

Productivity in an Organizational Setting: -A Systematic View of the Causalities at Work-SUPPLEMENTAL

1.1. De Meulenaere et al. (2016)

1.1.1. Causal relationships from the literature

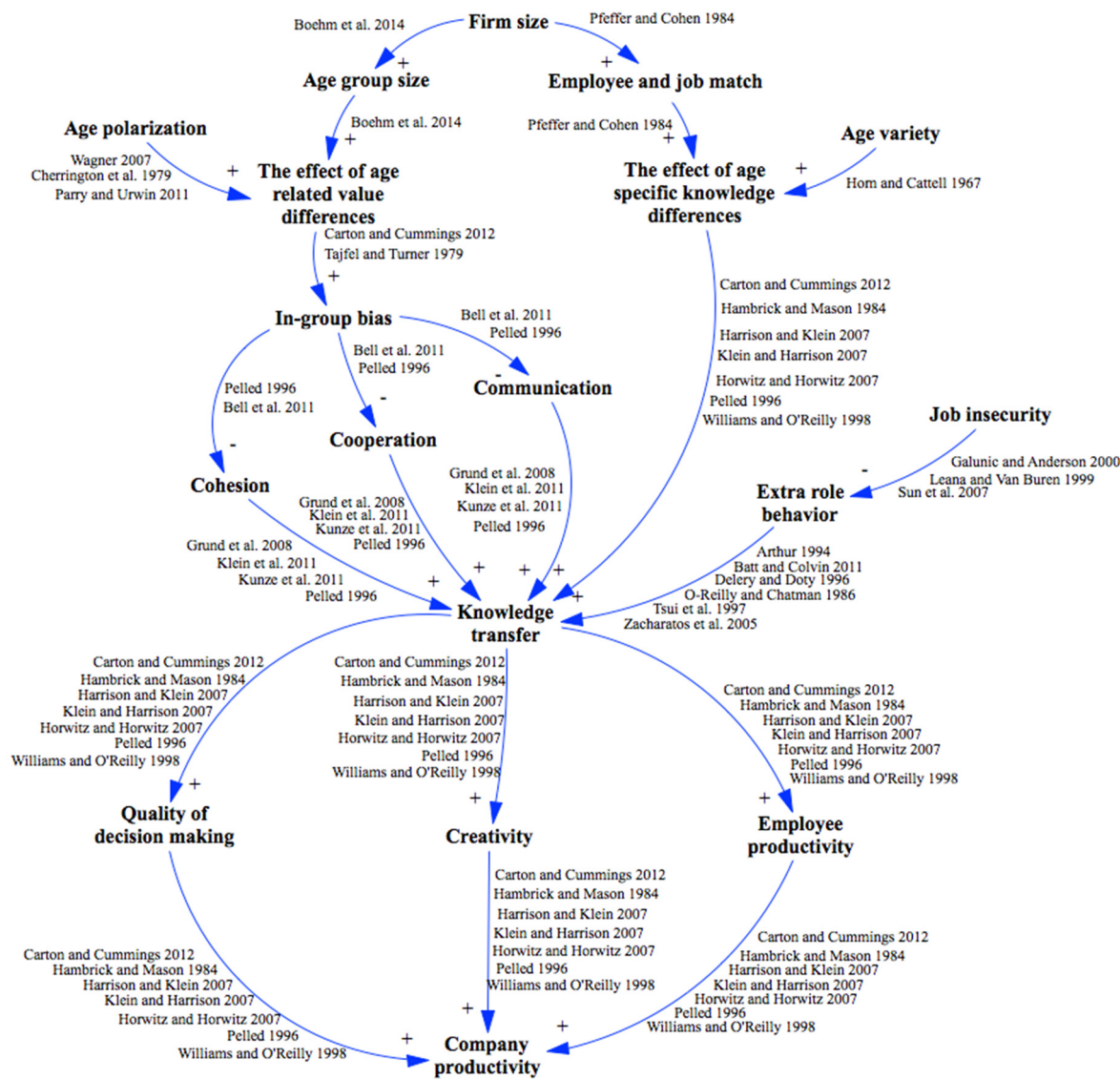


Figure 4. Causal relationships from the literature of De Meulanere et al. (2015).

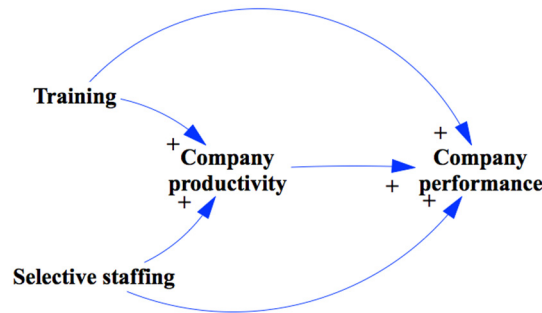


Figure 7. Causal relationships from the results of Kim and Ployhart (2014).

1.3. Delmas and Pekovic (2012)

1.3.1. Causal relationships from the literature

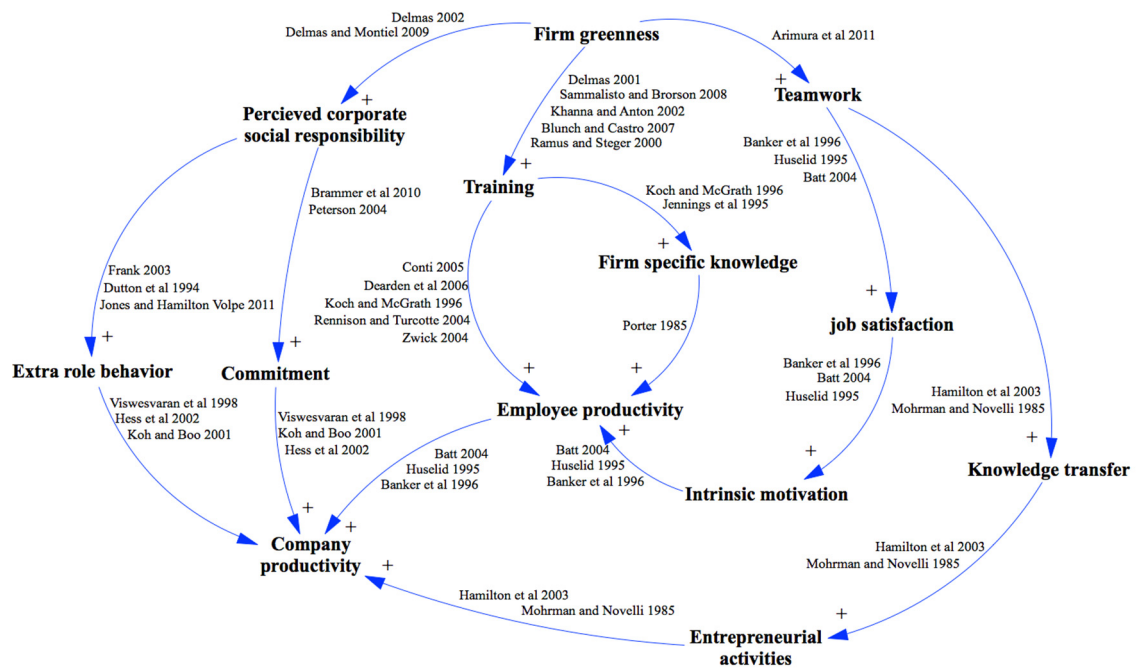


Figure 8. Causal relationships from the literature of Delmas and Pekovic (2012).

1.3.2. Causal relationships from the results

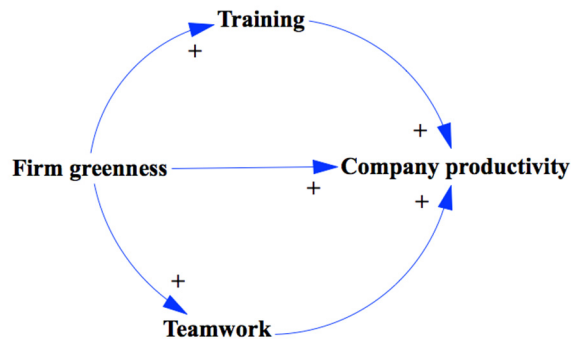


Figure 9. Causal relationships from the results of Delmas and Pekovic (2012).

1.4. Birdi et al. (2008)

1.4.1. Causal relationships from the literature

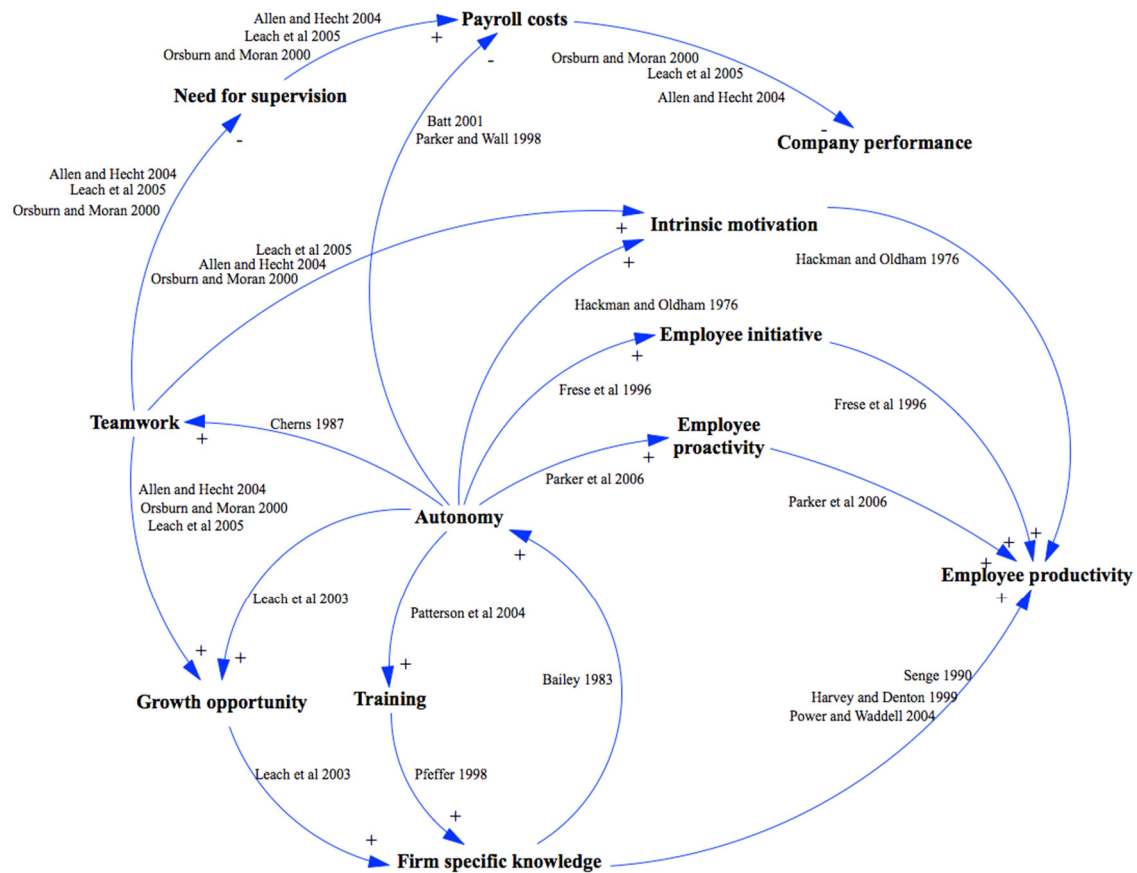


Figure 10. Causal relationships from the literature of Birdi et al. (2008).

1.4.2. Causal relationships from results

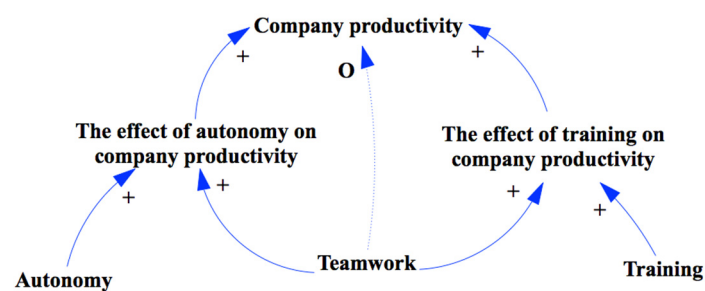


Figure 11. Causal relationships from the results of Birdi et al. (2008).

1.5. Grant (2008)

1.5.1. Causal relationships from the literature

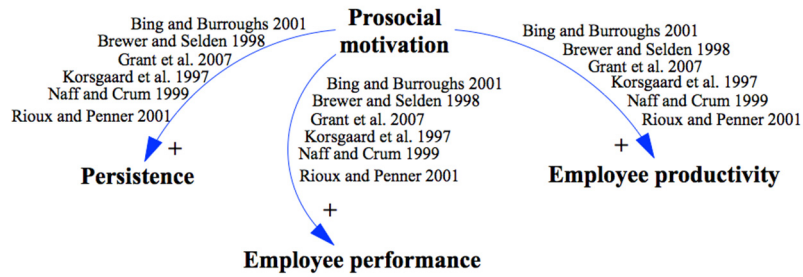


Figure 12. Causal relationships from the literature of Grant (2008).

1.5.2. Causal relationships from the results

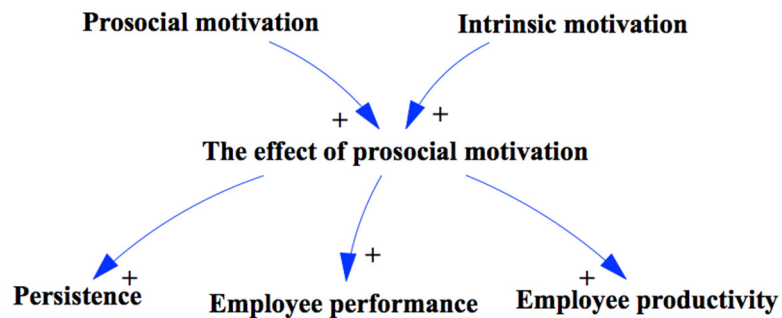


Figure 13. Causal relationships from the results of Grant (2007).

1.6. Probst et al. (2007)

1.6.1. Causal relationships from the literature

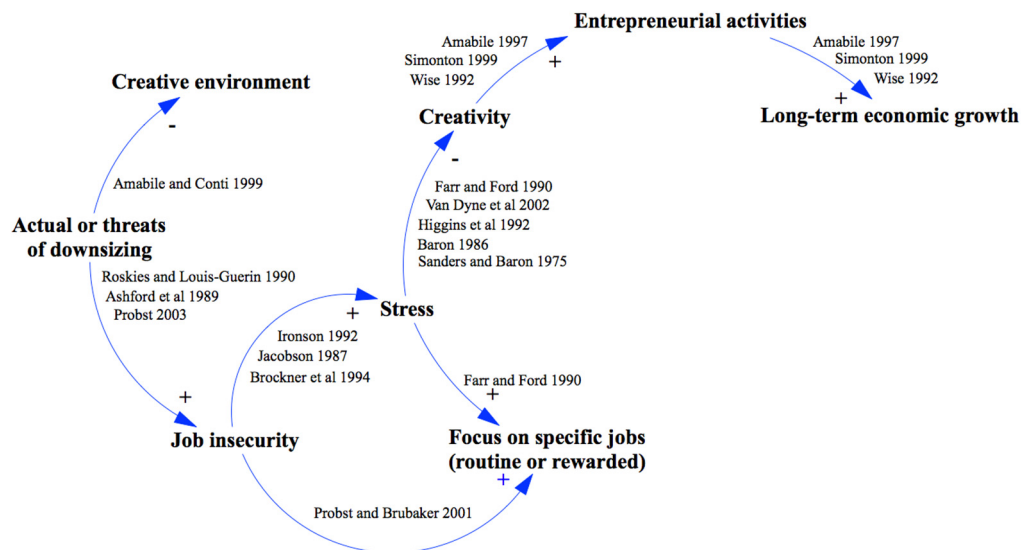


Figure 14. Causal relationships from the literature of Probst et al. (2007).

1.6.2. Causal relationships from the results

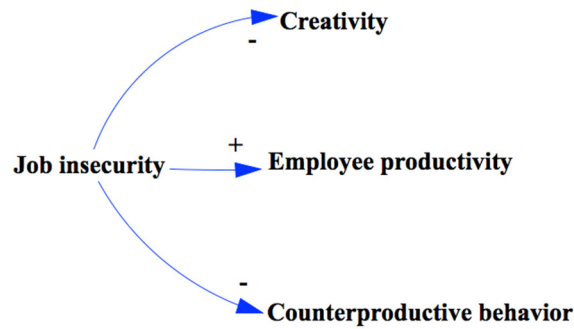


Figure 15. Causal relationships from the results of Probst et al. (2007).

1.7. Patterson et al. (2004)

1.7.1. Causal relationships from the literature

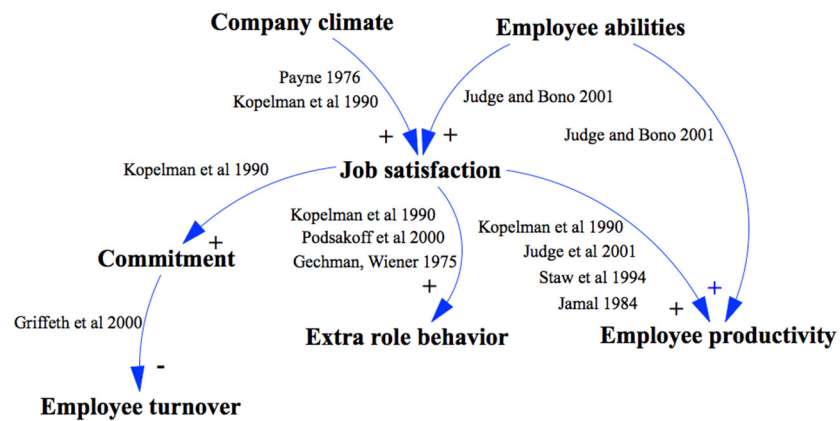


Figure 16. Causal relationships from the literature of Patterson et al. (2004).

1.7.2. Causal relationships from the results

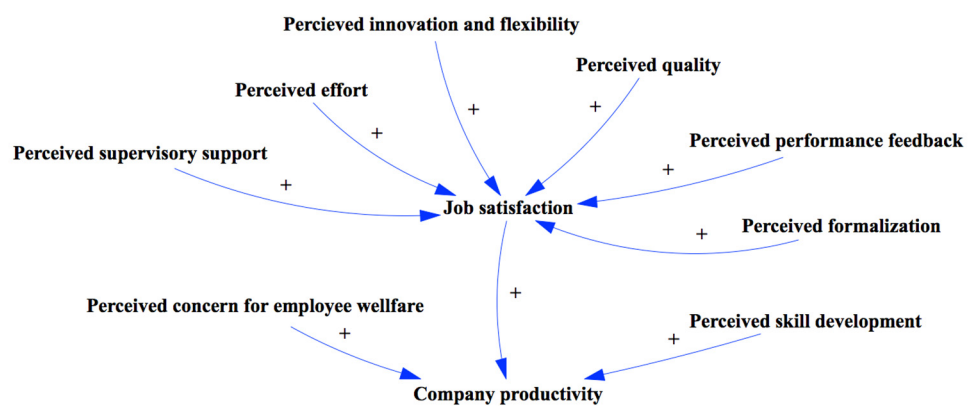


Figure 17. Causal relationships from the results of Paterson et al. (2004).

1.8. Dollard et al. (2000)

1.8.1. Causal relationships from the results

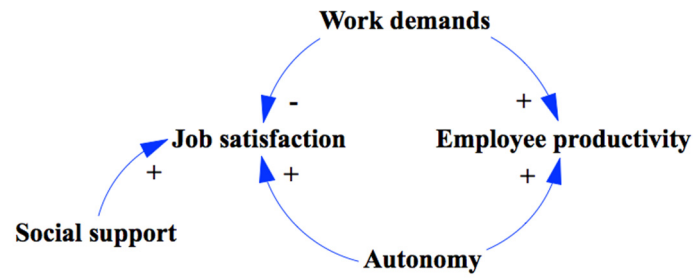


Figure 18. Causal relationships from the results of Dollard et al. (2000).

1.9. Podsakoff et al. (1997)

1.9.1. Causal relationships from the literature

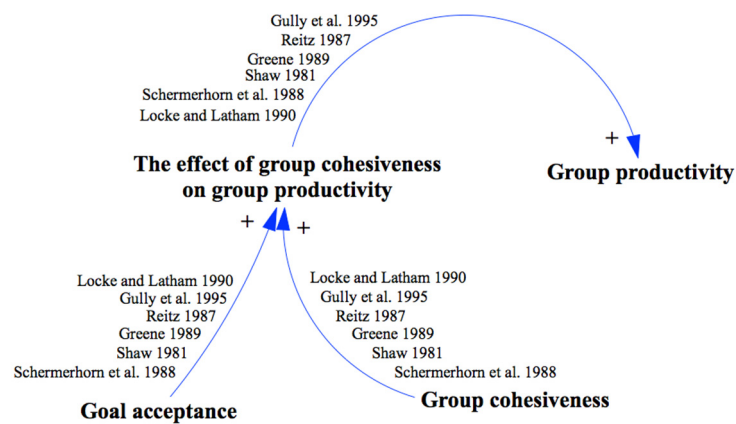


Figure 19. Causal relationships from the literature of Podsakoff et al. (1997).

1.9.2. Causal relationships from the results

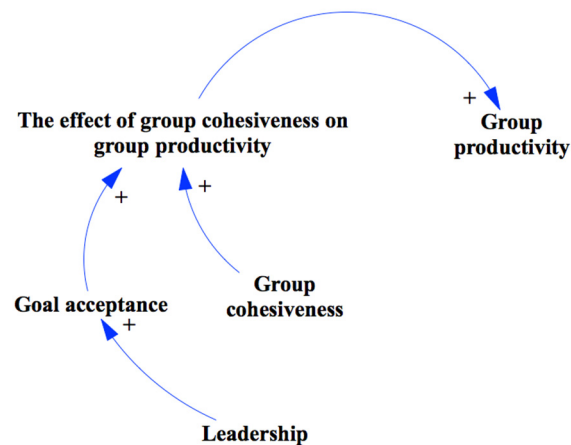


Figure 20. Causal relationships from the results of Podsakoff et al. (1997).

1.10. Aiello and Kolb (1995)

1.10.1. Causal relationships from the literature

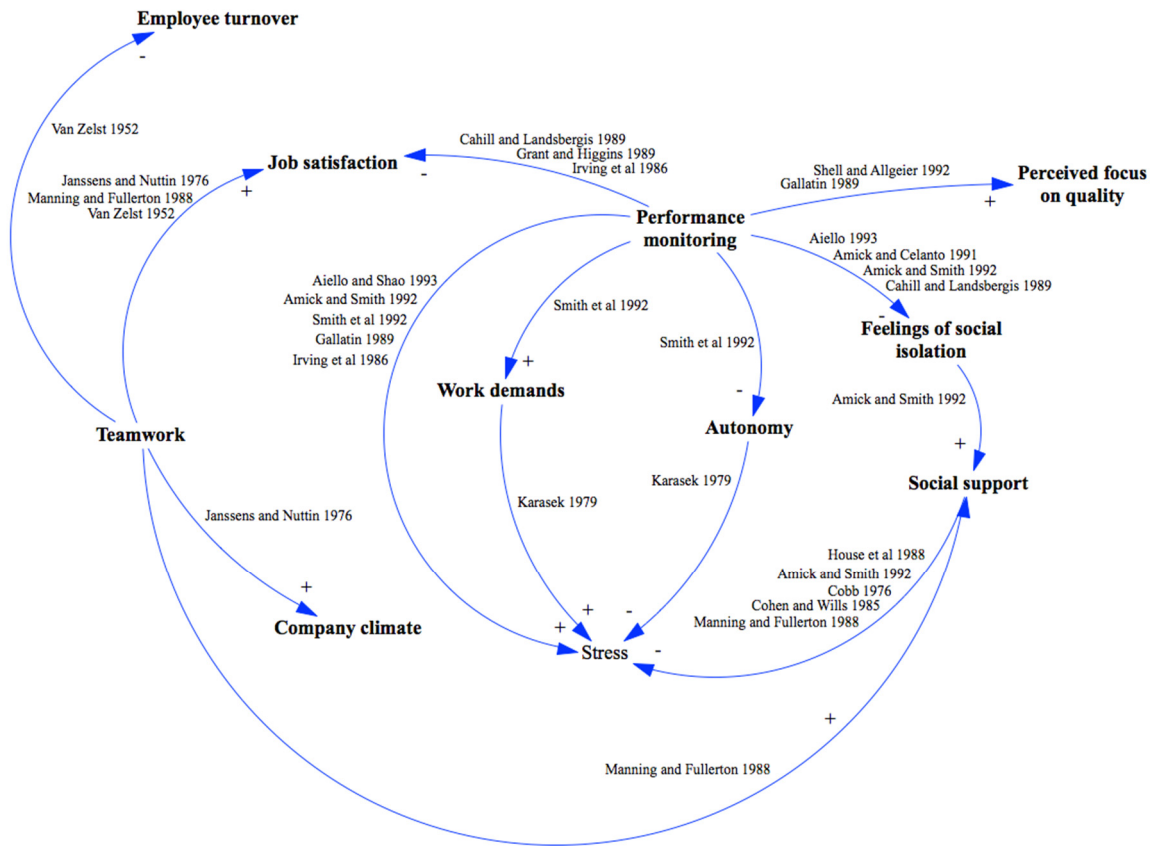


Figure 21. Causal relationships from the literature in Aiello and Kolb (1995).

1.10.2. Causal relationships from results

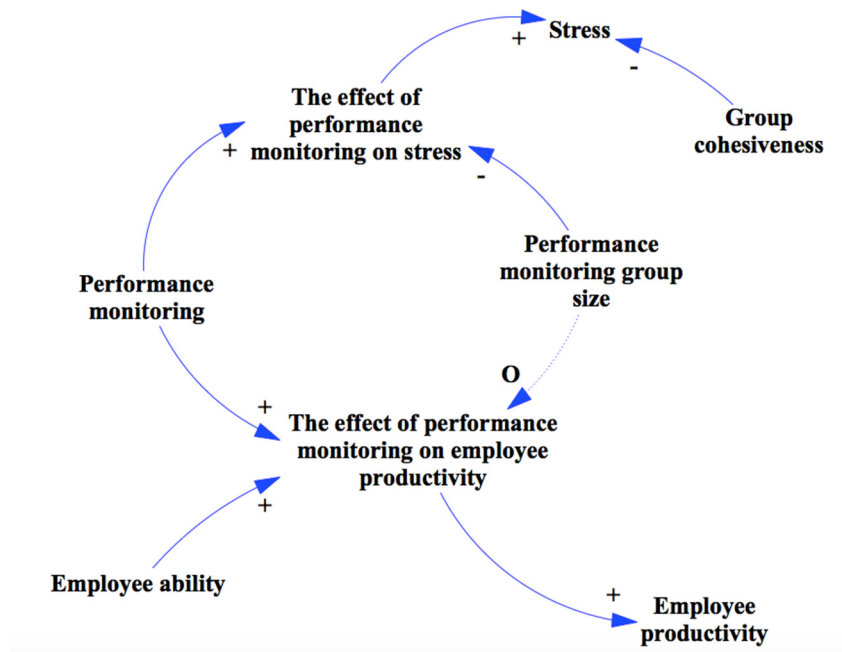


Figure 22. Causal relationships from the results of Aiello and Kolb (1995).

1.11. Wright et al. (1993)

1.11.1. Causal relationships from the literature

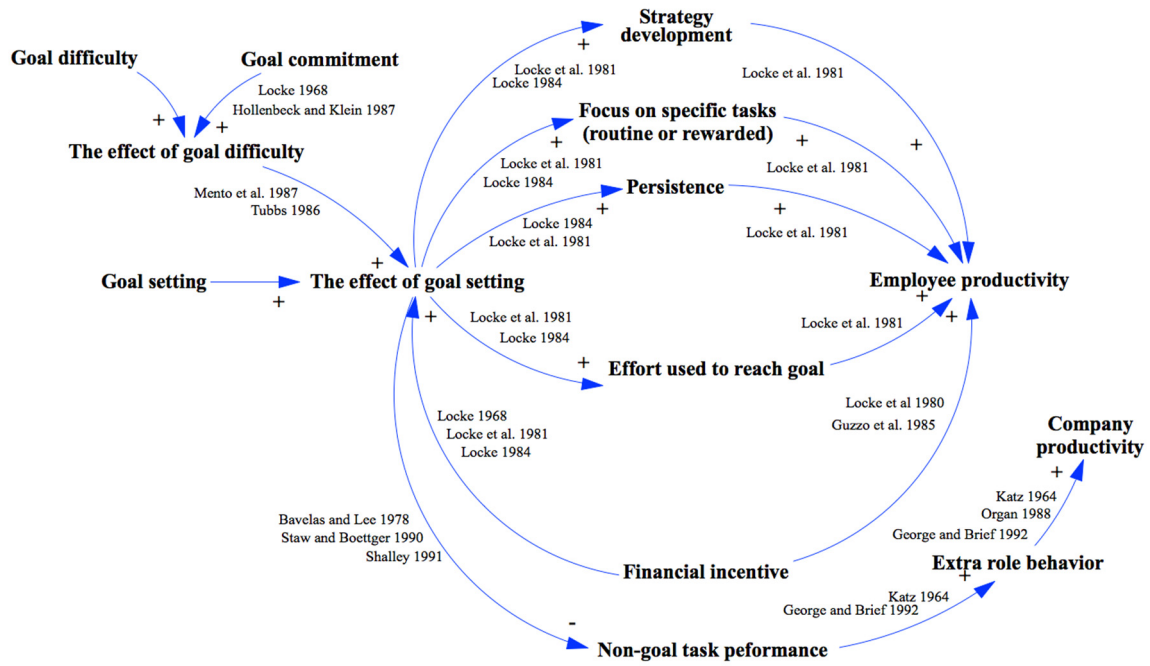


Figure 23. Causal relationships from the literature of Wright et al. (1993).

1.11.2. Causal relationships from the results

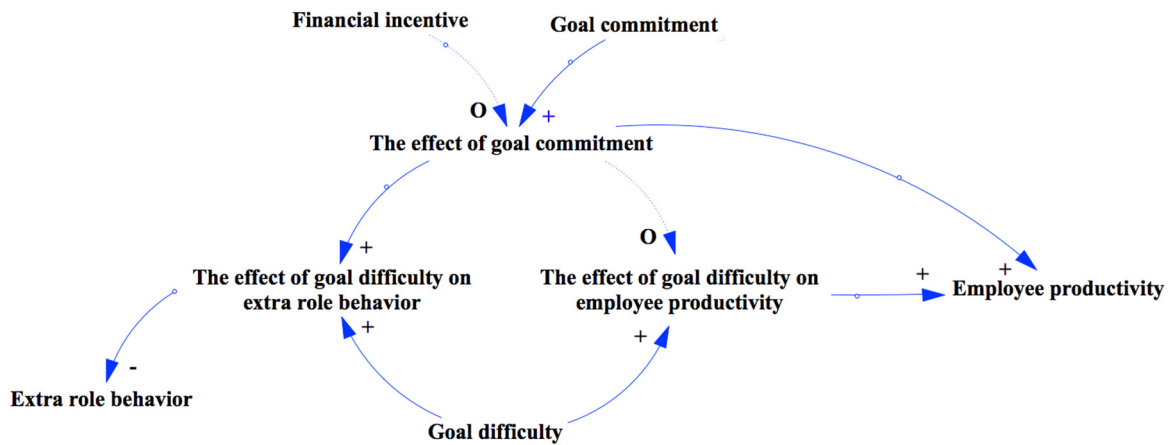


Figure 24. Causal relationships from the results of Wright et al. (1993).

1.12. Goodman and Leyden (1991)

1.12.1. Causal relationships from the literature

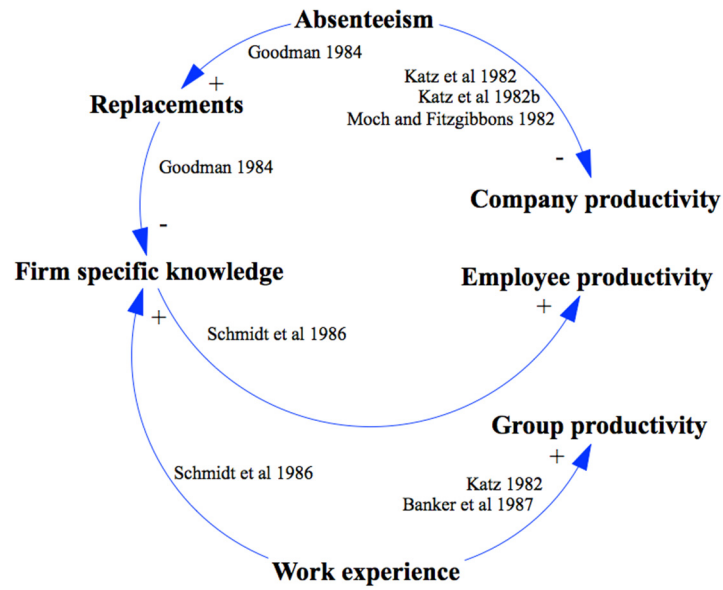


Figure 25. Causal relationships from the literature of Goodman and Leyden (1991).

1.12.2. Causal relationships from the results

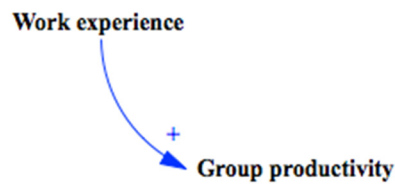


Figure 26. Causal relationships from the results of Goodman and Leyden (1991).

1.13. Rodgers and Hunter (1991)

1.13.1. Causal relationships from the literature

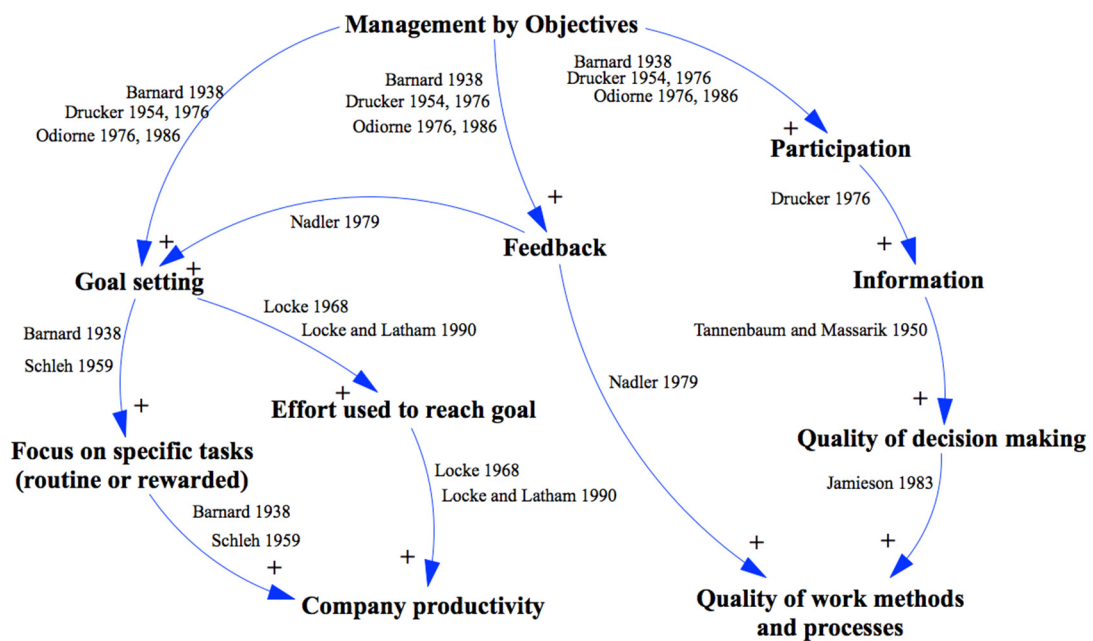


Figure 27. Causal relationships from the literature of Rodgers and Hunter (1991).

1.13.2. Causal relationships from the results

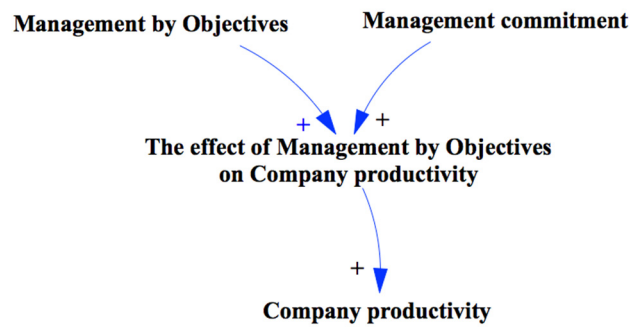


Figure 28. Causal relationships from the results of Rodgers and Hunter (1991).

1.14. Shalley (1991)

1.14.1. Causal relationships from the literature

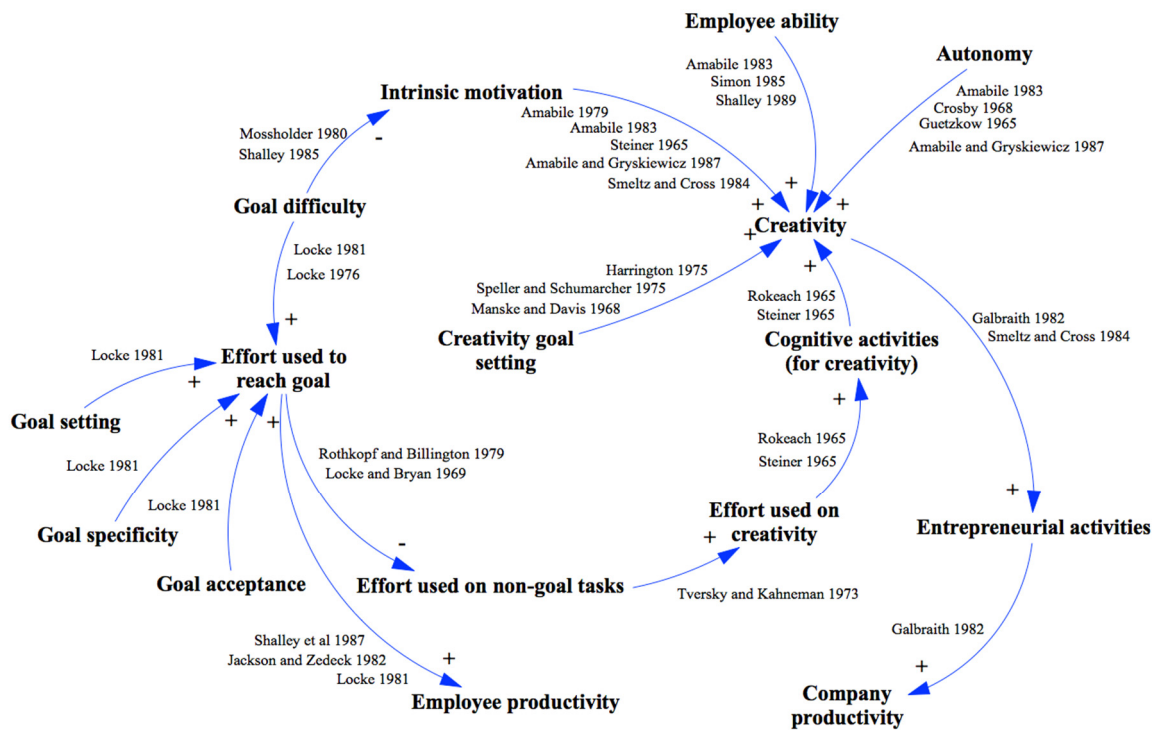


Figure 29. Causal relationships from the literature of Shalley (1991).

1.14.2. Causal relationships from the results

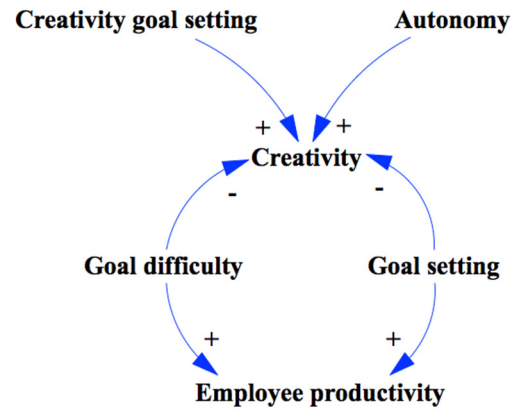


Figure 30. Causal relationships from the results of Shalley (1991).

1.15. Larson and Callahan (1990)

1.15.1. Causal relationships from the literature

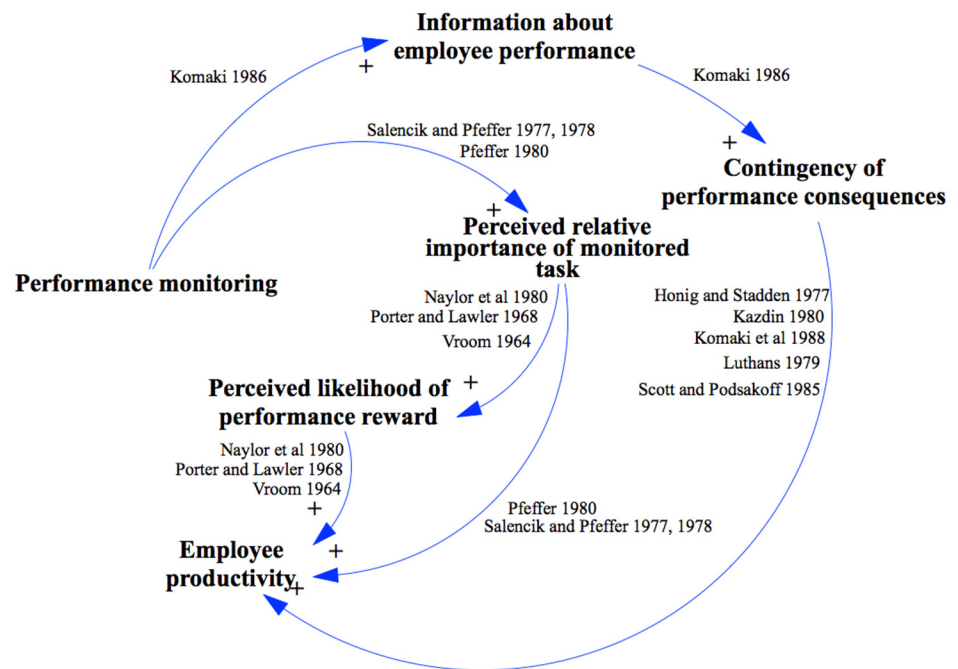


Figure 31. Causal relationships from the literature of Larson and Callahan (1990).

1.15.2. Causal relationships from the results

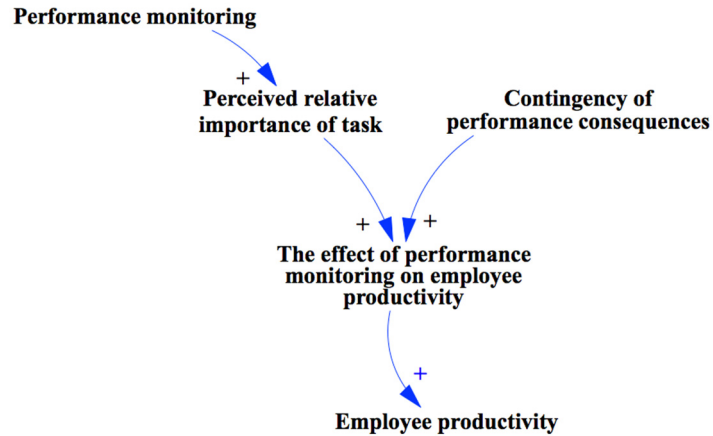


Figure 32. Causal relationships from the results of Larson and Callahan (1990).

1.16. Graen et al. (1986)

1.16.1. Causal relationships from the literature

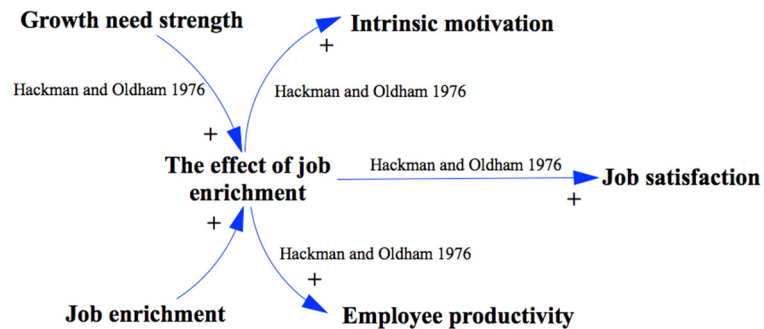


Figure 33. Causal relationships from the literature of Graen et al. (1986).

1.16.2. Causal relationships from the results

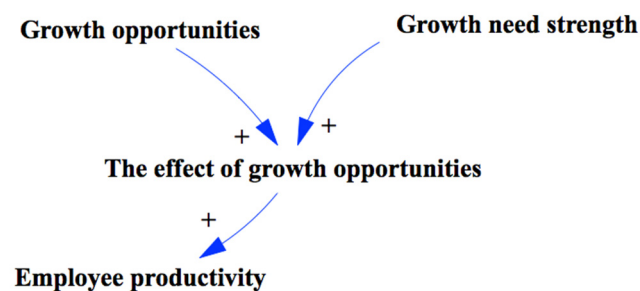


Figure 34. Causal relationships from the results of Graen et al. (1986).

1.17. Schmidt et al. (1986)

1.17.1. Causal relationships from the results

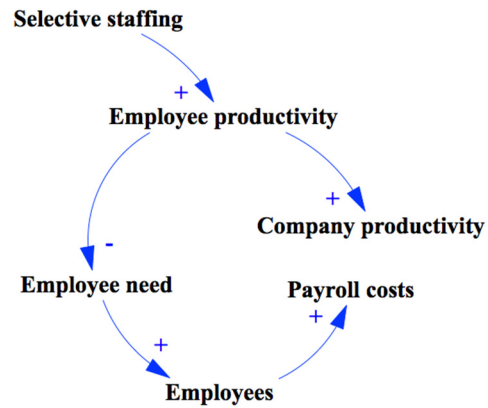


Figure 35. Causal relationships from the results of Schmidt et al. (1986).

1.18. Guzzo et al. (1985)

1.18.1. Causal relationships from the results

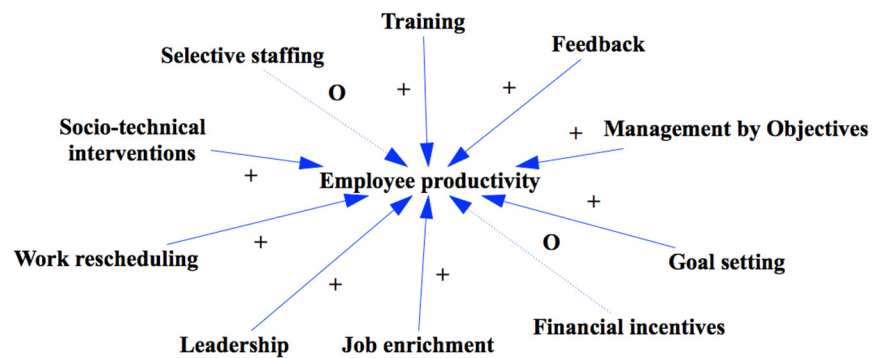


Figure 36. Causal relationships from the results of Guzzo et al. (1985).

1.19. Latham and Saari (1982)

1.19.1. Causal relationships from the results

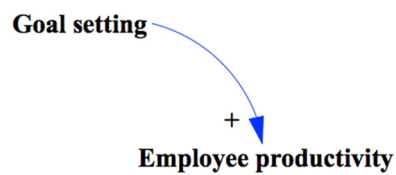


Figure 37. Causal relationships from the results of Latham and Saari (1982).

1.20. Schmidt et al. (1979)

1.20.1. Causal relationships from the results

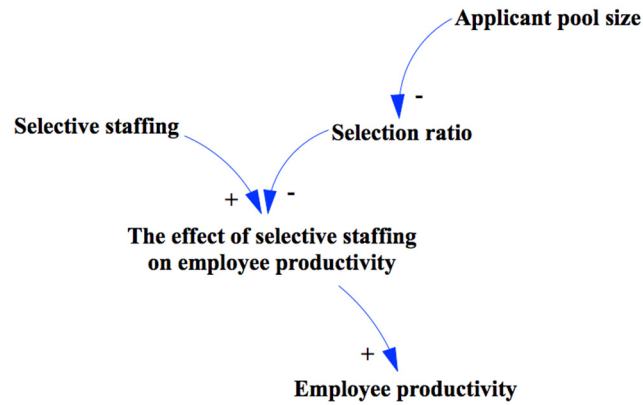


Figure 38. Causal relationships from the results of Schmidt et al. (1979).

1.21. Kazanas (1978)

1.21.1. Causal relationships from the literature

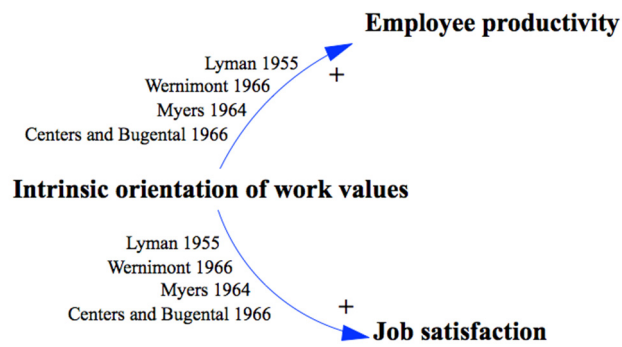


Figure 39. Causal relationships from the literature of Kazanas (1978).

1.22. Schein et al. (1977)

1.22.1. Causal relationships from the results

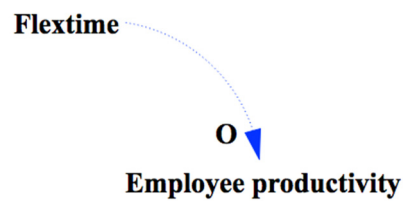


Figure 40. Causal relationships from the results of Schein et al. (1977).

1.23. Kim and Hamner (1976)

1.23.1. Causal relationships from the literature

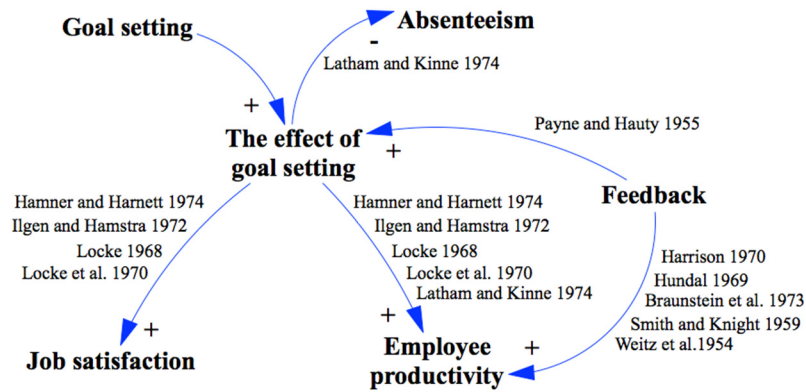


Figure 41. Causal relationships from the literature of Kim and Hamner (1976).

1.23.2. Causal relationships from the results

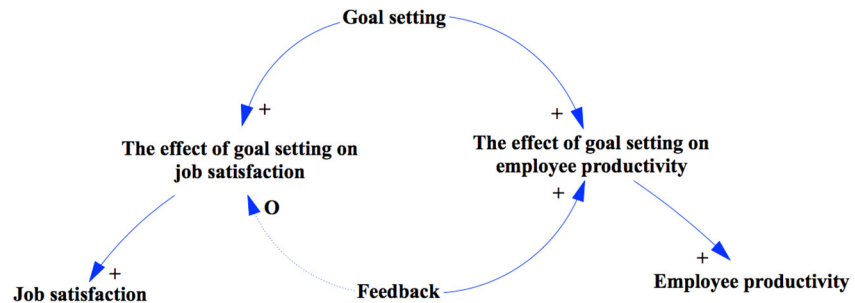


Figure 42. Causal relationships from the results of Kim and Hamner (1976).

1.24. Umstot et al. (1976)

1.24.1. Causal relationships from the literature

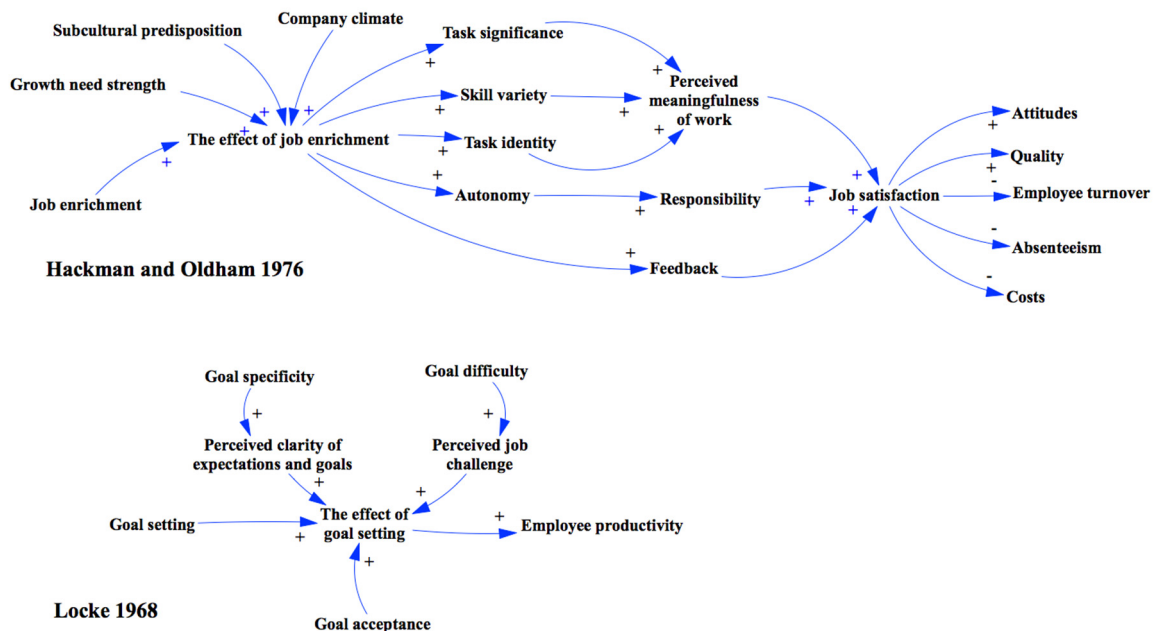


Figure 43. Causal relationships from the literature of Umstot et al. (1976).

1.24.2. Causal relationships from the results

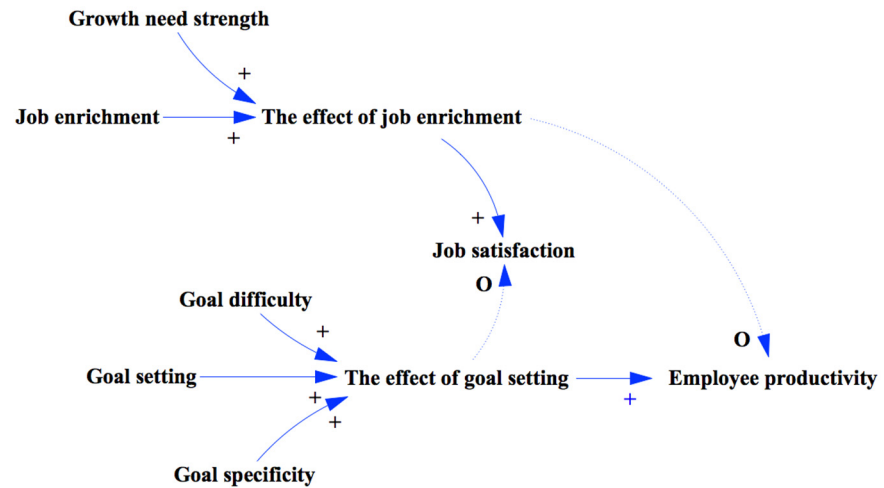


Figure 44. Causal relationships from the results of Umstot et al. (1976).

1.25. Latham and Locke (1975)

1.25.1. Causal relationships from the literature

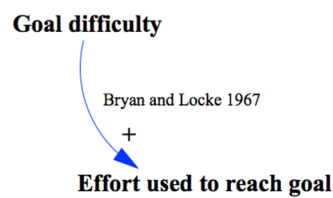


Figure 45. Causal relationships from the literature of Latham and Locke (1975).

1.25.2. Causal relationships from the results

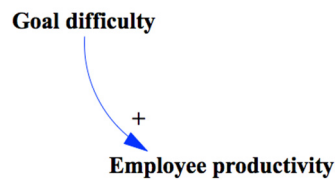


Figure 46. Causal relationships from the results of Latham and Locke (1975).

1.26. Weinstein and Holzbach (1973)

1.26.1. Causal relationships from the results

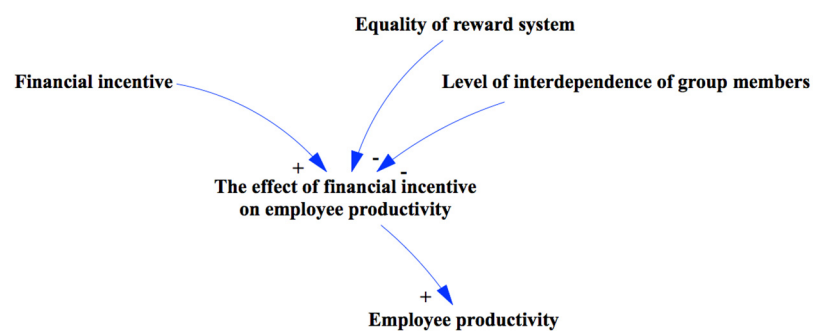


Figure 47. Causal relationships from the results of Weinstein and Holzbach (1973).

1.27. Rothe (1970)

1.27.1. Causal relationships from results

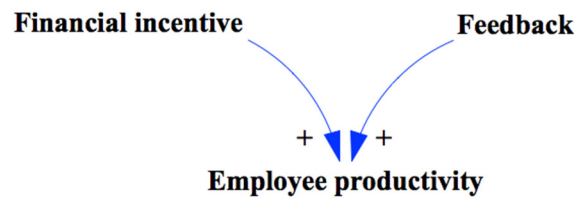


Figure 48. Causal relationships from the results of Rothe (1970).

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Appendix A

In Table 8 individual CLD items are listed in alphabetical order. All the items that appear in one of the 45 CLD's resulting from the literature analysis (115 items) are in first column of the table. Columns two and three show the names that each item has after the item reductions in synthesis steps 1 and 2. The eight "effect items" are at the bottom of the table.

Table 8. List of all items at every step of the research.

Item name in literature analysis	Item name after synthesis step 1	Item name after synthesis step 2
Absenteeism	Absenteeism	Employee productivity
Actual or threats of downsizing	Actual or threats of downsizing	Job insecurity
Age group size	-	-
Age polarization	-	-
Age related value differences	-	-
Age specific knowledge differences	-	-
Age variety	-	-
Applicant pool size	Applicant pool size	-
Attitudes	Attitudes	Employee productivity
Autonomy	Autonomy	Autonomy
Cognitive activities (for creativity)	Effort used on creativity	Effort used on non-goal tasks
Cohesion	Cohesion	Teamwork
Commitment	Commitment	-
Communication	Communication	Teamwork
Company climate	Company climate	Company climate
Company performance	Company performance	Company performance
Company productivity	Company productivity	Company productivity
Contingency of performance consequences	Contingency of performance consequences	Performance consequences
Cooperation	Cooperation	Teamwork
Costs	Costs	Costs
Counter-productive behavior	Counter-productive behavior	Employee productivity
Creative environment	Creative environment	Company climate
Creativity	Creativity	Creativity
Creativity goal setting	Creativity goal setting	Creativity goal setting
Effort used on creativity	Effort used on creativity	Effort used on non-goal tasks
Effort used on non-goal tasks	Effort used on non-goal tasks	Effort used on non-goal tasks
Effort used to reach goal	Effort used to reach goal	Effort used to reach goal
Employee abilities	Employee abilities	-
Employee and job match	-	-
Employee initiative use	Employee initiative use	Employee proactivity
Employee need	Employee need	-
Employee proactivity	Employee proactivity	Employee proactivity
Employee productivity	Employee productivity	Employee productivity
Employee turnover	Employee turnover	-
Employees	Employees	-
Entrepreneurial activities	Entrepreneurial activities	Entrepreneurial activities
Equality of reward system	-	-
Extra-role behavior	Extra-role behavior	Extra-role behavior
Feedback	Feedback	Feedback
Feelings of social isolation	Feelings of social isolation	Teamwork
Financial incentive	Financial incentive	Performance consequences
Firm greenness	-	-
Firm size	-	-
Firm-specific knowledge	Firm-specific knowledge	Firm-specific knowledge
Flexitime	-	-
Focus on specific tasks (routine or rewarded)	Focus on specific tasks (routine or rewarded)	Effort used to reach goal

Item name in literature analysis	Item name after synthesis step 1	Item name after synthesis step 2
Generic human capital resources	Generic human capital resources	Generic human capital resources
Goal commitment	Goal commitment	Goal commitment
Goal difficulty	Goal difficulty	Goal difficulty
Goal setting	Goal setting	Goal setting
Goal specificity	Goal specificity	Goal specificity
Group cohesiveness	Teamwork	Teamwork
Group productivity	Employee productivity	Employee productivity
Growth need strength	Growth need strength	-
Growth opportunities	Growth opportunities	Training
In-group bias	-	-
Information	-	-
Information about employee performance	Information about employee performance	-
Intrinsic motivation	Intrinsic motivation	Intrinsic motivation
Intrinsic orientation of work values	-	-
Job enrichment	Job enrichment	Job enrichment
Job insecurity	Job insecurity	Job insecurity
Job satisfaction	Job satisfaction	Job satisfaction
Knowledge sharing	Knowledge sharing	Knowledge sharing
Leadership	Leadership	Leadership
Level of interdependence of group members	-	-
Long-term economic growth	Long-term economic growth	Company performance
Management by Objectives	-	-
Management commitment	-	-
Need for supervision	Need for supervision	Autonomy
Non-goal task performance	Non-goal task performance	Effort used on non-goal tasks
Organizational routines	Firm-specific knowledge	Firm-specific knowledge
Participation	-	-
Payroll costs	Costs	Costs
Perceived clarity of expectations and goals	Goal specificity	Goal specificity
Perceived concern for employee welfare	Perceived concern for employee welfare	Company climate
Perceived corporate social responsibility	Perceived corporate social responsibility	Company climate
Perceived effort	Perceived effort	Company climate
Perceived focus on quality	Perceived focus on quality	Perceived focus on quality
Perceived innovation and flexibility	Perceived innovation and flexibility	Company climate
Perceived job challenge	Goal difficulty	Goal difficulty
Perceived likelihood of performance reward	Perceived likelihood of performance reward	Performance consequences
Perceived meaningfulness of work	Perceived meaningfulness of work	Company climate
Perceived performance feedback	Perceived performance feedback	Company climate
Perceived quality	Perceived quality	Company climate
Perceived relative importance of task	Perceived relative importance of task	-
Perceived skill development	Perceived skill development	Company climate
Perceived supervisory support	Perceived supervisory support	Company climate
Performance monitoring	Performance monitoring	Performance monitoring
Performance monitoring group size	-	-
Persistence	Persistence	Employee productivity
Prosocial motivation	-	-
Quality	Quality	Employee productivity
Quality of decision making	Quality of decision making	Quality of decision making
Quality of work methods and processes	-	-
Replacements	Replacements	-
Responsibility	Responsibility	Autonomy
Revenues	Revenues	Revenues
Selection ratio	Selection ratio	-
Selective staffing	Selective staffing	-
Shared knowledge and mental models	Firm-specific knowledge	Firm-specific knowledge
Skill variety	Skill variety	Perceived meaningfulness of work
Social support	Social support	Teamwork
Socio-technical interventions	-	-
Strategy development	Strategy development	Employee productivity

Item name in literature analysis	Item name after synthesis step 1	Item name after synthesis step 2
Stress	Stress	Stress
Subcultural predisposition	Subcultural predisposition	Company climate
Task identity	Task identity	Perceived meaningfulness of work
Task significance	Task significance	Perceived meaningfulness of work
Teamwork	Teamwork	Teamwork
Training	Training	Training
Transactive memory	Firm-specific knowledge	Firm-specific knowledge
Work demands	Work demands	Performance monitoring (effect)
Work experience	Work experience	Firm-specific knowledge
Work rescheduling	-	-
The effect of age related value differences	-	-
The effect of age specific knowledge differences	-	-
The effect of goal difficulty	The effect of goal difficulty	The effect of goal difficulty
The effect of goal setting	The effect of goal setting	The effect of goal setting
The effect of growth opportunities	-	-
The effect of job enrichment	The effect of job enrichment	The effect of job enrichment
The effect of performance monitoring	The effect of performance monitoring	The effect of performance monitoring
The effect of prosocial motivation	-	-