

## Appendix 1|Scales.

| Construct and measurement item  | Factor loading | CR    | AVE   |
|---|----------------|-------|-------|
| <i>High-performance HR practices</i>  |                |       |       |
| Your company will follow strict recruitment criteria to attract the right employees                           | 0.694          |       |       |
| Your company will hire employees with long-term development potential   | 0.650          |       |       |
| Your company attaches great importance to the selection and employment of talents                             | 0.692          |       |       |
| Your company is able to offer a wide range of training programs to its employees                              | 0.774          |       |       |
| Your employees participate in training programs from time to time   | 0.705          |       |       |
| Your company's training can improve overall employee performance  | 0.769          |       |       |
| Your company's training is of great help to the improvement of employees' working skills                      | 0.842          |       |       |
| Your company will provide training opportunities and internal promotions to motivate employees                | 0.716          |       |       |
| Your employees have a clear career path   | 0.816          |       |       |
| Your company offers a number of open positions for advancement  | 0.688          |       |       |
| Employees can stay with your company as long as they want   | 0.661          | 0.956 | 0.502 |
| Your company can guarantee almost every employee a stable job   | 0.802          |       |       |
| Your company has a clear description of the responsibilities of each position                                 | 0.768          |       |       |
| Your company often uses objective and quantifiable methods to measure employees' work performance             | 0.818          |       |       |
| Your company often uses objective, quantifiable results to evaluate employee performance                      | 0.585          |       |       |
| Your company's job evaluation of employees emphasizes long-term performance and team performance              | 0.535          |       |       |
| The salary of your company's employees is linked to individual (team) performance                             | 0.653          |       |       |
| Your company's employees' bonuses or year-end bonuses are often linked to the company's profits               | 0.687          |       |       |
| Your company often encourages employee participation in decision making                                       | 0.566          |       |       |
| Your company allows employees to make decisions   | 0.645          |       |       |
| Your company will give every employee the opportunity to propose suggestions for improving their work methods | 0.729          |       |       |
| Your company's employees can communicate with their immediate leaders at any time                             | 0.690          |       |       |
| <i>Organizational ambidexterity</i>   |                |       |       |
| Your company is committed to continuous product upgrading and service innovation                              | 0.795          |       |       |
| Your company is committed to increasing the range of products   | 0.827          |       |       |
| Your company is committed to continuously exploring new market areas  | 0.666          |       |       |
| Your company is committed to new technology   | 0.774          | 0.932 | 0.632 |
| Your company is committed to the improvement of existing products and services                                | 0.804          |       |       |
| Your company is committed to improving the applicability of its current products and services                 | 0.845          |       |       |
| Your company is committed to reducing the production costs of current products and services                   | 0.839          |       |       |
| Your company is committed to increasing the production of current products to expand existing markets         | 0.796          |       |       |
| <i>Organizational Learning</i>  |                |       |       |
| Management members agree that organizational learning is the key to your company's competitive advantage      | 0.842          |       |       |
| Improving the learning ability of employees in your company is an investment, not an expense                  | 0.819          |       |       |

|   |       |       |       |
|---|-------|-------|-------|
| In your company, learning is seen as a key asset necessary to ensure the survival of the organization             | 0.786 |       |       |
| All employees of your company are committed to achieving organizational goals                                     | 0.730 |       |       |
| All employees in your company are actively involved in setting your company's development direction               | 0.826 |       |       |
| The consensus reached by employees on the organizational vision can guide their strategies in various departments | 0.814 | 0.930 | 0.573 |
| Your company has common organizational goals  | 0.606 |       |       |
| Your company's employees dare to question various assumptions in the operation of the organization                | 0.858 |       |       |
| Your company's employees may question their decisions and long-term activities and engage in innovative thinking  | 0.600 |       |       |
| Your company attaches great importance to and highly evaluates original viewpoints and opinions                   | 0.625 |       |       |
| <i>Organizational Performance</i>   |       |       |       |
| Your company has had a relatively high market share in the past three years                                       | 0.801 |       |       |
| Your company's profitability has been relatively high in the past three years                                     | 0.851 |       |       |
| Your company's productivity level has been relatively high in the past three years                                | 0.905 | 0.903 | 0.699 |
| Your company's customer satisfaction has been relatively high in the past three years                             | 0.783 |       |       |