

APPENDIX I

References for the rational validation of six key factors presented in Table II.1

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APPENDIX II

Table II.1- Constructs and References

Construct	References
<i>Supports from senior management (SUP)</i>	<p>Andreadis et al. (2017); McLean et al. (2017); Abolhassani et al. (2016); Elizondo et al. (2016); Netland (2016); Timans et al. (2016); Bortolotti et al. (2015); Longoni & Cagliano (2015); Singh & Singh (2015); Bashkite et al. (2014); Dombrowski et al. (2014); García et al. (2014); Glover et al. (2014); Jadhav et al. (2014); Jayamaha et al. (2014); Josson & Scholin (2014); Coimbra (2013); Garcia et al. (2013); Glover et al. (2013); Holtskog (2013); Kamsu-Foguem et al. (2013); Krajewski et al. (2013); Shang and Pheng (2013); Bashkite and Karaulova (2012); Hilton & Sohal (2012); Suárez-Barraza & Ramis-Pujol (2012); Portioli-Staudacher & Tantardini (2012); Psychogios et al. (2012); Suárez-Barraza et al. (2011a); Garcia-Sabater & Marin-Garcia (2011); Holden (2011); Aken et al. (2010); Aken et al. (2010); Hashimoto et al. (2010); Jayaram et al. (2010); Marksberry et al. (2010); Marin-Garcia et al. (2009); Smadi (2009); Aoki (2008); Brown et al. (2008); Burch (2008); Doolen et al. (2008); Doolen et al. (2008); Marin-Garcia et al. (2008); Sim & Rogers (2008); Adamson & Kwolek (2007); Bhuiyan et al. (2007); Dale et al. (2007); Fodness & Murray (2007); Readman (2007); Hino (2006); Mika (2006); Bateman (2005); Long & Shields (2005); Vonk (2005); Bradley & Willett (2004); Cooney & Sohal (2004); Devaraj et al. (2004); Jorgensen et al. (2004); Kumar & Harms (2004); Lanigan (2004); Martin (2004); Prajogo & Sohal (2004); Bateman & Rich (2003); Bessant (2003); Delbridge & Barton (2002); Rapp & Eklund (2002); Rapp & Eklund (2002); Bicheno (2001); Creswell (2001); Wilkinson et al. (2001); Foreman & Vargas (1999); Laraia et al. (1999); McNichols et al. (1999); Richardson & Gurtner (1999); Melnyk (1998); Melnyk et al. (1998); Minton (1998); Adams et al. (1997); Berger (1997); Heard (1997); Kasul & Motwani (1997); Sheridan (1997); Upton (1996); Bessant et al. (1994); Dean & Bowen (1994); Tanner & Roncarti (1994); Wittenberg (1994); Taylor & Ramsey (1993); Treece (1993); Webb & Bryant (1993).</p>
<i>Training (TRA)</i>	<p>Furlan & Vinelli (2018); Yang et al. (2018) Andreadis et al. (2017); Chakravorty & Hales (2017); McLean et al. (2017); Abolhassani et al. (2016); Egelman et al. (2016); Elizondo et al. (2016); Jasti & Kodali (2016); Narayanamurthy & Gurumurthy (2016); Netland (2016); Higuchi et al. (2015); Piercy & Rich (2015); Susilawati et al. (2015); Dombrowski et al. (2014); Intra & Zahn (2014); Jadhav et al. (2014); Jayamaha et al. (2014); Martínez-Jurado et al. (2014); Bloom et al. (2013); Garcia et al. (2013); Glover et al. (2013); Longoni et al. (2013); Suárez-Barraza et al. (2013); Hilton & Sohal (2012); Meiling et al. (2012); Psychogios et al. (2012); Anand & Kodali (2010); Marksberry et al. (2010); Sandoval-Arzaga & Suárez-Barraza (2010); Anand et al. (2009); Aoki (2008); Sim & Rogers (2008); Adamson & Kwolek (2007); De-Treville & Antonakis (2006); Bateman (2005); Prajogo & Sohal (2004b); Kosandal & Farris (2004); Rapp & Eklund (2002); Kotha & Swamidass (2000); Adler et al. (1999); Basu and Miroshnik (1999); Emiliani (1998); Melnyk et al. (1998); Broadbent (1994).</p>

Environment (ENV)	Furlan & Vinelli (2018); Randhawa & Ahuja (2018); Stadnicka & Sakano (2017); Tortorella et al. (2017); Jasti & Kodali (2016); Netland (2016); Goh & Chakpitak (2015); Lantz et al. (2015); Macpherson et al. (2015); Marinova et al. (2015); Piercy & Rich (2015); Arya & Jain (2014); Jadhav et al. (2014); Yokozawa & Steenhuis (2013a); Longoni et al. (2013); Suárez-Barraza et al. (2013); Bashkite & Karaulova (2012); Hasle et al. (2012); Putnik & Putnik (2012); Burke (2011); Garcia-Sabater & Marin-Garcia (2011); Liker & Hoseus (2010); Oliver (2009); Ortiz (2009); Womack et al. (2009); Sim & Rogers (2008); Adamson & Kwolek (2007); Dabhilkar et al. (2007); Martin & Osterling (2007); Hino (2006); Bateman (2005); Modarress et al. (2005); Vonk (2005); Bateman & Rich (2003); Jørgensen et al. (2003); Machuca (2002); Pagell & LePine (2002); Bicheno (2001); Colenso (2000); Elsey & Fujiwara (2000); Adler et al. (1999); Ahmed et al. (1999); Foreman & Vargas (1999); McNichols et al. (1999); Emiliani (1998); Larson (1998); Melnyk et al. (1998); Minton (1998); Heard (1997); Sheridan (1997); Nissen (1996); Anderson et al. (1994); Gondhalekar & Karamchandani (1994); Tanner & Roncarti (1994); Taylor & Ramsey (1993); Treece (1993).
Assessment (AST)	Furlan & Vinelli (2018); Yang et al. (2018) Chakravorty & Hales (2017); Mor et al. (2016); Netland (2016); Lantz et al. (2015); Netland (2015); Arya & Jain (2014); Suárez-Barraza & Miguel-Dávila (2014); Garcia et al. (2013); Taggart & Kienhofer (2013); Letmathe et al. (2012); Holden (2011); Staats et al. (2011); Yuan & Shen (2011); Aken et al. (2010); Marksberry et al. (2010); Sandoval-Arzaga & Suárez-Barraza (2010); Kobayashi et al. (2008); Readman (2007); Readman & Bessant (2007); Schroeder et al. (2007); Alukal & Manos (2006); De-Treville & Antonakis (2006); Miller (2004); Bateman & David (2002); Kerrin (2002); Bicheno (2001); Colenso (2000); Emiliani (1998); Larson (1998); Melnyk (1998); Pomlett (1994); Webb & Bryant (1993).
Motivation (MOT)	Chakravorty & Hales (2017); Stadnicka & Sakano (2017); Stadnicka & Sakano (2017); Tortorella et al. (2017); Elizondo et al. (2016); Goh & Chakpitak (2015); Macpherson et al. (2015); Netland et al. (2015); Piercy & Rich (2015); Susilawati et al. (2015); Dombrowski et al. (2014); García et al. (2014); Holtskog (2013); Longoni et al. (2013); Garcia-Sabater & Marin-Garcia (2011); Farris et al. (2009); Suárez-Barraza & Lingham (2008); Whitehead (2007); Alukal & Manos (2006); Hino (2006); Bateman (2005); Martin (2004); Bateman & Rich (2003); Colenso (2000); Foreman & Vargas (1999); Emiliani (1998); Larson (1998); Melnyk et al. (1998); Adams et al. (1997); Womack & Jones (1996); Tanner & Roncarti (1994); Wittenberg (1994); Taylor & Ramsey (1993).
Engagement (ENG)	Furlan & Vinelli (2018); Randhawa & Ahuja (2018); Andreadis et al. (2017); Chakravorty & Hales (2017); Stadnicka & Sakano (2017); Stadnicka & Sakano (2017); Tortorella et al. (2017); Abolhassani et al. (2016); Iberahim et al. (2016); Maalouf & Gammelgaard (2016); Narayanamurthy & Gurumurthy (2016); Secchi & Camuffo (2016); Timans et al. (2016); Lantz et al. (2015); Longoni & Cagliano (2015); Netland (2015); Piercy & Rich (2015); Schultz et al. (2015); Blazovich (2014); Dombrowski et al. (2014); Intra & Zahn (2014); Jayamaha et al. (2014); Jossen & Scholin (2014); Holtskog (2013); Savolainen (2013); Truss et al. (2013); Vosloban et al. (2013); Flumerfelt et al. (2012); Hilton & Sohal (2012); Garcia-Sabater & Marin-Garcia (2011); Suárez-Barraza & Ramis-Pujol (2010); Marin-Garcia et al. (2009); Sim & Rogers (2008); Shah & Ward (2007); De-Treville & Antonakis (2006); Bateman & Rich (2003); Adler et al. (1999); Stewart & Garrahn (1995).