

## Appendix

**Table A1.** Descriptive statistics on the management practices introduced in the HRM and HIM bundle (in %).

<i>Domain name and content</i>	<i>Measurement</i>	<i>Mean</i>	<i>HRM</i>	<i>HIM</i>
<b>Participation</b>				
Meeting between management and the staff	As regards information and communication within your company, how do you rate the usefulness of meeting(s) between employees and management? Very useful or Moderately useful = 1; not useful or does not exist = 0	65.83	Yes	Yes
Changes with employees involved	Do you participate in decisions concerning major changes within your company? Yes = 1; No = 0	12.77	Yes	No
Attitude surveys				
	As regards information and communication within your company, how do you rate the usefulness of Internal survey(s) organised by the management? Very useful or Moderately useful = 1; Not useful or Does not exist = 0	41.12	Yes	Yes
Quality circle	Are you involved in a group which meets regularly to identify and resolve problems related to its work? (quality groups or quality circles) Yes = 1; No = 0	23.85	Yes	No
<b>Team working</b>				
Autonomous team work	Based on two survey questions: the employee works in a team of at least 3 individuals with the control of work quality done by team members = 1; otherwise = 0	30.91	Yes	Yes
Job rotation	When you are absent for one week, what proportion of your tasks must you catch up on when you return? Nothing or just a small proportion; Less than half = 1; More than half or Almost all my work = 0	52.15	Yes	No
Quality norms	Do you must comply with quality standards (ISO standards, ...) = 1; otherwise = 0	58.85	Yes	No
<b>Development</b>				
Development policy	Do you agree or disagree with the following statement: My company encourages its staff to develop their competences and their careers? Agree or Strongly agree = 1 ; Strongly disagree or Disagree = 0	53.01	Yes	No
Training	In the last 12 months, have you attend training related to your work paid by your company? Yes = 1; No = 0	41.60	Yes	Yes

Formal appraisal	In the last 12 months, did you have at least one appraisal interview? Yes = 1; No = 0	57.76	Yes	No
<b>Family-friendly policies</b>				
Flexible work time	Do you have flexible working hours (you decide yourself when you start and stop work, taking into account certain daily fixed time slots)? Yes = 1; No = 0	38.24	Yes	No
Work-life balance	Do you agree or disagree with the following statement: My company implements policies which permit a good work-life balance? Agree or Strongly agree = 1 ; Strongly disagree or Disagree = 0	38.14	Yes	No
Working at home in work hours	Does your company permit you to do working at (or from) home in normal working hours? If yes, do you make use of this possibility? Sometimes or often = 1; Never=0	7.63	Yes	No
<b>Incentives</b>				
Incentive pay	Do you have a fixed or variable salary (depending on productivity ...)? Variable or Fixed + a variable element = 1; Fixed =0	33.14	Yes	Yes
Fringe benefits	Do the following fringe benefits are offered to you? At least one of the following: company car or car fee participation; supplementary pension or life insurance; meal vouchers = 1; otherwise = 0	49.47	Yes	No
HRM bundle	0 or 1	3.38		
	2	5.94		
	3	9.75		
	4	10.95		
	5	13.1		
	6	14.05		
	7	12.43		
	8	11.52		
	9	8.26		
	10	5.76		
	11 or more	4.86		
HIM bundle	0	11.22		
	1	21.53		
	2	27.71		
	3	24.96		
	4 or 5	14.58		
Observations		14,248		

Notes: Weighted statistics. All management practices included in the HRM and HIM bundles are binary variables.

**Table A2.** Descriptive statistics on the percentage of employees concerned by each management practices according to the HRM bundle level (in %).

HRM bundle	<i>Participation</i>				<i>Team working</i>			
	Meeting between management and the staff	Changes with employees involved	Attitude surveys	Quality circle	Autono- mous team work	Job rotation	Quality norms	
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	
0 or 1	0.07	0.00	0.01	0.00	0.04	<b>0.29</b>	0.18	
2	0.17	0.01	0.05	0.02	0.12	<b>0.53</b>	<b>0.37</b>	
3	<b>0.30</b>	0.03	0.11	0.05	0.17	<b>0.56</b>	<b>0.51</b>	
4	<b>0.47</b>	0.03	0.19	0.09	0.25	<b>0.57</b>	<b>0.56</b>	
5	<b>0.60</b>	0.06	0.29	0.13	0.27	<b>0.56</b>	<b>0.58</b>	
6	<b>0.71</b>	0.08	0.38	0.19	0.31	<b>0.53</b>	<b>0.60</b>	
7	<b>0.83</b>	0.12	<b>0.52</b>	0.26	0.36	<b>0.51</b>	<b>0.63</b>	
8	<b>0.89</b>	0.17	<b>0.62</b>	0.36	0.38	0.50	<b>0.64</b>	
9	<b>0.94</b>	0.23	<b>0.71</b>	0.43	0.43	0.48	<b>0.67</b>	
10	<b>0.96</b>	0.34	<b>0.81</b>	<b>0.55</b>	0.48	0.51	<b>0.73</b>	
11 or more	<b>0.98</b>	0.59	<b>0.89</b>	<b>0.79</b>	0.53	0.51	<b>0.81</b>	
HRM bundle	<i>Development</i>			<i>Family-friendly policies</i>			<i>Incentives</i>	
	Develop- ment policy	Training	Formal apprai- sal	Flexible work time	Work-life balance	Working at home in work hours	Incentive pay	Fringe benefits
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
0 or 1	0.02	0.04	0.03	0.02	0.02	0.00	0.06	0.05
2	0.08	0.06	0.12	0.10	0.06	0.01	0.17	0.13
3	0.17	0.13	0.23	0.15	0.16	0.02	0.23	0.21
4	0.25	0.19	<b>0.38</b>	0.22	0.18	0.02	0.28	0.32
5	0.38	0.31	<b>0.48</b>	0.30	0.27	0.04	0.32	<b>0.41</b>
6	<b>0.55</b>	0.41	<b>0.63</b>	0.37	0.36	0.05	0.32	<b>0.51</b>
7	<b>0.68</b>	0.49	<b>0.74</b>	0.44	0.41	0.07	0.36	<b>0.58</b>
8	<b>0.81</b>	<b>0.60</b>	<b>0.81</b>	0.52	<b>0.56</b>	0.09	0.36	<b>0.69</b>
9	<b>0.89</b>	<b>0.73</b>	<b>0.87</b>	<b>0.63</b>	<b>0.66</b>	0.14	0.43	<b>0.76</b>
10	<b>0.94</b>	<b>0.81</b>	<b>0.90</b>	<b>0.67</b>	<b>0.76</b>	0.22	0.49	<b>0.82</b>
11 or more	<b>0.98</b>	<b>0.90</b>	<b>0.95</b>	<b>0.82</b>	<b>0.87</b>	0.32	0.62	<b>0.91</b>

Notes: Weighted statistics.

**Table A3.** Descriptive statistics on the ICT introduced in the ICT bundles (in %).

<i>Content</i>	<i>Measurement</i>	<i>Mean</i>	<i>ICT</i>	<i>ICT 2</i>
ERP	Do you use Enterprise Resources Planning (a tool for coordinating employees around the information system)? Yes = 1; No = 0	14.80	Yes	Yes
Workflow	Do you use a Workflow (a tool for coordinating employees around a business process)? Yes = 1; No = 0	15.11	Yes	Yes
Groupware	Do you use a Groupware (an information exchange tool)? Yes = 1; No = 0	24.37	Yes	Yes
Intranet	Do you use an Intranet? Yes = 1; No = 0	50.18	Yes	Yes
Internet use	Do you use Internet for professional purpose at least 25% of your working time? Yes = 1; No = 0	0.17	Yes	No
Email use	Do you use email for professional purpose? Yes = 1; No = 0	0.55	Yes	No
ICT bundle				
0		38.12		
1		8.79		
2		17.65		
3		17.24		
4		11.40		
5 or 6		6.79		
ICT 2 bundle				
0		44.37		
1		23.94		
2		18.29		
3 or 4		13.4		
Observations		14,248		

Notes: Weighted statistics. All ICT uses are binary variables.

**Table A4.** Descriptive statistics on the percentage of employees concerned by each ICT according to the ICT bundle level (in %).

<i>ICT bundle</i>	<i>ERP</i>	<i>Workflow</i>	<i>Groupware</i>	<i>Intranet</i>	<i>Internet use</i>	<i>Email use</i>
	Mean	Mean	Mean	Mean	Mean	Mean
0	0.00	0.00	0.00	0.00	0.00	0.00
1	0.05	0.02	0.05	0.36	0.03	<b>0.49</b>
2	0.07	0.03	0.11	<b>0.77</b>	0.12	<b>0.89</b>
3	0.20	0.18	<b>0.43</b>	<b>0.91</b>	0.32	<b>0.97</b>
4	0.40	<b>0.48</b>	<b>0.72</b>	<b>0.96</b>	0.46	<b>0.98</b>
5 or 6	<b>0.75</b>	<b>0.86</b>	<b>0.93</b>	<b>0.99</b>	0.65	<b>1.00</b>

Notes: Weighted statistics.

**Table A5.** Descriptive statistics of control variables.

<i>Individual characteristics</i>		<i>Job characteristics</i>		<i>Organisation characteristics</i>		<i>Outside opportunities</i>	
Male	0.68	Permanent contract	0.94	15-49 employees (r)	0.25	Local unemployment rate	7.55 (2.56)
Age < 30 years (r)	0.16	Part-time	0.12	50-99 employees	0.14	Better wages in the sector than in the firm	1 (0.16)
Age 30-49 years	0.64	Tenure (in months) (12-590)	123.4 (99)	100-249 employees	0.20	Growth of employment in the sector	0.29 (2.91)
50 years and more	0.20	Experience (in years) (0-50)	19.53 (10.5)	250 employees and more	0.41	Firm in the upper third of employment growth	0.30
<i>Luxembourgish</i>		Union	0.32	Manufacturing (r)	0.15	<i>Matching quality</i>	
German	0.13	Professionals and managers	0.20	Construction	0.15	Training paid alone	0.06
Belgian	0.15	Associate professionals	0.20	Trade, accommodation and food serv.	0.19	Too high educational level	0.27
French	0.32	Administrative and clerical	0.15	Transportation and storage	0.09	Too low skills	0.60
Portuguese	0.14	Sales and service personnel	0.11	IT and communication	0.06	Too low ICT skills	0.08
Other nationality	0.08	Craft	0.15	Finance	0.19	Too high ICT skills	0.19
Living with partner	0.80	Plant operatives	0.09	Other services	0.17	<i>Instruments</i>	
Child	0.59	Non-qualified operatives (r)	0.10	<i>Adverse working conditions</i>		Task discretion (0-30)	17.89
Education less than secondary (r)	0.18			Harm working conditions	0.33	Work dependence with colleagues	0.53
Secondary	0.45			Scheduling hazard	0.29	Feedback from the superior	0.58
Post-secondary	0.37			Accident risk	0.37	Quintile of hourly wage (1-5)	3.02 (1.40)
Commuting time (1-8)	4.13 (1.96)			Feeling of being neglected by the hierarchy	0.16		
Observations		14,248					

*Notes:* Weighted statistics. Standard deviations are shown in parentheses for non-binary variables. Reference variables omitted in the estimations are identified with (r).

**Table A6.** Validity of the exclusion restriction for the Model 2 - specification 2 of Table 2.

	<i>Controlled motivation</i>	<i>Autonomous motivation</i>
First-stage F test	19.07	21.98
p-value	(0.000)	(0.000)
Over-identification test - Hansen J statistic	0.870	
Chi-square	(0.6471)	

*Notes:* These tests are given as indicative as they are based on 2SLS linear probability models and not on the estimation strategy used to obtain the results presented in Table 2.

**Table A7.** HRM, ICT, work motivation and on-the-job search – all results.

Model 1		Model 2		Specification 1			Specification 2				
Specification 1		Specification 2		Control- led moti- vation	Autono- mous motiva- tion	On-the- job search	Control- led moti- vation	Autono- mous motiva- tion	On-the- job search		
		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Overall work motivation (M)	-	0.10*** (0.02)	-	0.09*** (0.02)	-	-	0.24*** (0.04)	-	-	0.21*** (0.04)	
Controlled motivation (CM)	-	-	-	-	-	-	-	-	-	-	-
Autonomous motivation (AM)	-	-	-	-	-	-	0.22*** (0.02)	-	-	0.18*** (0.02)	
HRM bundle (H)	0.12*** (0.01)	0.02*** (0.004)	0.12*** (0.01)	0.02*** (0.004)	0.08*** (0.01)	0.12*** (0.01)	0.02*** (0.003)	0.08*** (0.01)	0.12*** (0.01)	0.02*** (0.003)	
H*M	-	-	-	-0.003* (0.002)	-	-	-	-	-	0.004** *(0.001)	
H*CM	-	-	-	-	-	-	-	-	-	-	-
H*AM	-	-	-	-	-	-	-	-	-	0.01*** (0.002)	
ICT bundle (I)	0.06*** (0.02)	0.04*** (0.01)	0.06*** (0.02)	0.04*** (0.01)	0.06*** (0.02)	0.05*** (0.02)	0.02** (0.01)	0.06*** (0.02)	0.05*** (0.02)	0.02** (0.01)	
I * M	-	-	-	0.001 (0.003)	-	-	-	-	-	-	-
I * CM	-	-	-	-	-	-	-	-	-	0.00002 (0.002)	
I * AM	-	-	-	-	-	-	-	-	-	0.001 (0.002)	
H * I	-0.01*** (0.002)	-0.001 (0.001)	-	0.01*** (0.002)	-0.001 (0.001)	0.01*** (0.002)	0.01*** (0.001)	-0.0001 (0.001)	0.01*** (0.002)	0.01*** (0.002)	0.001 (0.001)
<i>Control variables</i>											
<i>Individual characteristics</i>											
Male	-0.05** (0.02)	0.02** (0.01)	-0.05** (0.02)	0.02* (0.01)	-0.03 (0.03)	-0.05** (0.02)	0.02 (0.01)	-0.03 (0.03)	-0.05** (0.02)	0.02 (0.01)	

	-	-0.02	-	-0.02	-	-0.05	0.01	-	-0.05	0.01
Age 30-49 years	0.09*** (0.03)	-0.02 (0.01)	0.09*** (0.03)	-0.02 (0.01)	0.13*** (0.03)	-0.05 (0.03)	0.01 (0.01)	0.13*** (0.03)	-0.05 (0.03)	0.01 (0.01)
50 years and more	- (0.05)	0.15*** (0.02)	0.13*** (0.05)	0.15*** (0.02)	0.21*** (0.05)	-0.06 (0.05)	-0.07** (0.03)	- (0.05)	-0.06 (0.05)	-0.07** (0.03)
German	-0.04 (0.03)	-0.04** (0.02)	-0.04 (0.03)	-0.04** (0.02)	-0.05 (0.04)	-0.03 (0.03)	-0.02 (0.01)	-0.05 (0.04)	-0.03 (0.03)	-0.02 (0.01)
Belgian	0.01 (0.03)	-0.03* (0.02)	0.01 (0.03)	-0.03* (0.02)	-0.04 (0.03)	0.04 (0.03)	-0.005 (0.01)	-0.04 (0.03)	0.04 (0.03)	-0.01 (0.01)
French	-0.03 (0.03)	- (0.02)	-0.03 (0.03)	- (0.02)	-0.03 (0.03)	-0.02 (0.03)	-0.04** (0.02)	-0.03 (0.03)	-0.02 (0.03)	-0.04** (0.02)
Portuguese	0.02 (0.04)	- (0.02)	0.02 (0.04)	- (0.02)	-0.03 (0.04)	0.04 (0.04)	- (0.02)	-0.03 (0.04)	0.04 (0.04)	0.06*** (0.02)
Other nationality	-0.04 (0.04)	0.07*** (0.02)	-0.04 (0.04)	0.07*** (0.02)	-0.11** (0.04)	0.001 (0.03)	-0.02 (0.02)	-0.11** (0.04)	0.002 (0.03)	-0.02 (0.02)
Living with partner	0.04* (0.02)	- (0.01)	0.04* (0.02)	- (0.01)	0.03 (0.02)	0.04** (0.02)	-0.02** (0.01)	0.03 (0.02)	0.04** (0.02)	-0.02** (0.01)
Child	0.02 (0.02)	0.01 (0.01)	0.02 (0.02)	0.01 (0.01)	0.01 (0.02)	0.02 (0.02)	0.01 (0.01)	0.01 (0.02)	0.02 (0.02)	0.01 (0.01)
Secondary education	-0.06** (0.03)	0.04*** (0.01)	-0.06** (0.03)	0.04*** (0.01)	-0.09*** (0.03)	-0.03 (0.03)	0.05*** (0.01)	0.09*** (0.03)	-0.03 (0.03)	0.05*** (0.01)
Post-secondary	0.14*** (0.03)	0.07*** (0.02)	0.14*** (0.03)	0.07*** (0.02)	0.18*** (0.04)	0.10*** (0.03)	0.08*** (0.02)	0.18*** (0.04)	0.10*** (0.03)	0.08*** (0.02)
Commuting time (1-8)	-0.001 (0.005)	0.002 (0.002)	-0.001 (0.005)	0.002 (0.002)	0.002 (0.01)	-0.003 (0.005)	0.002 (0.002)	0.002 (0.01)	-0.003 (0.005)	0.0001 (0.002)
<i>Job characteristics</i>										
Permanent contract	-0.04 (0.04)	0.02 (0.02)	-0.04 (0.04)	0.02 (0.02)	0.08* (0.04)	-0.10** (0.04)	-0.02 (0.02)	0.08* (0.04)	-0.10** (0.04)	-0.02 (0.02)
Part-time	- (0.03)	-0.02 (0.01)	- (0.03)	-0.02 (0.01)	- (0.04)	- (0.03)	0.002 (0.01)	- (0.04)	- (0.03)	0.003 (0.01)
Tenure (in months) (12-590)	0.0005* **  (0.0001)	0.0005* **  (0.0001)	0.0005* **  (0.0001)	0.0005* **  (0.0001)	-0.0001 *  (0.0001)	0.001** **  (0.0001)	0.0004* **  (0.0001)	-0.0001 *  (0.0001)	0.001** **  (0.0001)	0.0004* **  (0.0001)
Experience (in years) (0-50)	0.004** *  (0.001)	0.002** *  (0.001)	0.004** *  (0.002)	0.002** *  (0.001)	0.002 (0.002)	0.005** *  (0.002)	- (0.001)	0.001 (0.002)	0.005** *  (0.002)	- (0.001)
Union	0.001 (0.02)	0.01 (0.01)	0.001 (0.02)	0.01 (0.01)	-0.01 (0.02)	0.01 (0.02)	0.01* (0.01)	-0.01 (0.02)	0.01 (0.02)	0.01* (0.01)
Professionals and managers	0.26*** (0.05)	0.15*** (0.02)	0.26*** (0.05)	0.15*** (0.02)	0.05 (0.06)	0.32*** (0.05)	0.14*** (0.02)	0.05 (0.06)	0.32*** (0.05)	0.14*** (0.02)
Associate professionals	0.23*** (0.05)	0.11*** (0.02)	0.23*** (0.05)	0.10*** (0.02)	0.10* (0.05)	0.26*** (0.05)	0.09*** (0.02)	0.10* (0.05)	0.26*** (0.05)	0.09*** (0.02)
Administrative and clerical	0.17*** (0.05)	0.07*** (0.02)	0.16*** (0.05)	0.07*** (0.02)	0.08 (0.05)	0.18*** (0.05)	0.06*** (0.02)	0.08 (0.05)	0.18*** (0.05)	0.06*** (0.02)
Sales and service personnel	0.22*** (0.05)	0.08*** (0.02)	0.22*** (0.05)	0.08*** (0.02)	0.10** (0.05)	0.24*** (0.05)	0.07*** (0.02)	0.10** (0.05)	0.24*** (0.05)	0.07*** (0.02)
Craft	0.29*** (0.05)	0.05** (0.02)	0.29*** (0.05)	0.05** (0.02)	0.10* (0.05)	0.34*** (0.05)	0.07*** (0.02)	0.10* (0.05)	0.34*** (0.05)	0.06*** (0.02)
Plant operatives	0.42*** (0.05)	0.06** (0.02)	0.42*** (0.05)	0.06** (0.02)	0.28*** (0.05)	0.41*** (0.05)	0.03 (0.02)	0.28*** (0.05)	0.41*** (0.05)	0.03 (0.02)

	(0.06)	(0.02)	(0.06)	(0.02)	(0.05)	(0.06)	(0.02)	(0.05)	(0.06)	(0.02)
<i>Organisation characteristics</i>										
50-99 employees	-0.06** (0.03)	0.02 (0.01)	-0.06** (0.03)	0.02 (0.01)	-0.02 (0.03)	-0.07** (0.03)	0.01 (0.01)	-0.02 (0.03)	-0.07** (0.03)	0.01 (0.01)
100-249 employees	-0.05** (0.03)	0.01 (0.01)	-0.05** (0.03)	0.01 (0.01)	0.02 (0.03)	- (0.03)	0.08*** (0.03)	-0.01 (0.01)	0.02 (0.03)	0.08*** (0.03)
250 employees and more	-0.03 (0.03)	0.04*** (0.01)	-0.03 (0.03)	0.04*** (0.01)	0.05 (0.03)	-0.06** (0.02)	- (0.01)	0.05 (0.03)	-0.06** (0.02)	0.05*** (0.01)
Construction	0.26*** (0.04)	0.03 (0.02)	0.26*** (0.04)	0.03 (0.02)	0.14*** (0.04)	0.28*** (0.04)	0.03* (0.02)	0.14*** (0.04)	0.28*** (0.04)	0.03 (0.02)
Trade, accommodation and food serv.	0.16*** (0.04)	0.03 (0.02)	0.16*** (0.04)	0.03 (0.02)	0.04 (0.04)	0.19*** (0.04)	0.04*** (0.02)	0.04 (0.04)	0.19*** (0.04)	0.04*** (0.02)
Transportation and storage	0.13*** (0.04)	0.01 (0.02)	0.13*** (0.04)	0.01 (0.02)	-0.09* (0.04)	0.22*** (0.04)	0.06*** (0.02)	-0.09* (0.04)	0.22*** (0.04)	0.06*** (0.02)
IT and communication	0.01 (0.04)	-0.01 (0.03)	0.01 (0.04)	-0.01 (0.03)	0.02 (0.05)	-0.001 (0.04)	-0.01 (0.03)	0.02 (0.05)	-0.004 (0.04)	-0.01 (0.03)
Finance	-0.06 (0.04)	0.03 (0.02)	-0.06 (0.04)	0.03 (0.02)	0.09** (0.04)	- (0.04)	0.13*** (0.02)	-0.03* (0.02)	0.09** (0.04)	-0.03* (0.02)
Other services	0.05 (0.04)	0.01 (0.02)	0.05 (0.04)	0.01 (0.02)	-0.02 (0.05)	0.08* (0.04)	0.02 (0.02)	-0.02 (0.05)	0.08* (0.04)	0.02 (0.02)
<i>Adverse working conditions</i>										
Harm working conditions	-0.02 (0.02)	0.05*** (0.01)	-0.02 (0.02)	0.05*** (0.01)	0.04 (0.03)	-0.05** (0.02)	0.01 (0.01)	0.04 (0.03)	-0.05** (0.02)	0.01 (0.01)
Scheduling hazard	0.01 (0.02)	0.02* (0.01)	0.01 (0.02)	0.02* (0.01)	0.04* (0.02)	-0.01 (0.02)	0.0004 (0.01)	0.04* (0.02)	-0.01 (0.02)	0.001 (0.01)
Accident risk	0.02 (0.03)	0.04*** (0.01)	0.02 (0.03)	0.04*** (0.01)	0.11*** (0.03)	-0.04 (0.03)	-0.01 (0.03)	0.11*** (0.02)	-0.04 (0.03)	-0.01 (0.01)
Feeling of being neglected by the hierarchy	- (0.03)	0.10*** (0.01)	- (0.03)	0.10*** (0.01)	0.10*** (0.03)	- (0.03)	0.23*** (0.03)	0.08*** (0.01)	0.13*** (0.03)	0.23*** (0.01)
Discrimination	0.10*** (0.03)	0.09*** (0.01)	0.10*** (0.03)	0.09*** (0.01)	-0.01 (0.03)	0.14*** (0.03)	0.04*** (0.02)	-0.01 (0.03)	0.14*** (0.03)	0.04*** (0.02)
<i>Outside opportunities</i>										
Local unemployment rate	-0.01* (0.003)	0.0001 (0.002)	-0.01* (0.004)	0.0001 (0.002)	-0.004 (0.004)	-0.01 (0.004)	0.0003 (0.002)	-0.005 (0.004)	-0.01 (0.004)	0.0002 (0.002)
Better wages in the sector than in the firm	0.05 (0.06)	0.04 (0.03)	0.05 (0.06)	0.04 (0.03)	0.02 (0.07)	0.06 (0.05)	0.04* (0.02)	0.02 (0.07)	0.06 (0.05)	0.04* (0.02)
Growth of employment in the sector	-0.003 (0.01)	0.004* (0.002)	-0.003 (0.01)	0.004* (0.002)	0.01 (0.005)	-0.01 (0.01)	-0.0002 (0.002)	0.01 (0.005)	-0.01 (0.01)	-0.0002 (0.002)
Firm in the upper third of employment growth	0.02 (0.02)	-0.01 (0.01)	0.02 (0.02)	-0.01 (0.01)	-0.01 (0.02)	0.03 (0.02)	-0.001 (0.01)	-0.01 (0.02)	0.03 (0.02)	-0.001 (0.01)
<i>Matching quality</i>										
Training paid alone	0.07** (0.03)	0.09*** (0.02)	0.07** (0.03)	0.09*** (0.02)	0.03 (0.04)	0.07** (0.03)	0.07*** (0.02)	0.03 (0.04)	0.07** (0.03)	0.07*** (0.02)
Too high educational level	- (0.02)	0.07*** (0.01)	- (0.02)	0.07*** (0.01)	- (0.02)	- (0.02)	0.03** (0.01)	- (0.02)	0.07*** (0.02)	0.23*** (0.01)
Too low skills	0.20*** (0.02)	0.03*** (0.01)	0.20*** (0.02)	0.03*** (0.01)	0.07*** (0.02)	0.23*** (0.02)	0.03** (0.01)	0.07*** (0.02)	0.23*** (0.02)	0.03** (0.01)
	-0.0003 (0.02)	0.05*** (0.01)	-0.0003 (0.02)	0.05*** (0.01)	-0.01 (0.02)	0.01 (0.02)	0.04*** (0.01)	-0.01 (0.02)	0.01 (0.02)	0.04*** (0.01)

Too low ICT skills	(0.03)	(0.01)	(0.03)	(0.01)	(0.03)	(0.03)	(0.01)	(0.03)	(0.03)	(0.01)
Too high ICT skills	-0.03*	0.03***	-0.03*	0.03***	-0.05**	-0.02	0.03***	-0.05**	-0.02	0.03***
<i>Instruments</i>										
Task discretion (0-30)	0.03*** (0.002)		0.03*** (0.002)		0.02*** (0.002)	0.03*** (0.001)		0.02*** (0.001)	0.03*** (0.001)	
Work dependence with colleagues	0.01 (0.02)		0.01 (0.02)		0.09*** (0.02)	-0.02		0.09*** (0.02)	-0.02	
Feedback from the superior	0.13*** (0.02)		0.13*** (0.02)		0.11*** (0.02)	0.12*** (0.02)		0.11*** (0.02)	0.12*** (0.02)	
Quintile of hourly wage (1-5)	0.04*** (0.01)		0.04*** (0.01)		0.05*** (0.01)	0.04*** (0.01)		0.05*** (0.01)	0.04*** (0.01)	
Constant	- 1.62*** (0.11)		- 1.62*** (0.11)		- 1.15*** (0.11)	- 1.59*** (0.10)		- 1.15*** (0.11)	- 1.59*** (0.10)	
Rho M-job search	0.126** (0.0509)		0.126** (0.0508)							
Rho CM-job search					-0.573*** (0.145)			-0.572*** (0.144)		
Rho AM-job search					0.101** (0.0423)			0.0959** (0.0420)		
Rho CM - AM					0.517*** (0.0113)			0.517*** (0.0113)		
Log L	-25952.95		-25951.13		-43295.65			-43283.11		
Wald Chi 2	7847.79***		7854.93***		14339.11***			14268.83		
Pseudo R2	0.12		0.12		0.09			0.09		
Observations	14,248		14,248		14,248			14,248		

*Notes:* Robust standard errors clustered at the level of working in the same organisation in parentheses. Weighted estimations. Columns (2), (4), (7) and (10) report average marginal effects; other columns report coefficients. Rho are correlations parameters between error terms of equations. \* significant at 10%; \*\* significant at 5%; \*\*\* significant at 1%.