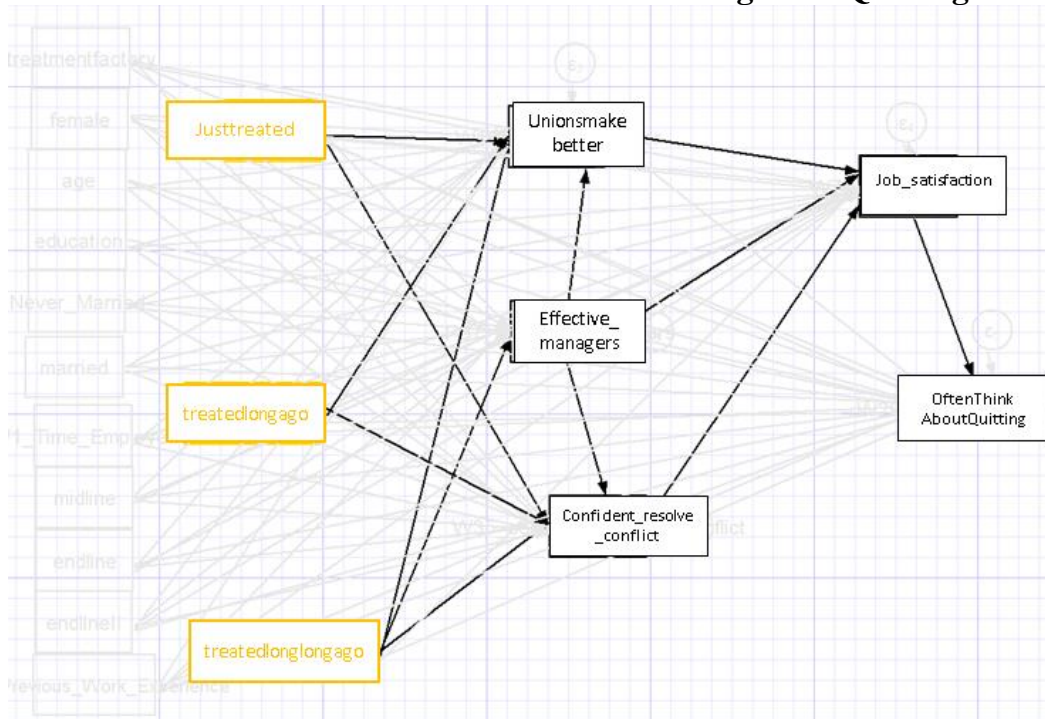


Workplace Communication: Worker Job Satisfaction and Worker Thoughts of Quitting



Using Simultaneous Equation Modeling (SEM), we are able to ask questions beyond the BIF’s program’s direct effect on various worker outcomes. Instead, we can look at the impact on multiple variables as a system, which, in turn, enables us to identify mediating variables through which training is most effective.

Above is a visual representation of a system examining aspects of workplace communication, workers’ job satisfaction, and the frequency at which they think about quitting. This system ultimately tells us that by improving workplace communication systems, the BIF program increased workers’ job satisfaction which then decreased how often they thought about quitting.

Variables on the left and in grey are standard demographic and factory control variables. The variables in yellow are the treatment variables measured by how much time has elapsed since training: justtreated, treatedlongago, treatedlonglongago. The middle variables in black are the outcome variables in the system we are interested in examining. These include worker responses to the statements and questions¹:

- The managers in this factory are effective at their jobs. (*effective_managers*)
- I am confident that I can effectively resolve conflicts at work. (*confident_resolve_conflict*)

¹ For *effective_managers*, *confident_resolve_conflict*, and *OftenThinkAboutQuitting*, workers were asked on a scale of 1-5, 1 meaning “strongly disagree” and 5 meaning “strongly agree.” For *unionsmakebetter*, they had a 1-5 scale, 1 “not at all likely” to 5 “certain.” And for *Job_satisfaction*, they had a 1-5 scale, 1 “completely dissatisfied” to 5 “completely satisfied.”

- How likely is it that a union will be able to make things better for workers? (*unionsmakebetter*)
- How satisfied are you with your job overall? (*job_satisfaction*)
- I often think about quitting. (*OftenThinkAboutQuitting*)

Arrows between training and primary outcome variable boxes represent an estimated relationships between those variables. If the arrow is black, the relationship is statistically significant.

Treatment has a positive, statistically significant, effect on workers' beliefs about the effectiveness of managers, their confidence to resolve conflict, and the ability of unions to make things better. The effects of treatment grow stronger as time elapses after treatment for all three variables. This suggests that treatment leads to a lasting improvement in workers' view of their managers and unions as well as their personal ability to resolve workplace conflicts.

In the case of workers' views on the effectiveness of their managers, a treatment effect is not observed until several months after treatment. Trust can take a long time to build, and so treatment may not immediately improve workers' perspectives. However, over time, as lessons of the program are imbedded into the norms of the factories, workers begin to perceive the improved ability of their managers. The effectiveness of managers then further strengthens workers' confidence in conflict resolution and their belief that unions can also be effective at improving conditions.

Worker beliefs about managers and unions and their confidence in workplace conflict resolution improve how satisfied workers are with their jobs. In the system, treatment does not have a direct effect on worker job satisfaction. Improved workplace communication systems then become mediators of treatment for job satisfaction. Increased job satisfaction, then decreases worker reports about how often they think about quitting.

Training does not have an effect on workers' thoughts on quitting, but the system shows that the as workers become more satisfied with their work, due to having better avenues of communication and confidence, they are less likely to want to leave the factory.

VARIABLES	(1) effective_ managers	(2) confident_resolve _conflict	(3) unionmakebetter	(4) job_satisfaction	(5) OftenThink AboutQuitting
effective_managers		0.375*** (0.0513)	0.290*** (0.0639)	0.148** (0.0665)	-0.0293 (0.0777)
confident_resolve_conflict				0.238*** (0.0513)	0.00262 (0.0602)
unionmakebetter				0.164*** (0.0445)	-0.0476 (0.0518)
job_satisfaction					-0.290*** (0.0515)
justtreated	-0.0520 (0.139)	0.563*** (0.186)	0.471** (0.219)	-0.192 (0.234)	-0.120 (0.273)
treatedlongago	0.356 (0.246)	0.822** (0.329)	1.014*** (0.385)	-0.200 (0.412)	-0.699 (0.481)
treatedlonglongago	0.614* (0.357)	0.869* (0.479)	2.052*** (0.567)	-0.635 (0.608)	-0.599 (0.708)
midline	-0.0277 (0.0843)	-0.254** (0.113)	-0.315** (0.131)	-0.241* (0.144)	0.168 (0.166)
endline	0.0361 (0.184)	-0.579** (0.248)	-0.649** (0.290)	0.0792 (0.315)	0.334 (0.365)
endlineII	-0.365 (0.296)	-0.825** (0.396)	-1.733*** (0.468)	0.451 (0.506)	0.494 (0.589)
treatmentfactory	-0.214** (0.0977)	-0.119 (0.133)	-0.562*** (0.156)	-0.0389 (0.169)	0.444** (0.198)
female	0.219 (0.137)	-0.122 (0.204)	0.528** (0.224)	0.317 (0.281)	-0.565* (0.321)
age	0.0237 (0.0238)	0.0788** (0.0309)	0.0199 (0.0375)	-0.00784 (0.0390)	-0.0712 (0.0458)
education	-0.00189 (0.0227)	-0.0565* (0.0295)	0.0208 (0.0351)	-0.0608 (0.0373)	0.00835 (0.0431)
married	-0.0850 (0.176)	-0.126 (0.225)	-0.272 (0.263)	-0.175 (0.271)	0.135 (0.310)
W1_Time_Employed	-0.0260** (0.0103)	-0.0213 (0.0143)	0.00923 (0.0165)	-0.00358 (0.0180)	0.0916*** (0.0209)
W2_Previous_Work_Experience	0.00245 (0.0149)	0.00569 (0.0200)	-0.0283 (0.0234)	-0.0422* (0.0253)	0.0174 (0.0293)
Never_Married	-0.0273 (0.198)	-0.124 (0.255)	-0.476 (0.297)	-0.335 (0.311)	0.259 (0.356)
Constant	3.952*** (0.406)	2.607*** (0.575)	2.001*** (0.665)	2.797*** (0.737)	3.604*** (0.854)
Observations	690	690	690	690	690

Standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1