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Appendix

Table A1. Focal study variables drawn from WERS2011 matched employee-employer dataset.

Variables	Items
<i>Ability-enhancing HR</i>	
Training (EQ)	Training in last 12 months apart from health & safety training offered by the employer.
Selective hiring (MQ)	Individual's skills are important when recruiting new employees. Individual's qualification is important when recruiting new employees. Individual's experience is important when recruiting new employees.
<i>Motivation-enhancing HR</i>	
Performance appraisal (MQ)	Formal appraisal exists for non-managerial staff A large majority (60% or more) of non-managerial employees whose performance is formally appraised. Is individual employees pay linked to the outcome of performance appraisal?
Performance-related pay (MQ)	Do any employees in this establishment get paid by results or receive merit pay? A large majority (60% or more) of non-managerial staff get paid by results or receive merit pay. Do any employees receive profit-related payments or profit-related bonus? A large majority (60% or more) of non-managerial staff is entitled to profit sharing scheme. Does this company operate any employee share scheme? A large majority (60% or more) of non-managerial staff is entitled to employee share scheme.
<i>Opportunity-enhancing HR</i>	
Job control (EQ)	How much influence do you have over what tasks you do? How much influence do you have over the pace at which you work? How much influence do you have over how do you do your work? How much influence do you have over the order in which you carry out tasks?
Information sharing (EQ)	How good are managers at telling staff about changes in how organisation is run? How good are managers at informing employees about changes in staffing? How good are managers at informing staff about changes in the way you do your job? How good are managers at informing staff about financial matters?
Employee voice (EQ)	How good are managers at seeking views of employees/employee reps? How good are managers at responding to suggests from employees/worker reps?

Employee wellbeing

Job satisfaction (EQ)

How good are managers at allowing employees/work reps influence final decision?

How satisfied are you with the sense of achievement from work?

How satisfied are you with the scope of using your own initiatives?

How satisfied are you with the amount of influence you have over job?

How satisfied are you with the training you receive?

How satisfied are you with the opportunity to develop your skills in your job?

How satisfied are you with the work itself?

Job stress (EQ)

How much of the time has your job made you feel tense?

How much of the time has your job made you feel depressed?

How much of the time has your job made you feel worried?

How much of the time has your job made you feel gloomy?

How much of the time has your job made you feel uneasy?

How much of the time has your job made you feel miserable?

Notes: EQ – Items used to measure the variable were drawn from *Employee Questionnaire*; MQ – Items used to measure the variable were drawn from *Management Questionnaire*.

Table A2. Employee- and workplace-level control variables.

Variables	Items	Response categories
<u>Employee-level controls</u>		
Gender	Gender	0=male, 1=female
Age	Age	1=16-19yrs, 2=20-29yrs, 3=30-39yrs, 4=40-49yrs, 5=50-59yrs, 6=60yrs or above
Work contract	Which of the phrases below best describes your job here?	Temporary/fixed-term contract, 1=permanent
Job tenure	How many years in total have you been working at this workplace?	1=less than 1yr, 2=1 to less than 2 yrs, 3=2 to less than 5 yrs, 4= 5to less than 10 yrs, 5=10yrs or more
Union membership	Are you a member of a trade union or staff association?	0=no, 1=yes
Education	Do you have an academic qualification?	0=no, 1=yes
<u>Workplace level controls</u>		
Workplace size ¹	Number of employees currently on the payroll	a specific digit
Workplace age ¹	Number of years this workplace has been in operation	a specific digit
Service sector	Industry type	0=manufacturing, 1=service
Public sector	Sector type	0=private sector, 1=public/non-profit sector, 0=private sector
Recession impact	Extent the workplace has been adversely affected by the recent recession.	1=no adverse effect to 5=a great deal
Subjective firm performance ²	Assess your workplace's financial performance/labour productivity/product or service quality	1= a lot below average to 5=a lot better than average

Notes: ¹Log value was used in estimation.

¹Subjective firm performance was measured by mean scores of three items, which assess a workplace's financial performance, labour productivity and product/service quality.