

Additional file 2. Descriptive ERI means of employees and managers in the participating cluster units.

Cluster 1	Employees (n=14)		Managers (n=9)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	10.93	1.82	10.44	1.51
Reward	10.57	2.38	11.44	1.94
ER-Ratio ^b	1.84	0.71	1.56	0.34
Cluster 2	Employees (n=6)		Managers (n=7)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	9.00	2.19	8.14	2.04
Reward	13.50	3.94	14.57	2.94
ER-Ratio ^b	1.28	0.71	1.00	0.41
Cluster 3	Employees (n=7)		Managers (n=10)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	9.43	1.72	10.20	1.75
Reward	12.43	2.64	12.70	1.70
ER-Ratio ^b	1.37	0.60	1.37	0.31
Cluster 4	Employees (n=21)		Managers (n=5)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	10.52	1.57	9.40	1.52
Reward	11.38	2.65	14.60	1.82
ER-Ratio ^b	1.70	0.76	1.09	0.24
Cluster 5	Employees (n=2)		Managers (n=2)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	9.50	2.12	10.50	2.12
Reward	12.00	1.41	12.00	0.00
ER-Ratio ^b	1.31	0.14	1.46	0.29
Cluster 6	Employees (n=4)		Managers (n=4)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	10.00	1.41	10.25	2.87
Reward	11.50	1.91	12.50	1.00
ER-Ratio ^b	1.50	0.42	1.39	0.46
Cluster 7	Employees (n=12)		Managers (n=9)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	10.58	1.31	10.11	1.62
Reward	10.58	2.31	11.44	2.60
ER-Ratio ^b	1.78	0.62	1.60	0.71
Cluster 8	Employees (n=10)		Managers (n=9)	
	Mean	SD ^c	Mean	SD ^c
ERI ^a				
Effort	10.10	1.37	10.89	1.54

	Reward	10.70	2.63	12.11	3.55
	ER-Ratio ^b	1.70	0.64	1.61	0.52
Cluster 9		Employees (n=8)		Managers (n=9)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	10.63	2.20	9.89	1.62
	Reward	9.13	2.90	12.78	1.72
	ER-Ratio ^b	2.20	0.99	1.31	0.28
Cluster 10		Employees (n=19)		Managers (n=6)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	10.53	1.71	10.67	1.37
	Reward	9.63	1.89	11.00	2.53
	ER-Ratio ^b	1.91	0.55	1.71	0.55
Cluster 11		Employees (n=13)		Managers (n=3)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	9.85	2.12	12.00	0.00
	Reward	8.69	2.78	9.00	2.65
	ER-Ratio ^b	2.05	0.81	2.38	0.83
Cluster 12		Employees (n=5)		Managers (n=9)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	9.60	1.82	10.89	1.36
	Reward	10.20	1.30	13.00	3.04
	ER-Ratio ^b	1.60	0.43	1.50	0.54
Cluster 13		Employees (n=10)		Managers (n=14)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	9.70	2.06	10.00	1.80
	Reward	11.40	3.37	12.14	2.03
	ER-Ratio ^b	1.62	0.81	1.42	0.40
Cluster 14		Employees (n=5)		Managers (n=6)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	9.40	1.82	9.00	0.00
	Reward	12.20	3.70	11.83	2.48
	ER-Ratio ^b	1.43	0.62	1.31	0.26
Cluster 15		Employees (n=18)		Managers (n=12)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	9.39	1.65	10.25	1.71
	Reward	11.67	2.11	13.17	2.12
	ER-Ratio ^b	1.38	0.36	1.34	0.39
Cluster 16		Employees (n=11)		Managers (n=3)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	10.36	1.12	11.00	1.73

	Reward	12.00	1.34	11.00	2.65
	ER-Ratio ^b	1.46	0.22	1.76	0.65
Cluster 17		Employees (n=12)		Managers (n=16)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	10.42	1.31	10.38	1.63
	Reward	10.42	3.63	10.94	2.49
	ER-Ratio ^b	1.84	0.60	1.70	0.61
Cluster 18		Employees (n=20)		Managers (n=8)	
		Mean	SD^c	Mean	SD^c
	ERI^a				
	Effort	9.95	1.85	10.13	1.64
	Reward	10.75	2.49	11.88	3.68
	ER-Ratio ^b	1.66	0.62	1.59	0.70

^a Effort-Reward Imbalance Questionnaires. Presented are values for the two different questionnaires for employees and for managers.

^b Effort-Reward-Imbalance Ratio.

^c Standard Deviation.