



**Tufts**  
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## Growth Mindset and Turnover

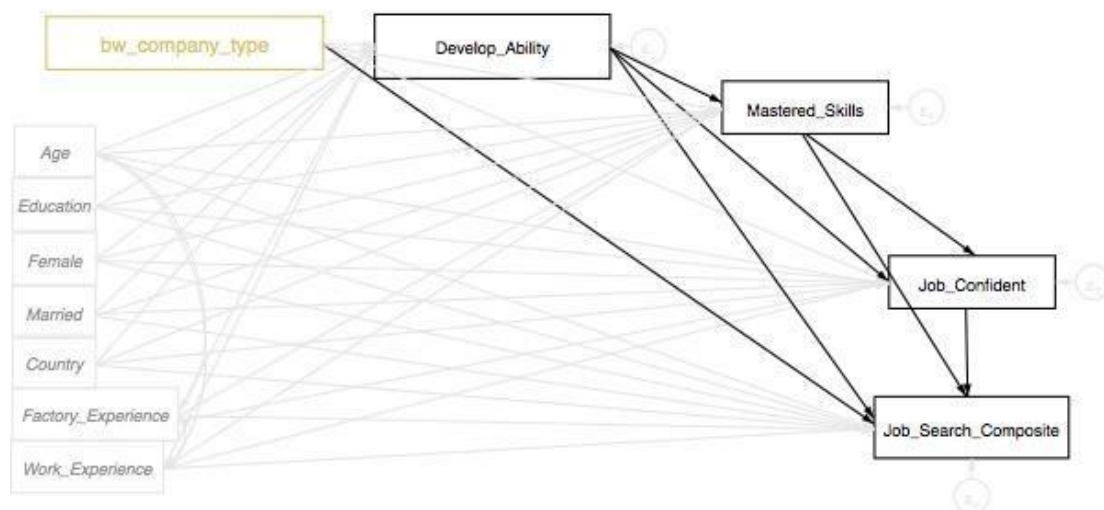
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## Key Findings

- This brief examines the relationship between Better Work training and a growth mindset, and the impact of this growth mindset on future outcomes.
- Our analysis indicates that those with a growth mindset who believe they can always further develop their abilities are more likely to believe they have mastered the skills necessary for their job.
- Our analysis results also show that Better Work training is not effective in instilling a growth mindset into its employees. However, having a growth mindset is beneficial in job confidence, skill mastery, and ultimately reducing turnover intention. Therefore, this is something that could be targeted in future trainings.

## Growth Mindset and Turnover Intention



### Variables of Interest:

*bw\_company\_type*: Is the worker a member of a Better Work factory? (binary)

*Develop\_Ability*: You can always greatly develop your ability. (agreescale)

*Mastered\_Skills*: I have mastered the skills necessary for my job. (agreescale)

*Job\_Confident*: I am confident in my ability to do my job. (agreescale)

*Job\_Search\_Composite*: A composite measure of a worker's intention to leave their current job (also known as turnover intention), consisting of thoughts about quitting, moving sectors, or devoting effort to looking for a new job.

The model above examines the relationship between *bw\_company\_type*, *Develop\_Ability*, *Mastered\_Skills*, *Job\_Confident*, and *Job\_Search\_Composite*. *Bw\_company\_type* is the treatment variable, *Develop\_Ability*, *Mastered\_Skills*, and *Job\_Confident* are mediating variables, and *Job\_Search\_Composite* is the outcome variable.

In this model, *Develop\_Ability* is used as a gauge for a worker's growth mindset. A growth mindset is a framework for interpreting and responding to the events that individuals experience

(Dweck and Leggett, 1988). Those with growth mindsets are more likely to view poor performance as indicating the need for more effort and an improved strategy, rather than indicating a hopeless venture. Those with growth mindsets about their job skills retain the hope that with future attempts, they will be more successful, whereas those without growth mindsets may give up easily because they believe they are destined to fail (Vandewalle 2012). This model seeks to examine the relationship between Better Work training and a growth mindset, and the impact of this growth mindset on future outcomes.

In our analysis, we found a strong significant relationship between *Develop\_Ability* and *Mastered\_Skills*, indicating that those with a growth mindset who believe they can always further develop their abilities are more likely to believe they have mastered the skills necessary for their job. This may be because those with growth mindsets believe they can become masters at their jobs, whereas those without growth mindsets may believe they are unable to live up to others' expectations of them, or that they are destined to fail. In addition, there is a strong significant relationship between *Mastered\_Skills* and *Job\_Confident*, indicating that those who believe they have mastered the skills necessary for their job are more likely to be confident in their jobs. Finally, a strong negative relationship between *Job\_Confident* and *Job\_Search\_Composite* indicates that those who are confident in their jobs are less likely to have turnover intentions. However, *bw\_company\_type* does not have any effect on *Develop\_Ability*, meaning that Better Work training is not effective in instilling a growth mindset into its employees. The system pathway is as follows:

*Develop\_Ability* → *Mastered\_Skills* → *Job\_Confident* → *Job\_Search\_Composite*

Although a growth mindset may make workers more confident in their jobs through the belief that they have mastered the skills necessary for their job, and thus may ultimately decrease turnover intention, there is no evidence to suggest that Better Work employees are more likely to have growth mindsets. In other words, Better Work employees are equally as likely as non-Better Work employees to believe that their skills are static. However, it is obvious that having a growth mindset is beneficial in job confidence, skill mastery, and ultimately reducing turnover intention. Therefore, this is something that could be targeted in future trainings.

There are also direct relationships between *bw\_company\_type* and *Job\_Search\_Composite*, *Develop\_Ability* and *Job\_Confident*, *Develop\_Ability* and *Job\_Search Composite*, and *Mastered\_Skills* and *Job\_Search\_Composite*. All significant relationships are highlighted in the table below. The p-value for all relationships is less than .01.

|                                | 1                      | 2                       | 3                      | 4                        |
|--------------------------------|------------------------|-------------------------|------------------------|--------------------------|
| VARIABLES                      | Develop_Ability        | Mastered_Skills         | Job_Confident          | Job_Search_Composite     |
| bw_company_type                | 0.0138<br>(0.0182)     | 0.0171<br>(0.0139)      | 0.00445<br>(0.0114)    | -0.150***<br>(0.0202)    |
| Develop_Ability                |                        | 0.143***<br>(0.0102)    | 0.0769***<br>(0.00847) | -0.0424***<br>(0.0150)   |
| Mastered_Skills                |                        |                         | 0.490***<br>(0.0106)   | -0.0816***<br>(0.0226)   |
| Job_Confident                  |                        |                         |                        | -0.0938***<br>(0.0233)   |
| Age                            | -0.000231<br>(0.00173) | -0.000637<br>(0.00132)  | -0.00140<br>(0.00108)  | -0.00995***<br>(0.00191) |
| Country                        | 0.186***<br>(0.0188)   | 0.0760***<br>(0.0145)   | 0.0151<br>(0.0119)     | -0.00706<br>(0.0210)     |
| Factory_Experience             | -0.00262<br>(0.00250)  | 0.00125<br>(0.00193)    | 0.00160<br>(0.00158)   | 0.00515*<br>(0.00286)    |
| Education                      | 0.0143<br>(0.00998)    | 0.00214<br>(0.00766)    | 0.00231<br>(0.00628)   | 0.0803***<br>(0.0111)    |
| Female                         | 0.0206<br>(0.0236)     | -0.0386**<br>(0.0181)   | -0.0157<br>(0.0148)    | -0.115***<br>(0.0269)    |
| Married                        | -0.0135<br>(0.0236)    | 0.0385**<br>(0.0181)    | -0.00305<br>(0.0148)   | -0.0780***<br>(0.0264)   |
| Work_Experience                | 0.00508**<br>(0.00237) | 0.00569***<br>(0.00183) | 0.00272*<br>(0.00149)  | -0.00650**<br>(0.00265)  |
| Constant                       | 3.413***<br>(0.0723)   | 3.291***<br>(0.0652)    | 1.792***<br>(0.0638)   | 3.068***<br>(0.121)      |
| Observations                   | 6,521                  | 6,521                   | 6,521                  | 6,521                    |
| Standard errors in parentheses |                        |                         |                        |                          |
| *** p<0.01, ** p<0.05, * p<0.1 |                        |                         |                        |                          |

## Works Cited

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