

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