



Tufts
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Labor
Lab

Promotion Opportunity, Social Dialogue and Turnover Intention

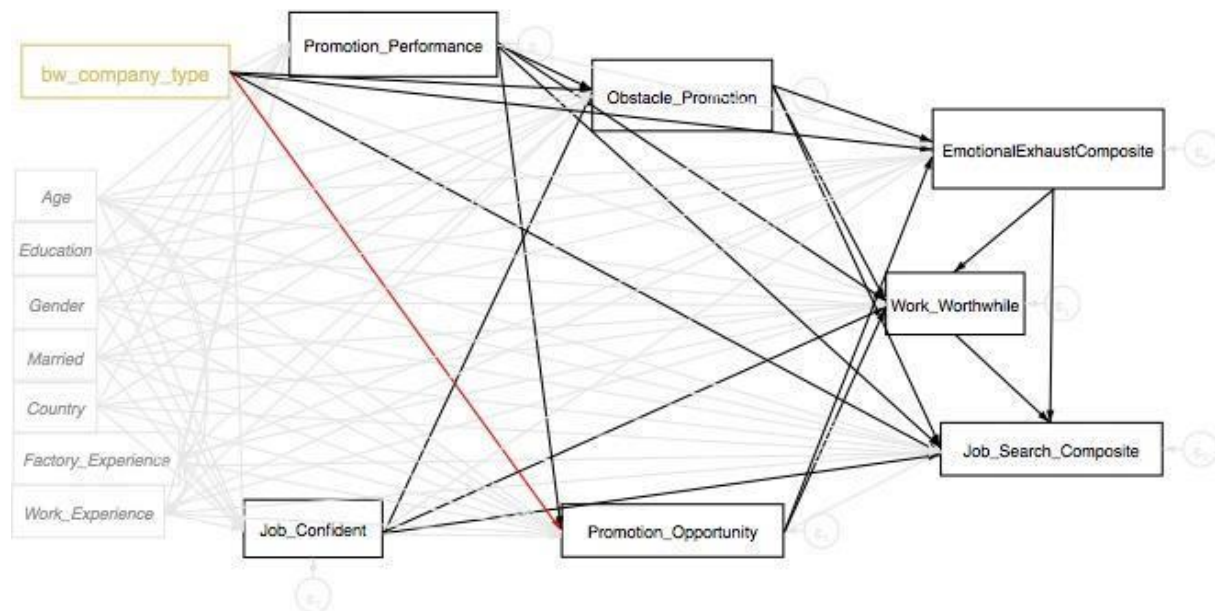
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Key Findings

- The first model seeks to map out the relationship between Better Work training, perception and implementation of job advancement opportunities, and subsequent long-term outcomes on emotional well-being.
- Our analysis shows that Better Work employees are both less likely to have obstacles to promotions and to have promotion opportunities.
- Workers with higher faith in promotion procedures and in themselves are more confident about potential promotion prospects.
- The second model examines the role of social dialogue in emotional well-being and life satisfaction by exploring the relationship between Better Work training, a worker's grievance outlets, feelings of confidence in reducing workplace conflict, emotional exhaustion, and turnover intention.
- Better Work aims to improve social dialogue to enhance working conditions, as well as peace and justice in the workplace, by encouraging the formation and utilization of certain grievance procedures.
- Our analysis suggests that engaging with supervisors and HR regarding workplace conflict most improves confidence in resolving conflict while decreasing frustration and turnover intention.

Promotion Opportunity and Turnover Intention



Variables of interest:

bw_company_type: Is the worker a member of a Better Work factory? (binary)

Promotion_Performance: Promotions in my work unit are based on performance. (agreescale)

Job_Confident: I am confident about my ability to do my job. (agreescale)

Obstacle_Promotion: You faced an unfair obstacle getting promoted (commonscales)

Promotion_Opportunity: I have opportunities for advancement (promotions). (agreescale)

EmotionalExhaustComposite: A composite measure of emotional exhaustion, including the frequency at which a worker feels fatigued or frustrated by their job.

Work_Worthwhile: The work I do on this job is worthwhile (agreescale)

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

This model seeks to map out the relationship between Better Work training, perception and implementation of job advancement opportunities, and subsequent long-term outcomes on emotional wellbeing through the following pathway:

bw_company_type → *Promotion_Performance/Job_Confident* →
Obstacle_Promotion/Promotion_Opportunity → *EmotionalExhaustComposite* -->
Work_Worthwhile → *Job_Search_Composite*

Better Work training programs emphasize career advancement and empowerment tools in factories. In this model, *Promotion_Performance* and *Job_Confident* represent a worker's perception that conditions may allow for potential career advancement, while *Obstacle_Promotion* and *Promotion_Opportunity* represent a worker's confidence in their personal career advancement. These mediating variables impact an employee's reported levels of emotional exhaustion, job satisfaction, and turnover intention, which serve as short- and middle-term outcomes.

Our analysis shows a significant negative effect of *bw_company_type* on *Obstacle_Promotion* and *Promotion_Opportunity*, indicating that Better Work employees are both less likely to have obstacles to promotions and to have promotion opportunities. The negative impact of training on promotion opportunities is surprising. Although the relationship between *bw_company_type* and *Promotion_Performance* is only significant at the .1 level, it is noteworthy that training had a negative effect on both *Promotion_Performance* and *Promotion_Opportunity*. Further investigation is required of these relationships throughout the remainder of this study. There is no relationship between *bw_company_type* and *Job_Confident*.

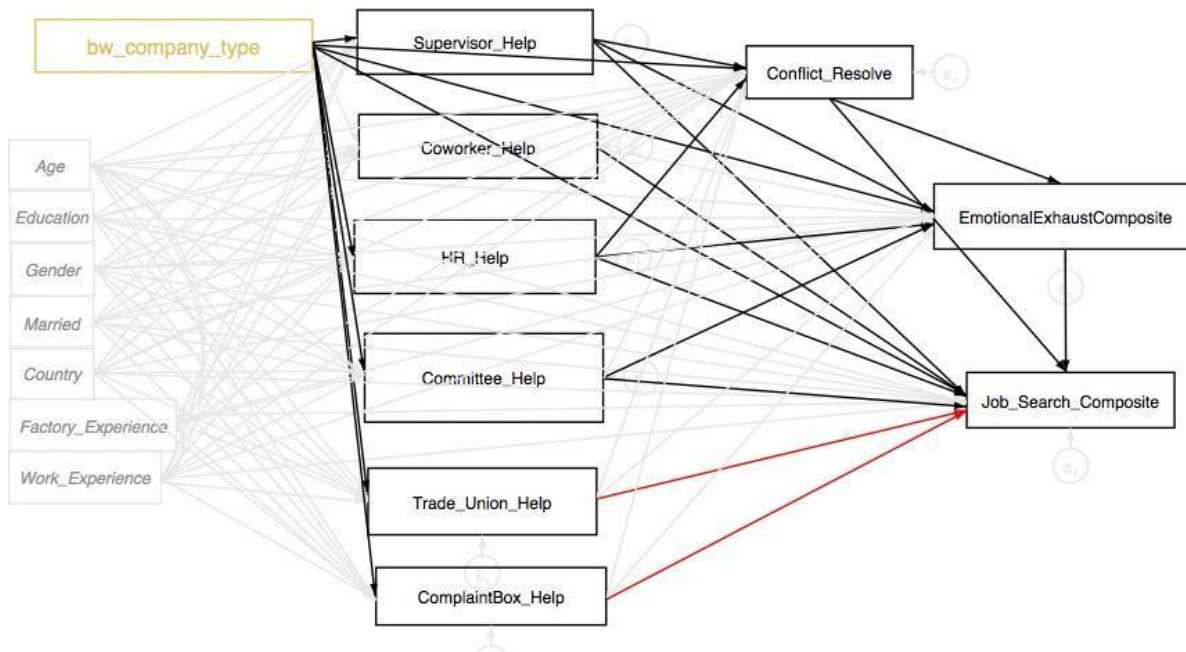
Promotion_Performance and *Job_Confident* both have negative relationships with *Obstacle_Promotion*, meaning that those who believe that promotion is performance-based and those who are confident in their jobs are less likely to believe that there are many obstacles to getting promoted. There is also a positive relationship between *Promotion_Performance* and *Promotion_Opportunity*, indicating that those who believe that promotion is performance-based are more likely to believe they have opportunities for advancement. Together, the belief that promotions are based on performance and confidence in one's ability to do their job serve as indicators that a worker believes that current conditions may allow for advancement. Workers with higher faith in promotion procedures and in themselves are more confident about potential promotion prospects. *Obstacle_Promotion* has a positive relationship with *EmotionalExhaustComposite* and *Promotion_Opportunity* has a negative relationship with *EmotionalExhaustComposite*, showing that those who believe they have fewer obstacles to getting promoted and those who believe they have promotion opportunities are less likely to be

emotionally exhausted. Negative relationships between *EmotionalExhaustComposite* and *Work_Worthwhile* and between *Work_Worthwhile* and *Job_Search_Composite* show that when opportunities and conditions for advancement are more open, variables in the system work as expected to improve job satisfaction and decrease turnover intention.

All significant relationships are highlighted in the table below. There are also direct relationships between many of the variables, which are also highlighted below. All highlighted coefficients have a p-value less than .01, with the exception of *bw_company_type* → *Obstacle_Promotion* and *Job Confident* → *Job Search Composite*, which have p-values less than .05.

VARIABLES	1	2	3	4	5	6	7
	Promotion_Performance	Job_Confident	Obstacle_Promotion	Promotion_Opportunity	EmotionalExhaustComposite	Work_Worthwhile	Job_Search_Composite
<i>bw_company_type</i>	-0.0388* (0.0202)	0.0136 (0.0135)	-0.0542** (0.0224)	-0.106*** (0.0237)	-0.320*** (0.0352)	0.0273* (0.0150)	-0.0985*** (0.0187)
Promotion_Performance			-0.141*** (0.0153)	0.511*** (0.0160)	0.0257 (0.0264)	0.0535*** (0.0112)	-0.0893*** (0.0141)
Job_Confident			-0.113*** (0.0220)	0.0438* (0.0232)	-0.0354 (0.0347)	0.348*** (0.0146)	-0.0426** (0.0191)
Obstacle_Promotion					0.243*** (0.0213)	-0.0301*** (0.00928)	0.156*** (0.0115)
Promotion_Opportunity					-0.111*** (0.0209)	0.0839*** (0.00884)	-0.0143 (0.0111)
EmotionalExhaustComposite						-0.0511*** (0.00557)	0.163*** (0.00695)
Work_Worthwhile							-0.105*** (0.0164)
Age	-0.00291 (0.00191)	-0.00178 (0.00128)	0.00560*** (0.00213)	-0.00935*** (0.00225)	-0.0182*** (0.00335)	0.00179 (0.00143)	-0.00831*** (0.00176)
Country	0.180*** (0.0208)	0.0807*** (0.0140)	-0.296*** (0.0233)	0.000826 (0.0246)		0.0516*** (0.0158)	0.0505*** (0.0195)
Factory_Experience	-0.000214 (0.00279)	0.00196 (0.00187)	0.00732** (0.00311)	-0.00142 (0.00328)	0.0252*** (0.00487)	0.00664*** (0.00206)	-8.82e-05 (0.00262)
Education	0.00344 (0.0111)	0.00699 (0.00742)	0.0142 (0.0123)	0.0272** (0.0129)	0.0451** (0.0193)	-0.00887 (0.00814)	0.0747*** (0.0101)
Gender_Preference	0.0330*** (0.0111)	0.00634 (0.00745)	-0.0381*** (0.0123)	0.000607 (0.0130)	-0.0508*** (0.0194)	-0.0284*** (0.00822)	-0.0128 (0.0101)
Married	0.0273 (0.0261)	0.0110 (0.0175)	-0.0395 (0.0290)	0.114*** (0.0309)	-0.0212 (0.0456)	0.00506 (0.0193)	-0.0711*** (0.0241)
Work_Experience	0.00300 (0.00263)	0.00629*** (0.00177)	-0.00443 (0.00292)	0.00567* (0.00308)	-0.00614 (0.00461)	-0.00258 (0.00195)	-0.00318 (0.00243)
Constant	3.519*** (0.0797)	3.863*** (0.0535)	2.820*** (0.128)	1.293*** (0.134)	2.927*** (0.207)	2.056*** (0.0906)	2.363*** (0.118)
Observations	6,521	6,521	6,521	6,521	6,521	6,521	6,521
Standard errors in parentheses							
*** p<0.01, ** p<0.05, * p<0.1							

Social Dialogue and Turnover Intention



Variables of Interest:

bw_company_type: Is the worker a member of a Better Work factory? (binary)

Supervisor_Help: Measure of a worker's comfort in seeking help from a supervisor with complaints or concerns about work. (comfortscale)

Coworker_Help: Measure of a worker's comfort in seeking help from a co-worker with complaints or concerns about work. (comfortscale)

HR_Help: Measure of a worker's comfort in seeking help from HR with complaints or concerns about work. (comfortscale)

Trade_Union_Help: Measure of a worker's comfort in seeking help from the trade union with complaints or concerns about work. (comfortscale)

Committee_Help: Measure of a worker's comfort in seeking help from a worker-manager committee with complaints or concerns about work. (comfortscale)

ComplaintBox_Help: Measure of a worker's comfort in seeking help through a complaint box with complaints or concerns about work. (comfortscale)

Conflict_Resolve: I am confident that I can effectively resolve conflicts at work. (agreescale)

EmotionalExhaustComposite: A composite measure of emotional exhaustion, including the frequency at which a worker feels fatigued or frustrated by their job.

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 role of social dialogue in emotional well-being and life satisfaction by exploring the relationship between Better Work training, a worker's grievance outlets, feelings of confidence in reducing workplace conflict, emotional exhaustion, and

turnover intention. Social dialogue is defined by the ILO to include communications and negotiations between actors related to the workplace, including employers, workers, and government officials (International Labour Organization 2015). A worker's grievance outlets represent avenues for social dialogue among various company stakeholders. In this model, the six given social dialogue outlets are mediating variables. A worker's usage of these outlets impacts their confidence in reducing conflicts at work, another mediating variable. These mediating variables may in turn affect *EmotionalExhaustComposite*, a short-term outcome variable, and subsequently *Job_Search_Composite*, a middle-term outcome variable.

The ILO's International Labor Office names social dialogue as its most effective tool in improving living and working outcomes (International Labour Office 2015). Better Work aims to improve social dialogue to enhance working conditions, as well as peace and justice in the workplace, by encouraging the formation and utilization of certain grievance procedures. The following pathway examines this relationship stemming from training:

bw_company_type →
Supervisor_Help/Coworker_Help/HR_Help/Trade_Union_Help/Committee_Help/ComplaintBox_Help → *Conflict_Resolve* → *EmotionalExhaustComposite* → *Job_Search_Composite*

This pathway shows that a culture of direct dialogue around workplace conflicts eases employees' levels of frustrations at work and therefore increases job satisfaction. This has important implications for workplace grievance procedures, as keeping employees confident, satisfied, and loyal to the factory may require prioritizing open lines of communication. There were positive relationships between *bw_company_type* and all grievance procedures except for *Coworker_Help*. In other words, employees from Better Work-trained companies were significantly more likely to feel comfortable seeking help from all listed avenues, aside from their co-workers – overall, a result in line with the program's goals. These workers also feel more confident in their ability to resolve conflict, feel less emotionally exhausted from their jobs, and have decreased turnover intention. The effects of seeking assistance through different avenues on the outcome variables differ, but most avenues lead to increased emotional well-being and job satisfaction. Our analysis suggests that engaging with supervisors and HR regarding workplace conflict most improves confidence in resolving conflict while decreasing frustration and turnover intention. Engaging in other forms of social dialogue does not improve employees' confidence in resolving conflict, but still led to positive outcomes within the system. Seeking help from manager-worker committees alleviated emotional exhaustion, and venting to co-workers helped decrease turnover intention.

While seeking help from supervisors, co-workers, HR, and the worker-manager committee all decreased turnover intention, those seeking help from a trade union or via complaint box saw increased turnover intention, a normatively bad result. The latter two grievance outlets are most distant from supervisors or potential sources of direct conflict out of the six given options. It is possible that talking directly to people about work issues might be necessary to ease emotional exhaustion and frustration over conflicts in the workplace. These results necessitate further exploration of the heterogeneous effects of different forms of social dialogue. It is also possible that the severity of the conflict influenced the system. For example, people who chose the latter, more distant grievance procedures may have done so due to the severity of their complaints and

fear of retribution. Accordingly, having a more serious complaint may be the underlying factor negatively influencing long-term outcomes. While this is a possibility, understanding the effects of the seriousness of the conflict at hand is out of the scope of this study, as none of the measured variables can serve as proper indicators.

All significant relationships are highlighted in the table below. All coefficients have a p-value less than .05, with most having a p-value less than .01.

VARIABLES	1	2	3	4	5	6	7	8	9
	Supervisor_Help	Coworker_Help	HR_Help	Committee_Help	Trade_Union_Help	ComplaintBox_Help	Conflict_Resolve	EmotionalExhaustComposite	Job_Search_Composite
bw_company_type	0.0987*** (0.0297)	0.0148 (0.0232)	0.193*** (0.0272)	0.179*** (0.0316)	0.272*** (0.0286)	0.110*** (0.0310)	0.0613*** (0.0177)	-0.259*** (0.0356)	-0.0912*** (0.0192)
Supervisor_Help							0.0628*** (0.00927)	-0.146*** (0.0187)	-0.0274*** (0.0102)
Coworker_Help							0.00559 (0.0111)	-0.00921 (0.0221)	-0.0487*** (0.0121)
HR_Help							0.0472*** (0.0117)	-0.0556** (0.0242)	-0.0625*** (0.0129)
Committee_Help							0.00803 (0.0145)	-0.101*** (0.0284)	-0.0591*** (0.0153)
Trade_Union_Help							0.0116 (0.0135)	-0.0291 (0.0264)	0.0619*** (0.0145)
ComplaintBox_Help							-0.00812 (0.0111)	0.0320 (0.0225)	0.0414*** (0.0124)
Conflict_Resolve								-0.0620** (0.0270)	-0.112*** (0.0145)
EmotionalExhaustComposite									0.176*** (0.00705)
Age	0.00857*** (0.00282)	0.00398* (0.00220)	0.0103*** (0.00260)	0.00968*** (0.00301)	0.00727*** (0.00276)	-0.000331 (0.00301)	-0.00118 (0.00166)	-0.0125*** (0.00394)	-0.00562*** (0.00179)
Country	0.416*** (0.0308)	-0.150*** (0.0240)	0.246*** (0.0284)	0.455*** (0.0326)	0.334*** (0.0297)	0.310*** (0.0328)	0.238*** (0.0190)	0.130*** (0.0387)	0.00883 (0.0207)
Factory_Experience	-0.00867** (0.00412)	-0.00406 (0.00321)	-0.00126 (0.00375)	-0.000401 (0.00435)	0.0165*** (0.00392)	-0.00179 (0.00439)	-0.000353 (0.00245)	0.0273*** (0.00490)	0.000244 (0.00267)
Education	-0.0597*** (0.0163)	-0.0173 (0.0127)	-0.0504*** (0.0149)	-0.0571*** (0.0174)	-0.0167 (0.0158)	-0.0468*** (0.0171)	0.00525 (0.00356)	0.0314 (0.0194)	0.0673*** (0.0103)
Gender_Preference	-0.0371** (0.0164)	-0.0131 (0.0127)	0.0111 (0.0149)	-0.0447*** (0.0173)	-0.0528*** (0.0158)	-0.0635*** (0.0170)	-0.0175* (0.00960)	-0.0709*** (0.0194)	-0.0189* (0.0103)
Married	0.0865** (0.0384)	-0.0103 (0.0299)	0.0187 (0.0354)	0.00574 (0.0414)	0.0724* (0.0375)	0.114*** (0.0403)	0.0288 (0.0226)	-0.0440 (0.0456)	-0.0840*** (0.0246)
Work_Experience	-0.00560 (0.00390)	-0.00718** (0.00304)	-0.00252 (0.00357)	-3.03e-05 (0.00417)	0.00216 (0.00377)	-0.00308 (0.00415)	0.00502** (0.00228)	-0.00917** (0.00460)	-0.00557** (0.00247)
Constant	2.848*** (0.117)	4.364*** (0.0916)	2.893*** (0.108)	2.639*** (0.126)	2.697*** (0.114)	3.232*** (0.123)	2.903*** (0.0837)	3.919*** (0.187)	2.411*** (0.103)
Observations	6521	6521	6521	6521	6521	6521	6521	6521	6521

Standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

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