Online Appendix for: Supportive Management Practice and Intrinsic Motivation Go Together in the Public Service (*PNAS*, 2021)

Dan Honig

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This online appendix provides additional information on the analysis provided in the main paper. Tables A1-A7 below present summary statistics separately for each dataset used in the analysis.

The following summary statistics tables further break down the mean values in Tables 3 and 4 of the main document by individual surveys.

Table A1: Summary statistics: United States FEVS responses (agency level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	1709	4.212	.103	3.806	4.671
Autonomy	1709	3.219	.216	2.158	4.183
Adequate resources	1709	3.285	.216	2.444	4.208
Career & personal development	1709	3.631	.2	2.889	4.346
Clear objective	1709	3.804	.154	3.217	4.5
Creativity & innovation	1709	3.273	.238	2.231	5
Fair reward & punishment	1709	3.296	.184	2.698	4.173
Managerial feedback	1709	3.533	.188	2	4.233
Pay satisfaction	1708	3.494	.233	2.666	4.336
Psychological safety	1709	3.509	.245	2.526	5
Quality supervisor	1709	3.786	.182	2.667	4.562
Quality upper management	1708	3.032	.275	1.941	4.261
Recognition perception	1709	3.112	.22	2.286	4.161
Skills match	1709	3.316	.204	2.484	4.406
Well-being	1709	3.603	.198	1	4.452
Co-workers' performance	1709	4.04	.155	3.275	5
Non-verifiable	445	.285	.452	0	1

Table A2: Summary statistics: United States FEVS responses (individual level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	3836288	4.261	.669	1	5
Autonomy	3831790	3.284	1.039	1	5
Adequate resources	3836274	3.383	.932	1	5
Career & personal development	3836453	3.716	1.013	1	5
Clear objective	3836456	3.879	.808	1	5
Creativity & innovation	3834451	3.322	1.094	1	5
Fair reward & punishment	3835816	3.339	.885	1	5
Managerial feedback	3774688	3.667	1.173	1	5
Pay satisfaction	3734522	3.517	1.164	1	5
Quality supervisor	3805922	3.905	.968	1	5
Quality upper management	3704510	3.107	1.223	1	5
Recognition perception	3796346	3.134	1.079	1	5
Skills match	3739430	3.445	1.203	1	5
Well-being	3835643	3.708	.916	1	5
Workplace safety	3763233	3.915	.939	1	5
Intention to leave	3510408	.278	.448	0	1

Table A3: Summary statistics: Western Australia EPS responses (individual level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	22028	4.033	.88	1	5
Autonomy	22116	3.761	1.037	1	5
Adequate resources	21736	3.945	1.063	1	5
Career & personal development	22023	3.338	1.212	1	5
Clear objective	22098	4.362	.78	1	5
Ethics promotion	21934	4.127	.962	1	5
Fair reward & punishment	21083	3.276	1.289	1	5
Quality upper management	22056	3.443	1.135	1	5
Recognition perception	21934	3.56	1.26	1	5
Skills match	22046	4.177	.999	1	5
Well-being	22044	3.785	1.098	1	5
Intention to leave	21646	.244	.43	0	1

Table A4: Summary statistics: Australia APS responses (individual level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	278618	3.745	.683	1	5
Autonomy	278618	3.507	1.032	1	5
Adequate resources	278618	3.574	.87	1	5
Career & personal development	278618	3.55	.875	1	5
Clear objective	278618	4.046	.746	1	5
Creativity & innovation	278618	3.616	.735	1	5
Ethics promotion	278618	3.958	.883	1	5
Fair reward & punishment	278618	4.136	.833	1	5
Managerial feedback	278618	3.585	.96	1	5
Pay satisfaction	278618	3.425	1.139	1	5
Quality supervisor	278618	4.068	.834	1	5
Quality upper management	278618	3.669	.948	1	5
Skills match	278618	3.865	.921	1	5
Well-being	278618	3.59	.707	1	5
Workplace safety	278618	4.108	.711	1	5
Intention to leave	278618	.258	.437	0	1

Table A5: Summary statistics: Canada PSES responses (agency level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	233	4.094	.16	3.56	4.637
Autonomy	233	3.779	.242	2.76	4.24
Adequate resources	233	3.36	.181	2.61	3.845
Career & personal development	233	3.258	.261	2.55	3.775
Clear objective	233	3.763	.263	3.247	4.54
Creativity & innovation	179	3.766	.239	2.755	4.245
Pay satisfaction	126	2.566	.434	1.69	3.43
Quality supervisor	233	4.097	.163	3.625	4.517
Quality upper management	233	3.754	.24	3.04	4.422
Recognition perception	233	3.641	.224	2.93	4.18
Skills match	233	4.235	.124	3.91	4.56
Well-being	233	3.421	.466	2.669	4.48
Non-verifiable	105	.524	.502	0	1

Table A6: Summary statistics: United Kingdom CSPS responses (agency level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	400	3.698	.318	2.595	4.824
Autonomy	400	3.853	.293	2.893	4.613
Adequate resources	400	3.623	.369	2.453	4.56
Career & personal development	400	2.872	.357	1.707	4.12
Clear objective	400	4.003	.295	2.77	4.81
Creativity & innovation	400	3.817	.328	2.78	4.7
Fair reward & punishment	400	3.122	.26	2.12	4.03
Managerial feedback	400	3.458	.333	2.2	4.64
Pay satisfaction	400	2.24	.417	1.38	4.36
Psychological safety	400	2.928	.523	1.64	4.56
Quality supervisor	400	3.844	.293	2.52	4.81
Quality upper management	400	2.792	.498	1.66	4.58
Recognition perception	400	4.097	.253	2.88	4.92
Skills match	400	4.496	.197	3.52	5
Well-being	400	3.847	.255	2.8	4.58
Co-workers' performance	400	4.301	.192	3.48	4.96
Non-verifiable	194	.32	.468	0	1

Table A7: Summary statistics: India CSS responses (agency level data)

Variable	Obs	Mean	Std. Dev.	Min	Max
Intrinsic Motivation	10	3.783	.309	3.112	4.147
Autonomy	10	3.942	.605	3.092	4.592
Adequate resources	10	2.878	.142	2.714	3.181
Creativity & innovation	10	2.089	.257	1.744	2.692
Fair reward & punishment	10	2.715	.264	2.346	3.334
Managerial feedback	10	3.57	.16	3.288	3.84
Quality supervisor	10	2.06	.259	1.782	2.611
Recognition perception	10	2.474	.422	1.912	3.112
Skills match	10	1.946	.241	1.708	2.448
Co-workers' performance	10	2.372	.28	1.787	2.817
Non-verifiable	8	.25	.463	0	1

Motivation & Management Practice

Tables A8 and A9 present the analysis undergirding Figure 1 in the paper.

Table A8: The estimated effects of management practices on intrinsic motivation with survey and time fixed effects for surveys with individual-level data (1 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.319***							
	(0.000332)							
Adequate resources		0.332***						
		(0.000376)						
Career & personal development			0.330***					
			(0.000368)					
Clear objective				0.508***				
				(0.000449)				
Creativity & innovation					0.313***			
					(0.000323)			
Ethics promotion						0.450***		
						(0.00144)		
Fair reward & punishment							0.355***	
							(0.000393)	
Managerial feedback								0.220***
								(0.000320)
Constant	2.614***	2.548***	2.596***	1.692***	2.611***	2.023***	2.280***	2.966***
	(0.00228)	(0.00231)	(0.00224)	(0.00256)	(0.00216)	(0.00615)	(0.00250)	(0.00227)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
R^2	0.271	0.240	0.271	0.392	0.278	0.337	0.247	0.176
Observations	4132062	4136373	4136631	4136750	4112720	300451	4135084	4052954
Individual Surveys Included in Each Model								
US FEVS	Y	Y	Y	Y	Y	N	Y	Y
Western Australia EPS	Y	Y	Y	Y	N	Y	Y	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A9: The estimated effects of management practices on intrinsic motivation with survey and time fixed effects for surveys with individual-level data (2 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.159***						
	(0.000315)						
Quality supervisor		0.293***					
		(0.000400)					
Quality upper management			0.237***				
			(0.000286)				
Recognition perception				0.259***			
				(0.000331)			
Skills match					0.312***		
					(0.000295)		
Well-being						0.277***	
						(0.000415)	
Workplace safety							0.236***
							(0.000428)
Constant	3.169***	2.581***	2.853***	3.134***	2.539***	2.768***	2.765***
	(0.00234)	(0.00251)	(0.00220)	(0.00524)	(0.00211)	(0.00243)	(0.00267)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.110	0.205	0.213	0.176	0.334	0.170	0.141
Observations	4012789	4084178	4004753	3817859	4039994	4135864	4041505
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	Y	Y	Y	Y	N
Australia APS	Y	Y	Y	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A10 and A11 repeat tables A8 and A9, but exclude all exploratory data (data examined prior to filing the pre-analysis plan). As such these tables include only Australia APS data, and only supportive management practices for which the Australian APS has data.

Table A10: The estimated effects of management practices on intrinsic motivation with time fixed effects for surveys with individual-level data, excluding US FEVS and Western Australia EPS (1 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.251***							
	(0.00132)							
Adequate resources		0.436***						
		(0.00148)						
Career & personal development			0.440***					
			(0.00142)					
Clear objective				0.472***				
				(0.00178)				
Creativity & innovation					0.616***			
					(0.00158)			
Ethics promotion						0.446***		
						(0.00146)		
Fair reward & punishment							0.373***	
							(0.00165)	
Managerial feedback								0.352***
								(0.00138)
Constant	2.789***	2.101***	2.172***	1.740***	1.489***	1.893***	2.138***	2.307***
	(0.00527)	(0.00596)	(0.00548)	(0.00770)	(0.00613)	(0.00620)	(0.00717)	(0.00591)
Survey FEs	N	N	N	N	N	N	N	N
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
R^2	0.153	0.318	0.321	0.274	0.444	0.342	0.215	0.246
Observations	278618	278618	278618	278618	278618	278618	278618	278618
Individual Surveys Included in Each Model								
US FEVS	N	N	N	N	N	N	N	N
Western Australia EPS	N	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Linear regression model
Standard errors in parentheses
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A11: The estimated effects of management practices on intrinsic motivation with time fixed effects for surveys with individual-level data, excluding US FEVS and Western Australia EPS (2 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)
Pay satisfaction	0.223***					
	(0.00119)					
Quality supervisor		0.381***				
		(0.00163)				
Quality upper management			0.390***			
			(0.00135)			
Skills match				0.434***		
				(0.00137)		
Well-being					0.563***	
					(0.00174)	
Workplace safety						0.408***
						(0.00191)
Constant	2.922***	2.111***	2.241***	2.021***	1.655***	1.991***
	(0.00474)	(0.00704)	(0.00554)	(0.00570)	(0.00673)	(0.00816)
Survey FEs	N	N	N	N	N	N
Agency FEs	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y
R^2	0.146	0.226	0.302	0.350	0.349	0.189
Observations	278618	278618	278618	278618	278618	278618
Individual Surveys Included in Each Model						
US FEVS	N	N	N	N	N	N
Western Australia EPS	N	N	N	N	N	N
Australia APS	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A12 and A13 present the organization-level models undergirding Figure 2 in the main paper.

Table A12: The estimated effects of management practices on intrinsic motivation with survey, agency, and time fixed effects for surveys with agency-level data (1 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.412***						
	(0.0185)						
Adequate resources		0.326***					
		(0.0185)					
Career & personal development			0.411***				
			(0.0179)				
Clear objective				0.409***			
				(0.0163)			
Creativity & innovation					0.379***		
					(0.0176)		
Fair reward & punishment						0.454***	
						(0.0246)	
Managerial feedback							0.295***
							(0.0215)
Constant	2.615***	3.163***	2.847***	2.663***	2.743***	3.060***	3.632***
	(0.0760)	(0.100)	(0.0630)	(0.103)	(0.0761)	(0.0837)	(0.0709)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.944	0.937	0.948	0.947	0.946	0.945	0.940
Observations	2352	2352	2342	2342	2298	2119	2119
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A13: The estimated effects of management practices on intrinsic motivation with survey, agency, and time fixed effects for surveys with agency-level data (2 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.149***						
	(0.0230)						
Psychological safety		0.250***					
		(0.0141)					
Quality supervisor			0.380***				
			(0.0214)				
Quality upper management				0.294***			
				(0.0143)			
Recognition perception					0.311***		
					(0.0194)		
Skills match						0.377***	
						(0.0176)	
Well-being							0.155***
							(0.0115)
Constant	4.042***	3.900***	2.662***	3.062***	3.038***	2.662***	3.725***
	(0.0493)	(0.0397)	(0.0946)	(0.0623)	(0.0821)	(0.0821)	(0.0885)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.928	0.943	0.937	0.944	0.934	0.939	0.927
Observations	2234	2109	2352	2341	2352	2352	2342
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	N	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	Y	N	Y	Y	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A14 and A15 rerun the analysis but without agency fixed effects, demonstrating that these results hold when considering differences between (and not just within) organizations.

Table A14: The estimated effects of management practices on intrinsic motivation with survey fixed effects for surveys with agency-level data (1 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.435***						
	(0.0177)						
Adequate resources		0.355***					
		(0.0178)					
Career & personal development			0.390***				
			(0.0181)				
Clear objective				0.528***			
				(0.0198)			
Creativity & innovation					0.389***		
					(0.0167)		
Fair reward & punishment						0.463***	
						(0.0224)	
Managerial feedback							0.385***
							(0.0261)
Constant	2.452***	2.902***	2.825***	2.106***	2.621***	2.686***	2.851***
	(0.0674)	(0.0610)	(0.0600)	(0.0751)	(0.0634)	(0.0739)	(0.0926)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N	N
R^2	0.734	0.689	0.708	0.741	0.726	0.720	0.701
Observations	2352	2352	2342	2342	2298	2119	2119
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A15: The estimated effects of management practices on intrinsic motivation with survey fixed effects for surveys with agency-level data (2 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.149***						
	(0.0184)						
Psychological safety		0.304***					
		(0.0149)					
Quality supervisor			0.436***				
			(0.0240)				
Quality upper management				0.343***			
				(0.0126)			
Recognition perception					0.372***		
					(0.0180)		
Skills match						0.476***	
						(0.0198)	
Well-being							0.228***
							(0.0241)
Constant	3.687***	3.146***	2.309***	2.807***	2.739***	2.079***	3.313***
	(0.0509)	(0.0525)	(0.0990)	(0.0480)	(0.0664)	(0.0844)	(0.0837)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N	N
R^2	0.611	0.731	0.693	0.762	0.682	0.707	0.621
Observations	2234	2109	2352	2341	2352	2352	2342
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	N	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	Y	N	Y	Y	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A16 to A19 rerun the analysis that undergird Figure 2, but excluding the US FEVS data, which was used in exploratory analysis.

Table A16: The estimated effects of management practices on intrinsic motivation with survey, agency, and time fixed effects for surveys with agency-level data, excluding US FEVS (1 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.770***						
	(0.0428)						
Adequate resources		0.477***					
		(0.0386)					
Career & personal development			0.542***				
			(0.0299)				
Clear objective				0.499***			
				(0.0288)			
Creativity & innovation					0.677***		
					(0.0586)		
Fair reward & punishment						0.913***	
						(0.0728)	
Managerial feedback							0.439***
							(0.0788)
Constant	1.054***	2.676***	2.325***	2.186***	1.454***	1.688***	2.299***
	(0.172)	(0.126)	(0.103)	(0.115)	(0.233)	(0.171)	(0.275)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.956	0.944	0.963	0.954	0.958	0.953	0.931
Observations	643	643	633	633	589	410	410
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A17: The estimated effects of management practices on intrinsic motivation with survey, agency, and time fixed effects for surveys with agency-level data, excluding US FEVS (2 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.245***						
	(0.0650)						
Psychological safety		0.547***					
		(0.0320)					
Quality supervisor			0.620***				
			(0.0630)				
Quality upper management				0.522***			
				(0.0257)			
Recognition perception					0.527***		
					(0.0740)		
Skills match						0.594***	
						(0.0965)	
Well-being							0.216***
							(0.0210)
Constant	3.497***	2.577***	1.497***	2.143***	2.070***	1.637***	3.378***
	(0.146)	(0.169)	(0.270)	(0.101)	(0.292)	(0.408)	(0.0806)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.928	0.943	0.937	0.944	0.934	0.939	0.927
Observations	2234	2109	2352	2341	2352	2352	2342
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	N	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	Y	N	Y	Y	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A18: The estimated effects of management practices on intrinsic motivation with survey fixed effects for surveys with agency-level data, excluding US FEVS (1 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.730***						
	(0.0360)						
Adequate resources		0.574***					
		(0.0302)					
Career & personal development			0.605***				
			(0.0249)				
Clear objective				0.633***			
				(0.0304)			
Creativity & innovation					0.745***		
					(0.0272)		
Fair reward & punishment						0.914***	
						(0.0443)	
Managerial feedback							0.689***
							(0.0360)
Constant	1.337***	2.167***	2.122***	1.714***	1.281***	1.300***	1.324***
	(0.138)	(0.103)	(0.0824)	(0.114)	(0.104)	(0.159)	(0.160)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N	N
R^2	0.718	0.621	0.686	0.627	0.748	0.564	0.514
Observations	643	643	633	633	589	410	410
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A19: The estimated effects of management practices on intrinsic motivation with survey fixed effects for surveys with agency-level data, excluding US FEVS (2 of 2)

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.222***						
	(0.0330)						
Psychological safety		0.465***					
		(0.0199)					
Quality supervisor			0.797***				
			(0.0323)				
Quality upper management				0.542***			
				(0.0156)			
Recognition perception					0.742***		
					(0.0389)		
Skills match						1.099***	
						(0.0485)	
Well-being							0.320***
							(0.0291)
Constant	3.501***	2.337***	0.830***	2.061***	1.393***	-0.561***	2.999***
	(0.0880)	(0.0603)	(0.133)	(0.0595)	(0.142)	(0.206)	(0.101)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N	N
R^2	0.314	0.586	0.701	0.809	0.635	0.667	0.447
Observations	526	400	643	633	643	643	633
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Intent to Leave

Tables A20 and A21 show the tables undergirding Figure 3.

Table A20: The estimated heterogeneous effects of management practices at different intrinsic motivation scores on employees' intent to leave from surveys with individual-level data (1 of 2)

Intention to Leave	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	-0.147***							
	(0.00732)							
Autonomy X Intrinsic motivation	-0.0989***							
	(0.00173)							
Adequate resources		-0.0721***						
		(0.00791)						
Adequate resources X Intrinsic motivation		-0.115***						
		(0.00188)						
Career & personal development			-0.227***					
			(0.00715)					
Career & personal development X Intrinsic motivation			-0.0844***					
			(0.00169)					
Co-workers' performance				0.0299***				
				(0.00806)				
Co-workers' performance X Intrinsic motivation				-0.125***				
				(0.00195)				
Clear objective					0.0243***			
					(0.00735)			
Clear objective X Intrinsic motivation					-0.150***			
					(0.00177)			
Creativity & innovation						-0.216***		
						(0.00729)		
Creativity & innovation X Intrinsic motivation						-0.0722***		
						(0.00170)		
Ethics promotion							-0.0679**	
							(0.0288)	
Ethics promotion X Intrinsic motivation							-0.0273***	
							(0.00847)	
Fair reward & punishment								0.0784***
								(0.00795)
Fair reward & punishment X Intrinsic motivation								-0.173***
								(0.00190)
Intrinsic Motivation	-0.292***	-0.296***	-0.292***	-0.247***	-0.0270***	-0.373***	-1.421***	-0.0974***
	(0.00500)	(0.00580)	(0.00569)	(0.00754)	(0.00645)	(0.00499)	(0.0339)	(0.00579)
Constant	1.687***	1.689***	1.741***	1.469***	1.067***	1.939***	4.351***	1.454***
	(0.0218)	(0.0248)	(0.0241)	(0.0311)	(0.0265)	(0.0221)	(0.121)	(0.0255)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
Observations	3809104	3809763	3810100	3809499	3810136	3786858	299997	3808545
Individual Surveys Included in Each Model								
US FEVS	Y	Y	Y	Y	Y	Y	N	Y
Western Australia EPS	Y	Y	Y	Y	Y	N	Y	Y
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Logistic regression model
Standard errors in parentheses
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A21: The estimated heterogeneous effects of management practices at different intrinsic motivation scores on employees' intent to leave from surveys with individual-level data (2 of 2)

Intention to Leave	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Managerial feedback	-0.0221***							
	(0.00614)							
Managerial feedback X Intrinsic motivation	-0.0865***							
	(0.00146)							
Pay satisfaction		0.0959***						
		(0.00608)						
Pay satisfaction X Intrinsic motivation		-0.109***						
		(0.00145)						
Quality supervisor			0.0715***					
			(0.00695)					
Quality supervisor X Intrinsic motivation			-0.148***					
			(0.00167)					
Quality upper management				-0.0514***				
				(0.00665)				
Quality upper management X Intrinsic motivation				-0.0892***				
				(0.00156)				
Recognition perception					-0.215***			
					(0.00778)			
Recognition perception X Intrinsic motivation					-0.0716***			
					(0.00181)			
Skills match						-0.330***		
						(0.00634)		
Skills match X Intrinsic motivation						-0.0435***		
						(0.00149)		
Well-being							-0.00405	
							(0.00774)	
Well-being X Intrinsic motivation							-0.124***	
							(0.00185)	
Workplace safety								0.241***
								(0.00687)
Workplace safety X Intrinsic motivation								-0.110***
								(0.00166)
Intrinsic Motivation	-0.444***	-0.459***	-0.138***	-0.431***	-0.404***	-0.357***	-0.301***	-0.446***
	(0.00504)	(0.00491)	(0.00610)	(0.00433)	(0.00505)	(0.00452)	(0.00647)	(0.00634)
Constant	1.649***	1.636***	1.196***	1.831***	1.667***	2.012***	1.555***	1.184***
	(0.0217)	(0.0212)	(0.0259)	(0.0196)	(0.0286)	(0.0198)	(0.0272)	(0.0269)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
Observations	3755801	3772790	3787998	3744459	3495728	3723191	3809533	3726908
Individual Surveys Included in Each Model								
US FEVS	Y	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	N	Y	Y	Y	Y	N
Australia APS	Y	Y	Y	Y	N	Y	Y	Y

Logistic regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A22 and A23 repeat Tables A20 and A21, but excluding exploratory data (FEVS and Western Australia EPS).

Table A22: The estimated heterogeneous effects of management practices at different intrinsic motivation scores on employees' intent to leave from surveys with individual-level data, excluding US FEVS and Western Australia EPS (1 of 2)

Intention to Leave	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.0865***							
	(0.0292)							
Autonomy X Intrinsic motivation	-0.0416***							
	(0.00836)							
Adequate resources		0.148***						
		(0.0336)						
Adequate resources X Intrinsic motivation		-0.115***						
		(0.00971)						
Career & personal development			-0.208***					
			(0.0368)					
Career & personal development X Intrinsic motivation			-0.0871***					
			(0.0104)					
Co-workers' performance				-0.154***				
				(0.0438)				
Co-workers' performance X Intrinsic motivation				-0.0297**				
				(0.0128)				
Clear objective					-0.193***			
					(0.0388)			
Clear objective X Intrinsic motivation					-0.0164			
					(0.0114)			
Creativity & innovation						-0.146***		
						(0.0426)		
Creativity & innovation X Intrinsic motivation						-0.0815***		
						(0.0121)		
Ethics promotion							-0.0263	
							(0.0319)	
Ethics promotion X Intrinsic motivation							-0.0372***	
							(0.00947)	
Fair reward & punishment								-0.0150
								(0.0343)
Fair reward & punishment X Intrinsic motivation								-0.0360***
								(0.0101)
Intrinsic Motivation	-1.603***	-1.228***	-1.180***	-1.534***	-1.578***	-1.222***	-1.525***	-1.559***
	(0.0288)	(0.0331)	(0.0349)	(0.0504)	(0.0460)	(0.0415)	(0.0376)	(0.0417)
Constant	4.851***	4.232***	4.816***	5.406***	5.557***	4.788***	4.983***	5.057***
	(0.0980)	(0.111)	(0.119)	(0.169)	(0.153)	(0.141)	(0.122)	(0.139)
Survey FEs	N	N	N	N	N	N	N	N
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
Observations	278618	278618	278618	278618	278618	278618	278618	278618
Individual Surveys Included in Each Model								
US FEVS	N	N	N	N	N	N	N	N
Western Australia EPS	N	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Logistic regression model
Standard errors in parentheses
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A23: The estimated heterogeneous effects of management practices at different intrinsic motivation scores on employees' intent to leave from surveys with individual-level data, excluding US FEVS and Western Australia EPS (1 of 2)

Intention to Leave	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Managerial feedback	-0.0229						
	(0.0315)						
Managerial feedback X Intrinsic motivation	-0.0845***						
	(0.00904)						
Pay satisfaction		0.226***					
		(0.0265)					
Pay satisfaction X Intrinsic motivation		-0.103***					
		(0.00761)					
Quality supervisor			0.0159				
			(0.0345)				
Quality supervisor X Intrinsic motivation			-0.0769***				
			(0.0100)				
Quality upper management				0.113***			
				(0.0312)			
Quality upper management X Intrinsic motivation				-0.0795***			
				(0.00898)			
Skills match					-0.0856***		
					(0.0306)		
Skills match X Intrinsic motivation					-0.0440***		
					(0.00906)		
Well-being						-0.104**	
						(0.0441)	
Well-being X Intrinsic motivation						-0.124***	
						(0.0126)	
Workplace safety							-0.132***
							(0.0419)
Workplace safety X Intrinsic motivation							0.0406***
							(0.0122)
Intrinsic Motivation	-1.302***	-1.377***	-1.346***	-1.388***	-1.437***	-1.070***	-1.937***
	(0.0314)	(0.0251)	(0.0404)	(0.0318)	(0.0346)	(0.0429)	(0.0507)
Constant	4.780***	4.297***	4.758***	4.490***	4.946***	4.647***	5.769***
	(0.107)	(0.0854)	(0.136)	(0.107)	(0.112)	(0.145)	(0.171)
Survey FEs	N	N	N	N	N	N	N
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
Observations	278618	278618	278618	278618	278618	278618	278618
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Western Australia EPS	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	Y	Y	Y	Y

Logistic regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Verifiability

Tables A24 and A25 provide the tables undergirding Figures 4 and 5.

Table A24: The estimated heterogeneous effects of management practices on intrinsic motivation with survey, time, and agency fixed effects from surveys with agency-level data

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)
Adequate resources	0.356***					
	(0.0377)					
Adequate resources X Non-verifiable tasks	-0.0109					
	(0.0654)					
Autonomy		0.423***				
		(0.0402)				
Autonomy X Non-verifiable tasks		0.0569				
		(0.0622)				
Creativity & innovation			0.376***			
			(0.0390)			
Creativity & innovation X Non-verifiable tasks			0.114*			
			(0.0642)			
Quality supervisor				0.434***		
				(0.0425)		
Quality supervisor X Non-verifiable tasks				0.137		
				(0.0857)		
Recognition perception					0.324***	
					(0.0370)	
Recognition perception X Non-verifiable tasks					0.130*	
					(0.0666)	
Skills match						0.370***
						(0.0421)
Skills match X Non-verifiable tasks						0.114*
						(0.0648)
Non-verifiable tasks	-0.509*	-0.799***	-1.001***	-1.130***	-1.202***	-1.217***
	(0.260)	(0.265)	(0.267)	(0.358)	(0.297)	(0.302)
Constant	2.746***	2.476***	2.631***	2.285***	2.861***	2.429***
	(0.131)	(0.143)	(0.137)	(0.168)	(0.130)	(0.177)
Survey FEs	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y
R^2	0.947	0.953	0.954	0.948	0.945	0.946
Observations	752	752	728	752	752	752
Individual Surveys Included in Each Model						
US FEVS	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	Y	Y	Y	Y

Linear regression model
Standard errors in parentheses
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A25: The estimated heterogeneous effects of management practices on intrinsic motivation with survey fixed effects from surveys with agency-level data

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)
Adequate resources	0.444***					
	(0.0381)					
Adequate resources X Non-verifiable tasks	0.149***					
	(0.0536)					
Autonomy		0.501***				
		(0.0422)				
Autonomy X Non-verifiable tasks		0.0881***				
		(0.0338)				
Creativity & innovation			0.474***			
			(0.0372)			
Creativity & innovation X Non-verifiable tasks			0.0561			
			(0.0392)			
Quality supervisor				0.598***		
				(0.0454)		
Quality supervisor X Non-verifiable tasks				0.0113		
				(0.0736)		
Recognition perception					0.424***	
					(0.0419)	
Recognition perception X Non-verifiable tasks					0.144***	
					(0.0321)	
Skills match						0.613***
						(0.0446)
Skills match X Non-verifiable tasks						0.0945***
						(0.0261)
Non-verifiable tasks	-0.404**	-0.233**	-0.130	0.0149	-0.421***	-0.252***
	(0.177)	(0.115)	(0.135)	(0.284)	(0.106)	(0.0953)
Constant	2.547***	2.147***	2.263***	1.605***	2.485***	1.419***
	(0.129)	(0.157)	(0.137)	(0.184)	(0.151)	(0.189)
Survey FEs	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N
R^2	0.724	0.748	0.731	0.707	0.694	0.726
Observations	752	752	728	752	752	752
Individual Surveys Included in Each Model						
US FEVS	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A26 and A27 replicate the analysis in Table A21 and A22, but without the exploratory data.

Table A26: The estimated heterogeneous effects of management practices on intrinsic motivation with survey, time, and agency fixed effects from surveys with agency-level data, excluding US FEVS

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)
Adequate resources	0.565***					
	(0.0618)					
Adequate resources X Non-verifiable tasks	-0.120					
	(0.114)					
Autonomy		0.750***				
		(0.0619)				
Autonomy X Non-verifiable tasks		0.0946				
		(0.137)				
Creativity & innovation			0.744***			
			(0.0600)			
Creativity & innovation X Non-verifiable tasks			0.0603			
			(0.165)			
Quality supervisor				0.622***		
				(0.0946)		
Quality supervisor X Non-verifiable tasks				0.269*		
				(0.148)		
Recognition perception					0.552***	
					(0.0720)	
Recognition perception X Non-verifiable tasks					0.212*	
					(0.112)	
Skills match						0.540***
						(0.138)
Skills match X Non-verifiable tasks						0.285
						(0.225)
Non-verifiable tasks	0.0257	-0.825	-0.596	-1.588**	-1.479***	-1.972*
	(0.443)	(0.574)	(0.661)	(0.623)	(0.501)	(1.046)
Constant	2.847***	1.751***	1.669***	2.077***	2.883***	2.650***
	(0.264)	(0.279)	(0.269)	(0.437)	(0.337)	(0.654)
Survey FEs	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y
R^2	0.950	0.960	0.962	0.952	0.947	0.937
Observations	307	307	283	307	307	307
Individual Surveys Included in Each Model						
US FEVS	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A27: The estimated heterogeneous effects of management practices on intrinsic motivation with survey fixed effects from surveys with agency-level data, excluding US FEVS

Intrinsic Motivation	(1)	(2)	(3)	(4)	(5)	(6)
Adequate resources	0.632***					
	(0.0475)					
Adequate resources X Non-verifiable tasks	0.0740					
	(0.106)					
Autonomy		0.698***				
		(0.0602)				
Autonomy X Non-verifiable tasks		0.142				
		(0.222)				
Creativity & innovation			0.805***			
			(0.0506)			
Creativity & innovation X Non-verifiable tasks			-0.0715			
			(0.0855)			
Quality supervisor				0.852***		
				(0.0504)		
Quality supervisor X Non-verifiable tasks				-0.176***		
				(0.0637)		
Recognition perception					0.730***	
					(0.0646)	
Recognition perception X Non-verifiable tasks					0.135	
					(0.0965)	
Skills match						1.191***
						(0.0724)
Skills match X Non-verifiable tasks						0.0147
						(0.134)
Non-verifiable tasks	-0.117	-0.474	0.344	0.806***	-0.427	0.0606
	(0.381)	(0.896)	(0.334)	(0.256)	(0.384)	(0.595)
Constant	1.898***	1.422***	1.028***	0.549***	1.388***	-1.015***
	(0.162)	(0.225)	(0.195)	(0.206)	(0.236)	(0.308)
Survey FEs	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N
R^2	0.687	0.711	0.747	0.708	0.636	0.707
Observations	307	307	283	307	307	307
Individual Surveys Included in Each Model						
US FEVS	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Other Dependent Variables

As a careful reader of the pre-analysis plan will note, the paper focuses on intrinsic motivation despite the fact that the pre-analysis plan specified a series of motivational variables. This is for ease of the narrative, not because intrinsic motivation provides substantially different results. Below are a series of tables showing the point estimates for the main motivation and management practice analysis across a range of dependent variables – the results are substantively identical.

Tables A28 to A35 provide the results analogous to those that undergird Figure 2 in the main paper, except the dependent variable is now employee inclusion, job satisfaction, organizational pride and WPI-Enjoyment instead of intrinsic motivation.

Table A28: The estimated effects of management practices on employee inclusion with survey, agency, and time fixed effects for surveys with agency-level data (1 of 2)

Employee Inclusion	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	1.072***						
	(0.0780)						
Adequate resources		0.648***					
		(0.0702)					
Career & personal development			0.601***				
			(0.0556)				
Clear objective				0.814***			
				(0.0690)			
Creativity & innovation					0.821***		
					(0.0840)		
Fair reward & punishment						1.177***	
						(0.0905)	
Managerial feedback							0.626***
							(0.0940)
Constant	-0.301	1.969***	1.904***	1.000***	0.752**	0.0775	1.679***
	(0.309)	(0.219)	(0.188)	(0.250)	(0.329)	(0.349)	(0.394)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.947	0.925	0.932	0.936	0.937	0.937	0.919
Observations	526	526	526	526	526	400	400
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table 29: The estimated effects of management practices on employee inclusion with survey, agency, and time fixed effects for surveys with agency-level data (2 of 2)

Employee Inclusion	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.238***						
	(0.0812)						
Psychological safety		0.617***					
		(0.0513)					
Quality supervisor			0.878***				
			(0.0916)				
Quality upper management				0.581***			
				(0.0422)			
Recognition perception					0.697***		
					(0.115)		
Skills match						0.798***	
						(0.150)	
Well-being							0.861***
							(0.0965)
Constant	3.413***	2.088***	0.208	1.708***	1.247***	0.553	1.504***
	(0.181)	(0.228)	(0.389)	(0.164)	(0.447)	(0.637)	(0.271)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.890	0.921	0.939	0.948	0.922	0.908	0.925
Observations	526	400	526	526	526	526	526
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	N	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A30: The estimated effects of management practices on job satisfaction with survey, agency, and time fixed effects for surveys with agency-level data (1 of 2)

Job Satisfaction	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.749***						
	(0.0202)						
Adequate resources		0.448***					
		(0.0286)					
Career & personal development			0.681***				
			(0.0237)				
Clear objective				0.439***			
				(0.0275)			
Creativity & innovation					0.639***		
					(0.0211)		
Fair reward & punishment						0.815***	
						(0.0293)	
Managerial feedback							0.526***
							(0.0256)
Constant	1.081***	2.566***	1.731***	2.365***	1.563***	1.038***	2.076***
	(0.102)	(0.183)	(0.0971)	(0.181)	(0.110)	(0.0996)	(0.0844)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.905	0.823	0.877	0.822	0.884	0.843	0.797
Observations	1941	1941	1941	1941	1887	1708	1708
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	N	N	N	N	N	N	N
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A31: The estimated effects of management practices on job satisfaction with survey, agency, and time fixed effects for surveys with agency-level data (2 of 2)

Job Satisfaction	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.365***						
	(0.0310)						
Psychological safety		0.460***					
		(0.0253)					
Quality supervisor			0.675***				
			(0.0289)				
Quality upper management				0.528***			
				(0.0169)			
Recognition perception					0.642***		
					(0.0222)		
Skills match						0.644***	
						(0.0230)	
Well-being							0.111***
							(0.0184)
Constant	3.598***	2.517***	1.227***	1.920***	1.550***	1.343***	3.695***
	(0.0805)	(0.0710)	(0.146)	(0.0922)	(0.115)	(0.136)	(0.146)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.805	0.799	0.853	0.887	0.873	0.871	0.781
Observations	1834	1708	1941	1941	1941	1941	1941
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	N	N	N	N	N	N	N
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A32: The estimated effects of management practices on organizational pride with survey, agency, and time fixed effects for surveys with agency-level data (1 of 2)

Organizational Pride	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	1.172***						
	(0.0732)						
Adequate resources		0.601***					
		(0.0694)					
Career & personal development			0.874***				
			(0.0534)				
Clear objective				0.679***			
				(0.0527)			
Creativity & innovation					0.916***		
					(0.0919)		
Fair reward & punishment						1.357***	
						(0.125)	
Managerial feedback							0.600***
							(0.112)
Constant	-0.665**	2.190***	0.892***	1.171***	0.402	0.433	1.520***
	(0.295)	(0.225)	(0.184)	(0.214)	(0.365)	(0.294)	(0.390)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.955	0.938	0.966	0.947	0.955	0.947	0.924
Observations	643	643	633	633	589	410	410
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A33: The estimated effects of management practices on organizational pride with survey, agency, and time fixed effects for surveys with agency-level data (2 of 2)

Organizational Pride	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.424***						
	(0.102)						
Psychological safety		0.837***					
		(0.0582)					
Quality supervisor			0.908***				
			(0.0964)				
Quality upper management				0.846***			
				(0.0436)			
Recognition perception					0.800***		
					(0.117)		
Skills match						0.811***	
						(0.156)	
Well-being							0.219***
							(0.0353)
Constant	2.895***	1.466***	0.163	0.584***	0.892*	0.618	3.068***
	(0.229)	(0.289)	(0.412)	(0.171)	(0.461)	(0.660)	(0.138)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.938	0.951	0.944	0.975	0.942	0.932	0.927
Observations	526	400	643	633	643	643	633
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A34: The estimated effects of management practices on WPI-Enjoyment with survey, agency, and time fixed effects for surveys with agency-level data (1 of 2)

WPI-Enjoyment	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.354***						
	(0.0206)						
Adequate resources		0.210***					
		(0.0193)					
Career & personal development			0.293***				
			(0.0181)				
Clear objective				0.235***			
				(0.0187)			
Creativity & innovation					0.281***		
					(0.0212)		
Fair reward & punishment						0.345***	
						(0.0267)	
Managerial feedback							0.209***
							(0.0277)
Constant	2.806***	3.512***	3.215***	3.304***	3.092***	3.519***	4.003***
	(0.0842)	(0.0889)	(0.0658)	(0.0940)	(0.0917)	(0.0906)	(0.0912)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.912	0.897	0.907	0.899	0.906	0.904	0.899
Observations	2352	2352	2342	2342	2298	2119	2119
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A35: The estimated effects of management practices on WPI-Enjoyment with survey, agency, and time fixed effects for surveys with agency-level data (2 of 2)

WPI-Enjoyment	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.119***						
	(0.0207)						
Psychological safety		0.136***					
		(0.0142)					
Quality supervisor			0.282***				
			(0.0277)				
Quality upper management				0.185***			
				(0.0165)			
Recognition perception					0.247***		
					(0.0236)		
Skills match						0.375***	
						(0.0201)	
Well-being							0.0622***
							(0.0116)
Constant	4.060***	4.310***	3.031***	3.467***	3.248***	2.628***	4.007***
	(0.0423)	(0.0398)	(0.121)	(0.0725)	(0.0986)	(0.0899)	(0.0652)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.891	0.895	0.900	0.900	0.900	0.914	0.888
Observations	2234	2109	2352	2341	2352	2352	2342
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A36 to A43 rerun the analysis but without agency fixed effects. This is done to determine if the results will hold when considering differences between (and not just within) organizations.

Table A36: The estimated effects of management practices on employee inclusion with survey fixed effects for surveys with agency-level data (1 of 2)

Employee Inclusion	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	1.018***						
	(0.0338)						
Adequate resources		0.711***					
		(0.0362)					
Career & personal development			0.759***				
			(0.0299)				
Clear objective				0.930***			
				(0.0437)			
Creativity & innovation					0.951***		
					(0.0297)		
Fair reward & punishment						1.198***	
						(0.0400)	
Managerial feedback							0.889***
							(0.0379)
Constant	-0.0908	1.487***	1.283***	0.476***	0.218*	-0.200	0.465***
	(0.132)	(0.120)	(0.101)	(0.158)	(0.113)	(0.122)	(0.132)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N	N
R^2	0.752	0.536	0.618	0.570	0.787	0.728	0.656
Observations	526	526	526	526	526	400	400
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A37: The estimated effects of management practices on employee inclusion with survey fixed effects for surveys with agency-level data (2 of 2)

Employee Inclusion	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.284***						
	(0.0405)						
Psychological safety		0.542***					
		(0.0211)					
Quality supervisor			1.113***				
			(0.0319)				
Quality upper management				0.638***			
				(0.0193)			
Recognition perception					1.139***		
					(0.0406)		
Skills match						1.288***	
						(0.0622)	
Well-being							1.021***
							(0.0468)
Constant	3.069***	1.952***	-0.833***	1.386***	-0.408***	-1.681***	0.725***
	(0.107)	(0.0643)	(0.133)	(0.0749)	(0.150)	(0.265)	(0.143)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	N	N	N	N	N	N	N
R^2	0.211	0.602	0.796	0.753	0.730	0.528	0.524
Observations	526	400	526	526	526	526	526
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	N	Y	Y	Y	Y	Y
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A38: The estimated effects of management practices on job satisfaction with survey fixed effects for surveys with agency-level data (1 of 2)

Job Satisfaction	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.728***						
	(0.0129)						
Adequate resources		0.564***					
		(0.0181)					
Career & personal development			0.632***				
			(0.0174)				
Clear objective				0.753***			
				(0.0233)			
Creativity & innovation					0.612***		
					(0.0136)		
Fair reward & punishment						0.732***	
						(0.0181)	
Managerial feedback							0.582***
							(0.0223)
Constant	1.092***	1.947***	1.783***	1.008***	1.554***	1.158***	1.517***
	(0.0507)	(0.0648)	(0.0588)	(0.0884)	(0.0533)	(0.0598)	(0.0784)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.774	0.513	0.583	0.562	0.656	0.551	0.352
Observations	1941	1941	1941	1941	1887	1708	1708
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	N	N	N	N	N	N	N
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A39: The estimated effects of management practices on job satisfaction with survey fixed effects for surveys with agency-level data (2 of 2)

Job Satisfaction	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.201***						
	(0.0229)						
Psychological safety		0.472***					
		(0.0181)					
Quality supervisor			0.683***				
			(0.0229)				
Quality upper management				0.555***			
				(0.0110)			
Recognition perception					0.657***		
					(0.0142)		
Skills match						0.739***	
						(0.0149)	
Well-being							0.327***
							(0.0232)
Constant	3.364***	1.917***	1.046***	1.762***	1.452***	0.714***	2.723***
	(0.0643)	(0.0636)	(0.0949)	(0.0430)	(0.0529)	(0.0651)	(0.0824)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.215	0.400	0.525	0.706	0.664	0.667	0.323
Observations	1834	1708	1941	1941	1941	1941	1941
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	N	N	N	N	N	N	N
India CSS	N	N	N	N	N	N	N

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A40: The estimated effects of management practices on organizational pride with survey fixed effects for surveys with agency-level data (1 of 2)

Organizational Pride	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	1.159***						
	(0.0583)						
Adequate resources		0.874***					
		(0.0481)					
Career & personal development			1.039***				
			(0.0380)				
Clear objective				0.931***			
				(0.0495)			
Creativity & innovation					1.153***		
					(0.0479)		
Fair reward & punishment						1.406***	
						(0.0727)	
Managerial feedback							1.035***
							(0.0582)
Constant	-0.517**	0.924***	0.477***	0.358*	-0.456**	-0.287	-0.162
	(0.223)	(0.165)	(0.126)	(0.188)	(0.183)	(0.239)	(0.236)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.685	0.577	0.704	0.563	0.704	0.510	0.445
Observations	643	643	633	633	589	410	410
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A41: The estimated effects of management practices on organizational pride with survey fixed effects for surveys with agency-level data (2 of 2)

Organizational Pride	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.344***						
	(0.0517)						
Psychological safety		0.758***					
		(0.0311)					
Quality supervisor			1.262***				
			(0.0585)				
Quality upper management				0.915***			
				(0.0253)			
Recognition perception					1.195***		
					(0.0629)		
Skills match						1.707***	
						(0.0846)	
Well-being							0.401***
							(0.0483)
Constant	3.032***	0.968***	-1.308***	0.428***	-0.490**	-3.368***	2.489***
	(0.138)	(0.0942)	(0.241)	(0.0963)	(0.230)	(0.359)	(0.168)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.364	0.585	0.667	0.816	0.618	0.625	0.402
Observations	526	400	643	633	643	643	633
Individual Surveys Included in Each Model							
US FEVS	N	N	N	N	N	N	N
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A42: The estimated effects of management practices on WPI-Enjoyment with survey fixed effects for surveys with agency-level data (1 of 2)

WPI-Enjoyment	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Autonomy	0.285***						
	(0.0124)						
Adequate resources		0.174***					
		(0.0140)					
Career & personal development			0.195***				
			(0.0130)				
Clear objective				0.285***			
				(0.0166)			
Creativity & innovation					0.236***		
					(0.0126)		
Fair reward & punishment						0.249***	
						(0.0165)	
Managerial feedback							0.159***
							(0.0237)
Constant	3.058***	3.550***	3.501***	3.064***	3.244***	3.273***	3.534***
	(0.0473)	(0.0481)	(0.0435)	(0.0628)	(0.0483)	(0.0544)	(0.0842)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.697	0.641	0.650	0.670	0.681	0.672	0.648
Observations	2352	2352	2342	2342	2298	2119	2119
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A43: The estimated effects of management practices on WPI-Enjoyment with survey fixed effects for surveys with agency-level data (2 of 2)

WPI-Enjoyment	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.0598***						
	(0.0119)						
Psychological safety		0.125***					
		(0.0117)					
Quality supervisor			0.207***				
			(0.0215)				
Quality upper management				0.175***			
				(0.00928)			
Recognition perception					0.236***		
					(0.0146)		
Skills match						0.394***	
						(0.0149)	
Well-being							0.0881***
							(0.0248)
Constant	3.991***	3.657***	3.288***	3.480***	3.277***	2.468***	3.834***
	(0.0337)	(0.0411)	(0.0884)	(0.0357)	(0.0539)	(0.0632)	(0.0852)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	Y	Y	Y	Y	Y	Y	Y
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.625	0.656	0.640	0.675	0.663	0.727	0.614
Observations	2234	2109	2352	2341	2352	2352	2342
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Canada PSES	Y	Y	Y	Y	Y	N	N
UK CSPS	Y	Y	Y	Y	Y	Y	Y
India CSS	Y	Y	N	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A44 to A51 rerun the analysis that undergird Figure 1 in the main paper, except the dependent variable is now job satisfaction, organizational pride WPI- Challenge and WPI-Outward Recognition instead of intrinsic motivation.

Table A44: The estimated effects of management practices on job satisfaction with survey and time fixed effects for surveys with individual-level data (1 of 2)

Job Satisfaction	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.695***							
	(0.000419)							
Adequate resources		0.687***						
		(0.000485)						
Career & personal development			0.690***					
			(0.000453)					
Clear objective				0.833***				
				(0.000547)				
Creativity & innovation					0.632***			
					(0.000420)			
Ethics promotion						0.435***		
						(0.00206)		
Fair reward & punishment							0.740***	
							(0.000514)	
Managerial feedback								0.488***
								(0.000439)
Constant	1.376***	1.367***	1.439***	0.469***	1.549***	2.012***	0.787***	2.118***
	(0.00306)	(0.00318)	(0.00299)	(0.00354)	(0.00291)	(0.00878)	(0.00346)	(0.00313)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
R^2	0.464	0.363	0.428	0.400	0.411	0.184	0.380	0.286
Observations	4008820	4009277	4009557	4009480	4007609	278618	4008828	3974252
Individual Surveys Included in Each Model								
US FEVS	Y	Y	Y	Y	Y	N	Y	Y
Western Australia EPS	N	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A45: The estimated effects of management practices on job satisfaction with survey and time fixed effects for surveys with individual-level data (2 of 2)

Job Satisfaction	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.400***						
	(0.000465)						
Quality supervisor		0.676***					
		(0.000499)					
Quality upper management			0.512***				
			(0.000397)				
Recognition perception				0.596***			
				(0.000448)			
Skills match					0.572***		
					(0.000393)		
Well-being						0.649***	
						(0.000534)	
Workplace safety							0.446***
							(0.000601)
Constant	2.392***	1.155***	1.919***	1.898***	1.630***	1.555***	1.990***
	(0.00322)	(0.00329)	(0.00302)	(0.00231)	(0.00296)	(0.00317)	(0.00378)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.193	0.375	0.340	0.362	0.415	0.306	0.154
Observations	3995188	4009086	3938060	3692200	3916253	4008890	3942591
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A46: The estimated effects of management practices on organizational pride with survey and time fixed effects for surveys with individual-level data (1 of 2)

Organizational Pride	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.320***							
	(0.00172)							
Adequate resources		0.550***						
		(0.00189)						
Career & personal development			0.538***					
			(0.00178)					
Clear objective				0.552***				
				(0.00232)				
Creativity & innovation					0.748***			
					(0.00211)			
Ethics promotion						0.598***		
						(0.00179)		
Fair reward & punishment							0.429***	
							(0.00202)	
Managerial feedback								0.437***
								(0.00187)
Constant	2.620***	1.787***	1.802***	1.522***	1.053***	1.378***	1.965***	2.007***
	(0.00693)	(0.00752)	(0.00722)	(0.00991)	(0.00828)	(0.00770)	(0.00901)	(0.00799)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
R^2	0.138	0.289	0.284	0.210	0.362	0.344	0.173	0.207
Observations	300713	300333	300620	300713	278618	300531	299698	278618
Individual Surveys Included in Each Model								
US FEVS	N	N	N	N	N	N	N	N
Western Australia EPS	Y	Y	Y	Y	N	Y	Y	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A47: The estimated effects of management practices on organizational pride with survey and time fixed effects for surveys with individual-level data (2 of 2)

Organizational Pride	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.400***						
	(0.000465)						
Quality supervisor		0.676***					
		(0.000499)					
Quality upper management			0.512***				
			(0.000397)				
Recognition perception				0.596***			
				(0.000448)			
Skills match					0.572***		
					(0.000393)		
Well-being						0.649***	
						(0.000534)	
Workplace safety							0.446***
							(0.000601)
Constant	2.392***	1.155***	1.919***	1.898***	1.630***	1.555***	1.990***
	(0.00322)	(0.00329)	(0.00302)	(0.00231)	(0.00296)	(0.00317)	(0.00378)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.193	0.375	0.340	0.362	0.415	0.306	0.154
Observations	3995188	4009086	3938060	3692200	3916253	4008890	3942591
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	Y	Y	Y	Y	N
Australia APS	Y	Y	Y	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A48: The estimated effects of management practices on WPI-Challenge with survey and time fixed effects for surveys with individual-level data (1 of 2)

WPI-Challenge	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.199***							
	(0.00143)							
Adequate resources		0.244***						
		(0.00177)						
Career & personal development			0.279***					
			(0.00170)					
Clear objective				0.341***				
				(0.00211)				
Creativity & innovation					0.380***			
					(0.00206)			
Ethics promotion						0.276***		
						(0.00185)		
Fair reward & punishment							0.290***	
							(0.00187)	
Managerial feedback								0.201***
								(0.00156)
Constant	3.425***	3.257***	3.120***	2.751***	2.729***	3.036***	2.920***	3.299***
	(0.00569)	(0.00693)	(0.00682)	(0.00900)	(0.00799)	(0.00792)	(0.00832)	(0.00668)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
R^2	0.089	0.098	0.130	0.135	0.178	0.125	0.133	0.084
Observations	300636	300258	300543	300647	278618	300453	299630	278618
Individual Surveys Included in Each Model								
US FEVS	N	N	N	N	N	N	N	N
Western Australia EPS	Y	Y	Y	Y	N	Y	Y	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A49: The estimated effects of management practices on WPI-Challenge with survey and time fixed effects for surveys with individual-level data (2 of 2)

WPI-Challenge	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.104***						
	(0.00128)						
Quality supervisor		0.253***					
		(0.00187)					
Quality upper management			0.266***				
			(0.00159)				
Recognition perception				0.438***			
				(0.00626)			
Skills match					0.324***		
					(0.00177)		
Well-being						0.274***	
						(0.00220)	
Workplace safety							0.301***
							(0.00220)
Constant	3.726***	3.042***	3.147***	2.482***	2.864***	3.140***	2.841***
	(0.00506)	(0.00817)	(0.00654)	(0.0275)	(0.00751)	(0.00854)	(0.00947)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.033	0.104	0.136	0.266	0.185	0.087	0.106
Observations	278618	278618	300595	21871	300598	300581	278618
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	Y	Y	Y	Y	N
Australia APS	Y	Y	Y	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A50: The estimated effects of management practices on WPI-Outward Recognition with survey and time fixed effects for surveys with individual-level data (1 of 2)

WPI-Outward Recognition	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	0.746***							
	(0.000433)							
Adequate resources		0.719***						
		(0.000515)						
Career & personal development			0.793***					
			(0.000416)					
Clear objective				0.829***				
				(0.000604)				
Creativity & innovation					0.745***			
					(0.000402)			
Ethics promotion						0.508***		
						(0.00233)		
Fair reward & punishment							0.952***	
							(0.000451)	
Managerial feedback								0.600***
								(0.000411)
Constant	0.856***	0.910***	0.741***	0.141***	0.803***	1.416***	-0.424***	1.384***
	(0.00356)	(0.00367)	(0.00316)	(0.00405)	(0.00315)	(0.00994)	(0.00351)	(0.00336)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
R^2	0.432	0.323	0.457	0.323	0.461	0.172	0.508	0.351
Observations	4009334	4009664	4009946	4009858	4007998	278618	4009216	3974792
Individual Surveys Included in Each Model								
US FEVS	Y	Y	Y	Y	Y	N	Y	Y
Western Australia EPS	N	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A51: The estimated effects of management practices on WPI-Outward Recognition with survey and time fixed effects for surveys with individual-level data (2 of 2)

WPI-Outward Recognition	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	0.447***						
	(0.000485)						
Quality supervisor		0.790***					
		(0.000453)					
Quality upper management			0.580***				
			(0.000412)				
Recognition perception				0.800***			
				(0.000381)			
Skills match					0.570***		
					(0.000425)		
Well-being						0.699***	
						(0.000541)	
Workplace safety							0.494***
							(0.000615)
Constant	1.885***	0.363***	1.326***	0.849***	1.294***	1.041***	1.451***
	(0.00374)	(0.00342)	(0.00343)	(0.00210)	(0.00345)	(0.00365)	(0.00424)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
R^2	0.196	0.415	0.352	0.529	0.333	0.288	0.154
Observations	3993744	4009496	3938613	3692747	3916872	4009270	3943018
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	N	N	N	N	N
Australia APS	Y	Y	Y	N	Y	Y	Y

Linear regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Tables A52 to A53 rerun the analysis that undergird Figure 1 in the main paper, except the dependent variable is now intent to leave instead of intrinsic motivation. It is similar to the intent to leave results in Tables A20 and A21 (undergirding Figure 3), but without interaction terms with intrinsic motivation.

Table A52: The estimated effects of management practices on employee intent to leave with survey and time fixed effects for surveys with individual-level data (1 of 2)

Intention to Leave	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Autonomy	-0.717***							
	(0.00122)							
Adequate resources		-0.731***						
		(0.00135)						
Career & personal development			-0.734***					
			(0.00123)					
Clear objective				-0.832***				
				(0.00157)				
Creativity & innovation					-0.676***			
					(0.00117)			
Ethics promotion						-0.706***		
						(0.00489)		
Fair reward & punishment							-0.821***	
							(0.00145)	
Managerial feedback								-0.509***
								(0.00103)
Constant	1.304***	1.417***	1.328***	2.156***	1.268***	1.599***	2.169***	0.610***
	(0.00899)	(0.00908)	(0.00878)	(0.00990)	(0.00873)	(0.0201)	(0.00978)	(0.00844)
Survey FEs	Y	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y	Y
Observations	3809506	3809979	3810501	3810514	3787166	300081	3808929	3756108
Individual Surveys Included in Each Model								
US FEVS	Y	Y	Y	Y	Y	N	Y	Y
Western Australia EPS	Y	Y	Y	Y	N	Y	Y	N
Australia APS	Y	Y	Y	Y	Y	Y	Y	Y

Logistic regression model
Standard errors in parentheses
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$

Table A53: The estimated effects of management practices on employee intent to leave with survey and time fixed effects for surveys with individual-level data (2 of 2)

Intention to Leave	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Pay satisfaction	-0.447***						
	(0.00100)						
Quality supervisor		-0.695***					
		(0.00127)					
Quality upper management			-0.562***				
			(0.00105)				
Recognition perception				-0.646***			
				(0.00121)			
Skills match					-0.644***		
					(0.00106)		
Well-being						-0.676***	
						(0.00134)	
Workplace safety							-0.377***
							(0.00124)
Constant	0.451***	1.555***	0.927***	0.576***	1.278***	1.199***	0.444***
	(0.00844)	(0.00917)	(0.00865)	(0.0193)	(0.00877)	(0.00890)	(0.00913)
Survey FEs	Y	Y	Y	Y	Y	Y	Y
Agency FEs	N	N	N	N	N	N	N
Year FEs	Y	Y	Y	Y	Y	Y	Y
Observations	3773098	3788315	3744846	3496105	3723284	3809926	3727214
Individual Surveys Included in Each Model							
US FEVS	Y	Y	Y	Y	Y	Y	Y
Western Australia EPS	N	N	Y	Y	Y	Y	N
Australia APS	Y	Y	Y	N	Y	Y	Y

Logistic regression model

Standard errors in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$