

Supplementary Materials. Prioritisation of employee motivations according to analysed characteristics.

Table S1. Prioritization of employee motivations in accordance with development region (1-7 points scale).

| Motivations | Development Region | |
|----------------------------------|--------------------|-----|
| | NE | SE |
| Friendliness of co-workers | 3.3 | 2.7 |
| Relations with supervisor | 4.6 | 4.2 |
| Ability/Efficiency of management | 3.0 | 3.1 |
| Promotion prospects | 3.6 | 3.5 |
| Training provided | 2.3 | 2.4 |
| Opportunity to show initiative | 2.8 | 2.9 |
| Use of abilities | 1.2 | 1.1 |
| Variety of work | 1.9 | 1.9 |
| Hours worked | 4.7 | 4.8 |
| Amount of work | 4.6 | 5.1 |
| Work itself | 3.2 | 3.1 |
| Job security | 4.5 | 3.7 |
| Total pay | 5.2 | 5.4 |
| Fringe benefits | 4.4 | 5.0 |

Table S2. Gender-based prioritization of employee motivations (1-7 points scale).

| Motivations | Gender | |
|----------------------------------|--------|------|
| | Women | Male |
| Friendliness of co-workers | 3.7 | 2.3 |
| Relations with supervisor | 5.1 | 3.6 |
| Ability/Efficiency of management | 2.8 | 3.2 |
| Promotion prospects | 3.3 | 3.7 |
| Training provided | 2.5 | 2.2 |
| Opportunity to show initiative | 2.4 | 3.2 |
| Use of abilities | 1.3 | 1.1 |
| Variety of work | 2.1 | 1.8 |
| Hours worked | 5.1 | 4.5 |
| Workload | 5.1 | 4.6 |
| Work itself | 3.3 | 3.1 |
| Security of job | 4.3 | 3.9 |
| Total pay | 5.5 | 5.1 |
| Fringe benefits | 4.9 | 4.5 |

Table S3. Prioritization of employee motivations based on qualification level (1-7 points scale).

| Motivations | Employee Qualification Level | | |
|----------------------------------|------------------------------|------------------|------------------|
| | Unqualified | Medium Qualified | Highly Qualified |
| Friendliness of co-workers | 3.4 | 2.4 | 3.2 |
| Relations with supervisor | 4.7 | 4.4 | 4.1 |
| Ability/Efficiency of management | 1.7 | 3.4 | 4.0 |
| Promotion prospects | 1.8 | 3.8 | 5.0 |
| Training provided | 0.9 | 2.0 | 4.2 |
| Opportunity to show initiative | 1.7 | 2.8 | 4.0 |
| Use of abilities | 0.8 | 1.2 | 1.5 |
| Variety of work | 0.8 | 1.8 | 3.1 |
| Hours worked | 6.4 | 4.4 | 3.6 |
| Workload | 5.8 | 5.2 | 3.7 |
| Work itself | 2.7 | 3.8 | 3.1 |
| Security of job | 4.9 | 4.7 | 2.8 |
| Total pay | 6.0 | 5.6 | 4.4 |
| Fringe benefits | 5.7 | 4.8 | 3.7 |

Table S4. Prioritization of employee motivations based on work experience (1-7 points scale).

| Motivations | Work Experience (years) | | | | |
|----------------------------------|-------------------------|-------|-------|-------|---------|
| | 0-10 | 10-20 | 20-30 | 30-40 | over 40 |
| Friendliness of co-workers | 3.5 | 3.2 | 2.7 | 2.3 | 3.4 |
| Relations with supervisor | 5.2 | 4.1 | 4.2 | 4.4 | 4.0 |
| Ability/Efficiency of management | 3.3 | 2.9 | 2.8 | 2.8 | 3.1 |
| Promotion prospects | 5.6 | 5.3 | 3.0 | 1.8 | 1.7 |
| Training provided | 3.2 | 2.6 | 2.3 | 2.2 | 1.1 |
| Opportunity to show initiative | 4.1 | 3.8 | 2.6 | 1.8 | 1.6 |
| Use of abilities | 2.0 | 1.3 | 1.1 | 1.0 | 0.6 |
| Variety of work | 2.4 | 2.1 | 1.9 | 1.8 | 1.2 |
| Hours worked | 3.7 | 4.8 | 5.0 | 5.2 | 5.2 |
| Workload | 3.6 | 4.0 | 5.2 | 5.4 | 6.2 |
| Work itself | 2.7 | 2.6 | 3.9 | 3.6 | 3.2 |
| Security of job | 3.8 | 4.0 | 5.2 | 4.1 | 3.2 |
| Total pay | 5.2 | 5.8 | 5.3 | 5.9 | 4.2 |
| Fringe benefits | 5.0 | 5.6 | 4.5 | 5.0 | 3.6 |

Table S5. Prioritization of employee motivations based on the size of employing unit (1-7 points scale).

| Motivations | Size of Employing Unit* | | | | |
|----------------------------------|-------------------------|-----|-----|-----|-----|
| | 1 | 2 | 3 | 4 | 5 |
| Friendliness of co-workers | 2.5 | 2.9 | 2.6 | 3.1 | 3.9 |
| Relations with supervisor | 3.7 | 3.7 | 4.0 | 5.9 | 4.7 |
| Ability/Efficiency of management | 2.3 | 2.6 | 2.7 | 3.8 | 3.6 |
| Promotion prospects | 3.9 | 4.8 | 3.8 | 3.2 | 2.0 |
| Training provided | 2.2 | 2.3 | 2.8 | 3.0 | 1.3 |
| Opportunity to show initiative | 2.9 | 3.4 | 3.2 | 2.4 | 1.8 |
| Use of abilities | 1.4 | 1.2 | 1.6 | 1.4 | 0.7 |
| Variety of work | 1.7 | 1.9 | 1.8 | 2.9 | 1.4 |
| Hours worked | 3.1 | 4.3 | 4.8 | 5.9 | 6.0 |
| Workload | 5.0 | 4.6 | 5.2 | 5.6 | 4.3 |
| Work itself | 1.9 | 2.3 | 3.7 | 4.2 | 3.7 |
| Security of job | 2.7 | 3.6 | 4.9 | 5.5 | 3.6 |
| Total pay | 4.2 | 4.8 | 6.0 | 5.8 | 5.6 |
| Fringe benefits | 3.5 | 5.0 | 4.3 | 6.8 | 4.1 |

*Size of employing unit: 1. turnover less than 100 thousand euros; 2. turnover between 100 and 250 thousand euros; 3. turnover between 250 and 500 thousand euros; 4. turnover between 500 and 750 thousand euros; 5. turnover greater than 1 million euros

Supplementary Materials. Employee job satisfaction based on characteristics.

Table S6. Employee job satisfaction based on development region (1-100-point scale).

| Satisfaction | Development Region | |
|----------------------------------|--------------------|------|
| | NE | SE |
| Friendliness of co-workers | 32.8 | 32.3 |
| Relations with supervisor | 39.1 | 34.0 |
| Ability/Efficiency of management | 14.7 | 14.4 |
| Promotion prospects | 30.7 | 24.4 |
| Training provided | 17.7 | 16.7 |
| Opportunity to show initiative | 17.4 | 18.1 |
| Use of abilities | 12.3 | 9.4 |
| Variety of work | 21.4 | 19.9 |
| Hours worked | 38.2 | 34.0 |
| Workload | 44.2 | 38.1 |
| Work itself | 28.6 | 26.8 |
| Security of job | 39.6 | 34.6 |
| Total pay | 35.5 | 34.7 |
| Fringe benefits | 27.2 | 29.4 |

Table S7. Employee job satisfaction based on gender (1-100-point scale).

| Satisfaction | Gender | |
|----------------------------------|--------|------|
| | Women | Male |
| Friendliness of co-workers | 41.9 | 24.3 |
| Relations with supervisor | 42.5 | 29.8 |
| Ability/Efficiency of management | 11.7 | 14.0 |
| Promotion prospects | 27.1 | 25.8 |
| Training provided | 19.4 | 20.1 |
| Opportunity to show initiative | 18.6 | 18.2 |
| Use of abilities | 12.7 | 8.9 |
| Variety of work | 15.0 | 14.9 |
| Hours worked | 42.7 | 29.4 |
| Workload | 30.4 | 38.1 |
| Work itself | 27.5 | 29.1 |
| Security of job | 35.0 | 45.1 |
| Total pay | 34.9 | 33.4 |
| Fringe benefits | 29.2 | 27.5 |

Table S8. Employee job satisfaction based on qualification level (1-100-point scale).

| Satisfaction | Qualification level | | |
|----------------------------------|---------------------|---------------------|------------------|
| | Unqualified | Average Unqualified | Highly Qualified |
| Friendliness of co-workers | 38.6 | 26.1 | 32.9 |
| Relations with supervisor | 37.6 | 37.5 | 34.6 |
| Ability/Efficiency of management | 4.7 | 14.8 | 24.1 |
| Promotion prospects | 10.5 | 36.4 | 35.8 |
| Training provided | 11.1 | 13.7 | 26.9 |
| Opportunity to show initiative | 16.4 | 15.7 | 21.1 |
| Use of abilities | 5.8 | 13.9 | 12.8 |
| Variety of work | 10.1 | 21.9 | 30.0 |
| Hours worked | 48.7 | 40.4 | 19.2 |
| Workload | 43.3 | 44.5 | 35.7 |
| Work itself | 36.6 | 28.4 | 18.1 |
| Security of job | 35.3 | 40.6 | 35.5 |
| Total pay | 42.1 | 37.5 | 25.7 |
| Fringe benefits | 33.3 | 25.7 | 26.0 |

Table S9. Employee job satisfaction based on job experience (1-100-point scale).

| Satisfaction | Work Experience (years) | | | | |
|----------------------------------|-------------------------|-------|-------|-------|---------|
| | 0-10 | 10-20 | 20-30 | 30-40 | over 40 |
| Friendliness of co-workers | 32.1 | 32.6 | 29.9 | 28.7 | 42.7 |
| Relations with supervisor | 36.1 | 31.3 | 32.8 | 37.0 | 45.0 |
| Ability/Efficiency of management | 10.7 | 13.1 | 12.6 | 13.3 | 14.2 |
| Promotion prospects | 15.0 | 27.0 | 24.6 | 20.2 | 21.8 |
| Training provided | 22.0 | 18.3 | 17.9 | 19.9 | 14.3 |
| Opportunity to show initiative | 22.7 | 23.8 | 17.1 | 13.6 | 15.1 |
| Use of abilities | 13.8 | 9.7 | 9.8 | 10.0 | 7.8 |
| Variety of work | 21.1 | 20.1 | 19.9 | 20.4 | 16.8 |
| Hours worked | 31.1 | 35.7 | 36.9 | 35.8 | 36.4 |
| Workload | 37.2 | 39.1 | 40.6 | 41.9 | 44.9 |
| Work itself | 19.6 | 19.3 | 24.8 | 41.1 | 41.7 |
| Security of job | 37.8 | 39.1 | 40.6 | 43.3 | 36.7 |
| Total pay | 33.0 | 30.6 | 35.1 | 36.9 | 32.3 |
| Fringe benefits | 19.1 | 30.7 | 26.7 | 32.4 | 32.6 |

Table S10. Employee job satisfaction based on employer company size (1-100-point scale).

| Motivations | Size of Employing Unit* | | | | |
|----------------------------------|-------------------------|------|------|------|-------|
| | 1 | 2 | 3 | 4 | 5 |
| Friendliness of co-workers | 78.0 | 92.9 | 91.7 | 91.5 | 100.0 |
| Relations with supervisor | 50.4 | 69.8 | 60.2 | 77.7 | 88.5 |
| Ability/Efficiency of management | 23.8 | 41.1 | 34.8 | 43.8 | 36.5 |
| Promotion prospects | 19.6 | 46.4 | 63.3 | 85.6 | 97.0 |
| Training provided | 50.4 | 55.6 | 55.0 | 83.7 | 103.8 |
| Opportunity to show initiative | 40.6 | 43.7 | 50.7 | 69.7 | 75.0 |
| Use of abilities | 50.4 | 49.6 | 66.5 | 91.7 | 103.8 |
| Variety of work | 84.0 | 91.3 | 91.7 | 97.4 | 111.5 |
| Hours worked | 61.6 | 67.9 | 65.0 | 63.8 | 55.8 |
| Workload | 75.6 | 89.3 | 73.3 | 71.7 | 57.7 |
| Work itself | 53.2 | 67.9 | 49.1 | 91.5 | 103.8 |
| Security of job | 72.8 | 89.3 | 60.2 | 93.0 | 92.3 |
| Total pay | 46.5 | 47.8 | 51.3 | 57.8 | 61.5 |
| Fringe benefits | 28.0 | 50.0 | 45.9 | 59.8 | 66.9 |

*Size of employing unit: 1. turnover less than 100 thousand euros; 2. turnover between 100 and 250 thousand euros; 3. turnover between 250 and 500 thousand euros; 4. turnover between 500 and 750 thousand euros; 5. turnover greater than 1 million euros.

Supplementary Materials. Average labour expenditure.

Table S11. Average labour expenditure (euro/person/year).

| Years of Experience/Qualification Development region | Unqualified | | Average Unqualified | | Highly Qualified | |
|---|--------------------|------------------|----------------------------|------------------|-------------------------|------------------|
| | NE region | SE region | NE region | SE region | NE region | SE region |
| 0-10 | 8,214 | 8,617 | 18,732 | 20,183 | 30,015 | 40,072 |
| 10-20 | 8,243 | 8,767 | 24,555 | 25,816 | 35,965 | 53,228 |
| 20-30 | 9,067 | 9,804 | 26,698 | 29,313 | 38,978 | 58,401 |
| 30-40 | 9,973 | 10,881 | 29,013 | 31,548 | 41,040 | 61,540 |
| > 40 | 10,971 | 11,583 | 31,841 | 34,572 | 41,668 | 62,329 |