

Researchers	HRM practices
Huselid (1995)	Performance appraisal; Personal selection; Job design; Incentive compensation; Grievance procedures; Attitude assessment; Information sharing; Participation; Recruitment efforts; Promotion; Training
Pfeffer's (1998)	Selective hiring; Employee security; Participation; Training; Compensation; Profit sharing; Reduced status distinctions
Huang (2000)	Planning; Staffing; Compensation; Performance appraisal; Training and development
Teseema & Soeters (2006)	Placement; Recruitment and selection; Training; Performance appraisal; Compensation; Grievance procedures; Promotion; Pension and social security
Chen & Huang (2009); Manafi & Subramaniam (2015a; b)	Staffing; Training; Performance appraisal; Reward and compensation; Participation
Others	Healthy; Safe; Happy work place; Feedback mechanism; Open house discussion; Open management; Delight employees with unexpected; etc

