication, information sharing, performance evaluation, the use of job redesign and task analysis, performance appraisal, teamwork, training, and an emphasis on keeping skills up to date, having an overarching philosophy (a mission statement and HRM strategy)	Job enlargement Job rotation Job design Formal training Personalized work hours Suggestion systems Quality circles Salary for blue-collar workers Attitude surveys Production teams Labor/management committees Group productivity incentives Profit sharing Stock purchase plan	Recruitment and selection Training and development Appraisal Financial flexibility Job design Two-way communication Employment security and the internal labour market Single status and harmonization Quality	HRM effectiveness: 23 items asked respondents to indicate how satisfied they were with “the results currently being achieved” using a scale ranging from 1 (highly satisfied) to 5 (very dissatisfied). HRM capabilities scales: 18 items in the survey asked respondents to “indicate the extent to which HRM staff currently possess the capabilities and attributes listed” using a scale ranging from 1 (applies to most) to 5 (applies to very few)

(Kinnie, Hutchinson et al. 2005)	MacDuffie (1995)	Pfeffer (1994)	(Rogg, Schmidt et al. 2001)	(Wright, Gardner et al. 2005)
Training Career opportunities Performance related pay Performance appraisals Rewards and recognition Team working Involvement Communication Openness Work-life balance	Work teams Problem-solving groups Employee suggestions Job rotation Decentralization Recruitment and hiring Contingent compensation Status differentiation Training of new employees Training of experienced employees	Employment security Selective recruiting High wages Incentive pay Employee ownership Information sharing Participation Empowerment Job redesign/teams Training and skill development Cross-utilization Cross-training Symbolic egalitarianism Wage compression Promotion from within	Hiring Practices Job description Performance review Training practices Written HR Policy Legal	Structured interviews Promotion from within Applicants undergo Formal tests Number of formal training hours Formal Evaluation of Performance Pay raises based on performance Individual bonuses (or commissions) Formal participation processes Complaint process

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