

Table 1 Descriptive statistics on samples

Countries	N	Language	Net response rate (%)
UK	354	English	10
Ireland	478	English	47
Austria	163	German	16
Finland	300	English	24
New Zealand	368	English	45
Australia	207	English	20
Hungary	368	Hungary	21
Slovenia	470	Slovene	60
Greece	290	Greek	43
Netherlands	134	Dutch	10
Germany	205	German	16
US	141	English	11
Brazil	277	Portuguese	10
<i>Total</i>	3,755	<i>Mean response rate</i>	26

Table 2 Correlation matrix and summary statistics in the pooled sample

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1. HR	3.74	.81												
2. Market-sensing capability	3.63	.70	.21**											
3. Product innovation	3.47	.69	.16**	.30**										
4. Process innovation	3.51	.82	.32**	.41**	.47**									
5. Market competition	3.89	.59	.18**	.09**	.13**	.17**								
6. Medium size	.36	.48	.01	-.03	-.00	-.01	.02							
7. Large size	.17	.38	.06**	-.04*	-.03	-.02	.01	-.34**						
8. FMCG	.14	.34	-.02	-.01	-.01	-.01	-.02	.03	.04*					
9. MaC	.15	.35	-.00	-.01	-.05*	-.00	.02	.04**	-.03	-.16**				
10. CIE	.12	.32	-.01	-.04	.02	-.01	.01	-.01	-.02	-.15**	-.15**			
11. Business service industry	.18	.39	.08**	.05**	.06*	.03*	.01	-.06**	.01	-.19**	-.19**	-.17**		
12. Consumer service industry	.09	.28	.00	.02	-.02	.02	-.04*	-.01	.02	-.12**	-.13**	-.11**	-.14**	
13. Other industries	.18	.38	-.02	-.04*	-.02	-.02	.00	-.00	-.01	-.18**	-.19**	-.17**	-.22**	-.14**

Notes: N = 3,755

FMCG = fast moving consumer goods industry; MaC = materials and components industry; CIE = capital industrial equipment industry.

* $p < .05$, ** $p < .01$, two-tailed.

Table 3. Path coefficients in each country and in the pooled sample

	NL	AU	US	NZ	FI	AT	IE	UK	DE	BR	SI	GR	HU	Pooled sample
HR → market-sensing	.34*	.23 [†]	.43**	.10	.10	.32 [†]	.28**	.25**	.52**	.35**	.27**	.34**	.39**	.28**
market-sensing → product innovation	.52**	.51**	.40*	.31**	.53**	.55 [†]	.41**	.24**	.45*	.61**	.32**	.35**	.42**	.43**
indirect effect HRM → product innovation	.16 [†]	.12 [†]	.17*	.03	.04	.14	.09**	.05**	.16*	.14**	.08**	.13**	.15**	.09**
	[-.00, .49]	[-.00, .30]	[.03, .45]	[-.02, .09]	[-.04, .14]	[-.07, .70]	[.04, .16]	[.01, .12]	[.02, .73]	[.06, .25]	[.03, .16]	[.05, .24]	[.06, .31]	[.07, .12]
direct effect HRM → product innovation	-.50**	.03	-.20	.10	-.03	.04	.13*	.07	-.08	-.05	.14 [†]	.14 [†]	.06	.08**
market-sensing → process innovation	.43*	.51**	.40*	.28**	.72**	.66*	.38**	.58**	.65**	.54**	.49**	.39**	.57**	.49**
indirect effect HRM → process innovation	.14*	.12 [†]	.20*	.03	.06	.19	.10**	.12**	.32**	.14**	.14**	.13**	.22**	.12**
	[.00, .45]	[-.00, .30]	[.05, .49]	[-.02, .09]	[-.07, .20]	[-.11, 1.00]	[.05, .17]	[.03, .23]	[.11, 1.16]	[.06, .24]	[.06, .24]	[.06, .25]	[.09, .39]	[.10, .15]
direct effect HRM → process innovation	-.15	.21*	.23	.25**	.18*	.20	.22**	.12	.04	.13	.25**	.38**	.24*	.21**
product innovation ↔ process innovation	.92*	.49**	.55**	.33**	.11	.29	.50**	.51**	.53**	.33**	.45**	.38**	.28*	.44**

Notes: Except for the indirect effects, all other path coefficients are standardized coefficients. The indirect effects are unstandardized coefficients based on bootstrapping 10,000 times.

[†] $p < .10$, * $p < .05$, ** $p < .01$, two-tailed.

NL = Netherlands, AU = Australia, US = United States, NZ = New Zealand, FI = Finland; AT= Austria; IE=Ireland; UK=United Kingdom; DE = Germany; BR= Brazil; SI=Slovenia; GR = Greece; HU = Hungary