# Table 1: Impact of Training on Working Conditions Index - Before Matching

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | (1) | (2) | (3) | (4) | (5) | (6) |
| Trainee Status | 0.272\*\*\* | 0.375\*\*\* | 0.302\*\*\* | 0.567\*\*\* | 0.388\*\*\* | 0.456\*\*\* |
|  | (0.058) | (0.103) | (0.076) | (0.155) | (0.064) | (0.102) |
| Supervisor's work experience | 0.002 | 0.003 | 0.004 | 0.006\*\* | 0.002 | 0.002 |
|  | (0.002) | (0.002) | (0.002) | (0.002) | (0.002) | (0.002) |
| Comparison Supervisor = Female |  |  |  |  | 0.439\*\*\* | 0.430\*\*\* |
|  |  |  |  |  | (0.103) | (0.104) |
| Supervisor's age | 0.002 | 0.003 | -0.004 | -0.003 | 0.007 | 0.007 |
|  | (0.007) | (0.006) | (0.008) | (0.008) | (0.006) | (0.006) |
| Supervisor's education | -0.010 | -0.008 | -0.028 | -0.022 | -0.012 | -0.010 |
|  | (0.012) | (0.012) | (0.017) | (0.017) | (0.012) | (0.012) |
| Supervisor's marital status | 0.006 | -0.012 | 0.052 | 0.026 | 0.047 | 0.034 |
|  | (0.101) | (0.101) | (0.116) | (0.114) | (0.094) | (0.095) |
| Operator's age | -0.019\*\*\* | -0.019\*\*\* | -0.014\* | -0.015\*\* | -0.019\*\*\* | -0.019\*\*\* |
|  | (0.006) | (0.006) | (0.007) | (0.007) | (0.006) | (0.006) |
| Operator's gender | -0.036 | -0.041 |  |  | -0.049 | -0.052 |
|  | (0.081) | (0.082) |  |  | (0.081) | (0.081) |
| Operator's education | -0.004 | -0.004 | 0.005 | 0.005 | -0.006 | -0.006 |
|  | (0.012) | (0.012) | (0.014) | (0.014) | (0.011) | (0.011) |
| Operator's marital status | 0.117 | 0.118 | 0.135 | 0.136 | 0.116 | 0.117 |
|  | (0.088) | (0.088) | (0.116) | (0.116) | (0.088) | (0.088) |
| Trainee status\*Supervisor's work experience |  | -0.004 |  | -0.012\* |  | -0.003 |
|  |  | (0.003) |  | (0.006) |  | (0.003) |
| Constant | 0.482 | 0.456 | 0.372 | 0.288 | 0.235 | 0.223 |
|  | (0.394) | (0.395) | (0.489) | (0.492) | (0.396) | (0.396) |
| Control Mean | -0.124 | -0.124 | -0.124 | -0.124 | -0.124 | -0.124 |
| Factory Fixed Effects | Yes | Yes | Yes | Yes | Yes | Yes |
| Observations | 963 | 963 | 702 | 702 | 963 | 963 |
| R2 | 0.077 | 0.078 | 0.071 | 0.078 | 0.090 | 0.090 |
| Adjusted R2 | 0.042 | 0.042 | 0.024 | 0.029 | 0.054 | 0.054 |
|  | 0.979 | 0.979 | 0.984 | 0.981 | 0.973 | 0.973 |
|  | (df = 927) | (df = 926) | (df = 667) | (df = 666) | (df = 926) | (df = 925) |
| F Statistic | 2.202\*\*\* (df = | 2.173\*\*\* (df = | 1.510\*\* (df = | 1.609\*\* (df = | 2.530\*\*\* (df = | 2.475\*\*\* (df = |
|  | 35; 927) | 36; 926) | 34; 667) | 35; 666) | 36; 926) | 37; 925) |

Standardized values of working conditions index

Residual Std. Error

*Note*: \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

1. Outcome variable is the working conditions index.
2. The following control variables are used: Supervisor characteristics – age, education, marital status, and work experience; Line Operator characteristics – age, gender, education, and marital status.
3. Reference categories are: Line operator’s gender – male, Supervisor and Line operator’s marital status – unmarried.
4. The standard errors are robust and clustered at the supervisor’s level.
5. Factory level fixed effects are included in all regressions.
6. Columns (1) and (2) show OLS fixed effects regression results before matching. In addition to all the controls in the first model, the second model includes the interaction between the trainee status and supervisor’s work experience. Columns (3) and (4) show results for the same model but restrict the sample to female line operators. Columns (5) and (6) show results after adding a dummy for female comparison supervisors.

# Table 2: Impact of Training on Management Practices Index - Before Matching

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | (1) | (2) | (3) | (4) | (5) | (6) |
| Trainee Status | 0.139\*\* | 0.224\*\* | 0.187\*\* | 0.230\* | 0.231\*\*\* | 0.288\*\*\* |
|  | (0.062) | (0.106) | (0.075) | (0.135) | (0.068) | (0.105) |
| Supervisor's work experience | 0.004\*\* | 0.004\*\* | 0.007\*\*\* | 0.007\*\*\* | 0.004\*\* | 0.004\*\* |
|  | (0.002) | (0.002) | (0.002) | (0.002) | (0.001) | (0.002) |
| Comparison Supervisor = Female |  |  |  |  | 0.350\*\*\* | 0.343\*\*\* |
|  |  |  |  |  | (0.112) | (0.112) |
| Supervisor's age | 0.003 | 0.003 | -0.002 | -0.002 | 0.006 | 0.006 |
|  | (0.008) | (0.008) | (0.008) | (0.008) | (0.008) | (0.008) |
| Supervisor's education | 0.001 | 0.003 | 0.003 | 0.004 | -0.001 | 0.001 |
|  | (0.013) | (0.013) | (0.016) | (0.017) | (0.013) | (0.013) |
| Supervisor's marital status | -0.060 | -0.075 | -0.031 | -0.035 | -0.027 | -0.038 |
|  | (0.084) | (0.088) | (0.105) | (0.107) | (0.082) | (0.085) |
| Operator's age | -0.012\* | -0.012\* | -0.007 | -0.007 | -0.012\* | -0.012\* |
|  | (0.006) | (0.006) | (0.007) | (0.007) | (0.006) | (0.006) |
| Operator's gender | 0.092 | 0.088 |  |  | 0.082 | 0.079 |
|  | (0.080) | (0.080) |  |  | (0.080) | (0.080) |
| Operator's education | 0.004 | 0.004 | 0.012 | 0.012 | 0.002 | 0.002 |
|  | (0.012) | (0.011) | (0.014) | (0.014) | (0.011) | (0.011) |
| Operator's marital status | 0.127 | 0.128 | 0.044 | 0.044 | 0.127 | 0.127 |
|  | (0.088) | (0.088) | (0.113) | (0.114) | (0.088) | (0.088) |
| Trainee status\*Supervisor's work experience |  | -0.004 |  | -0.002 |  | -0.003 |
|  |  | (0.003) |  | (0.004) |  | (0.003) |
| Constant | 0.003 | -0.018 | -0.086 | -0.100 | -0.193 | -0.204 |
|  | (0.386) | (0.386) | (0.428) | (0.431) | (0.394) | (0.394) |
| Control Mean | -0.053 | -0.053 | -0.053 | -0.053 | -0.053 | -0.053 |
| Factory Fixed Effects | Yes | Yes | Yes | Yes | Yes | Yes |
| Observations | 963 | 963 | 702 | 702 | 963 | 963 |
| R2 | 0.054 | 0.055 | 0.075 | 0.075 | 0.062 | 0.062 |
| Adjusted R2 | 0.018 | 0.018 | 0.027 | 0.026 | 0.026 | 0.025 |
|  | 0.991 | 0.991 | 0.966 | 0.966 | 0.987 | 0.987 |
|  | (df = 927) | (df = 926) | (df = 667) | (df = 666) | (df = 926) | (df = 925) |
| F Statistic | 1.510\*\* (df = | 1.489\*\* (df = | 1.582\*\* (df = | 1.538\*\* (df = | 1.703\*\*\* (df = | 1.665\*\*\* (df = 37; |
|  | 35; 927) | 36; 926) | 34; 667) | 35; 666) | 36; 926) | 925) |

Standardized values of management practices index

Residual Std. Error

*Note*: \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

1. Outcome variable is the management practices index.
2. The following control variables are used: Supervisor characteristics – age, education, marital status, and work experience; Line Operator characteristics – age, gender, education, and marital status.
3. Reference categories are: Line operator’s gender – male, Supervisor and Line operator’s marital status – unmarried.
4. The standard errors are robust and clustered at the supervisor’s level.
5. Factory level fixed effects are included in all regressions.
6. Columns (1) and (2) show OLS fixed effects regression results before matching. In addition to all the controls in the first model, the second model includes the interaction between the trainee status and supervisor’s work experience. Columns (3) and (4) show results for the same models but restrict the sample to female line operators. Columns (5) and (6) show results after adding a dummy for female comparison supervisors.

# Table 3: Impact of Training on Working Conditions Index - After Matching

Standardized values of working conditions index

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Mahalanobis Propensity Score | | | | |
| (1) | | (2) | (3) | (4) |
| Trainee Status | 0.253\*\*\* | 0.399\*\*\* | 0.255\*\*\* | 0.420\*\*\* |
|  | (0.055) | (0.095) | (0.055) | (0.106) |
| Supervisor's work experience | 0.003 | 0.005\*\* | 0.003 | 0.006\*\* |
|  | (0.002) | (0.002) | (0.002) | (0.002) |
| Supervisor's age | 0.006 | 0.007 | 0.005 | 0.006 |
|  | (0.007) | (0.007) | (0.008) | (0.008) |
| Supervisor's education | -0.005 | -0.001 | -0.004 | 0.00003 |
|  | (0.014) | (0.014) | (0.014) | (0.014) |
| Supervisor's marital status | -0.005 | -0.032 | -0.007 | -0.038 |
|  | (0.108) | (0.109) | (0.101) | (0.103) |
| Operator's age | -0.019\*\*\* | -0.020\*\*\* | -0.019\*\*\* | -0.020\*\*\* |
|  | (0.007) | (0.007) | (0.007) | (0.007) |
| Operator's gender | -0.034 | -0.041 | -0.034 | -0.042 |
|  | (0.079) | (0.080) | (0.083) | (0.084) |
| Operator's education | -0.010 | -0.010 | -0.010 | -0.011 |
|  | (0.012) | (0.012) | (0.012) | (0.012) |
| Operator's marital status | 0.077 | 0.080 | 0.075 | 0.078 |
|  | (0.089) | (0.088) | (0.089) | (0.089) |
| Trainee status\*Supervisor's work experience |  | -0.006\* |  | -0.007\*\* |
|  |  | (0.003) |  | (0.004) |
| Constant | 0.431 | 0.379 | 0.458 | 0.396 |
|  | (0.433) | (0.432) | (0.434) | (0.434) |
| Control Mean | -0.124 | -0.124 | -0.124 | -0.124 |
| Factory Fixed Effects | Yes | Yes | Yes | Yes |
| Observations | 906 | 906 | 906 | 906 |

R2 0.075 0.077 0.076 0.079

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Adjusted R2 | 0.037 | 0.039 | 0.039 | 0.040 |
| Residual Std. Error 0.976 | | 0.975 | 0.977 | 0.976 |
| (df = 870) | | (df = 869) | (df = 870) | (df = 869) |
| F Statistic 2.006\*\*\* (df = 35; | | 2.010\*\*\* (df = 36; | 2.039\*\*\* (df = 35; | 2.058\*\*\* (df = 36; |
| 870) | | 869) | 870) | 869) |

*Note*: \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

1. Outcome variable is the working conditions index.
2. The following control variables are used: Supervisor characteristics – age, education, marital status, and work experience; Line Operator characteristics – age, gender, education, and marital status.
3. Reference categories are: Line operator’s gender – male, Supervisor and Line operator’s marital status – unmarried.
4. To find doubly robust measures of estimates, 1:1 Nearest Neighbour Matching without replacement is used with two distance metrics: Mahalanobis Distance and Propensity Score.
5. The standard errors are robust and clustered at the supervisor’s level.
6. Factory level fixed effects are included in all regressions.
7. Columns (1) and (2) show OLS fixed effects regression results after Mahalanobis Distance matching. In addition to all the controls in the first model, the second model includes the interaction between the trainee status and supervisor’s work experience. Columns (3) and (4) show results for the same models using Propensity Score matching.

# Table 4: Impact of Training on Management Practices Index - After Matching

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Standardized values of management practices index | | | | |
|  | Mahalanobis |  | Propensity | Score |
|  | (1) | (2) | (3) | (4) |
| Trainee Status | 0.120\*\* | 0.230\*\* | 0.117\* | 0.244\*\* |
|  | (0.059) | (0.106) | (0.060) | (0.106) |
| Supervisor's work experience | 0.004\*\* | 0.006\*\*\* | 0.005\*\* | 0.007\*\*\* |
|  | (0.002) | (0.002) | (0.002) | (0.002) |
| Supervisor's age | 0.004 | 0.005 | 0.004 | 0.004 |
|  | (0.009) | (0.010) | (0.009) | (0.010) |
| Supervisor's education | 0.006 | 0.009 | 0.006 | 0.009 |
|  | (0.015) | (0.015) | (0.015) | (0.015) |
| Supervisor's marital status | -0.072 | -0.093 | -0.073 | -0.097 |
|  | (0.087) | (0.092) | (0.089) | (0.094) |
| Operator's age | -0.012\* | -0.012\* | -0.011\* | -0.012\* |
|  | (0.007) | (0.007) | (0.007) | (0.007) |
| Operator's gender | 0.079 | 0.074 | 0.081 | 0.075 |
|  | (0.084) | (0.084) | (0.082) | (0.082) |
| Operator's education | -0.002 | -0.002 | -0.001 | -0.002 |
|  | (0.011) | (0.011) | (0.011) | (0.011) |
| Operator's marital status | 0.049 | 0.051 | 0.049 | 0.051 |
|  | (0.085) | (0.085) | (0.082) | (0.082) |
| Trainee status\*Supervisor's work experience |  | -0.005 |  | -0.006\* |
|  |  | (0.003) |  | (0.003) |
| Constant | 0.055 | 0.016 | 0.052 | 0.004 |
|  | (0.420) | (0.422) | (0.406) | (0.404) |
| Control Mean | -0.053 | -0.053 | -0.053 | -0.053 |
| Factory Fixed Effects | Yes | Yes | Yes | Yes |
| Observations | 906 | 906 | 906 | 906 |

R2

|  |  |  |  |
| --- | --- | --- | --- |
| 0.045 | 0.046 | 0.046 | 0.048 |
| 0.007 | 0.007 | 0.008 | 0.008 |

Adjusted R2

|  |  |  |  |
| --- | --- | --- | --- |
| Residual Std. Error 0.996 | 0.996 | 0.996 | 0.995 |
| (df = 870) | (df = 869) | (df = 870) | (df = 869) |
| F Statistic 1.174 (df = 35; | 1.172 (df = 36; | 1.197 (df = 35; | 1.206 |
| 870) | 869) | 870) | (df = 36; 869) |

*Note*: \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

1. Outcome variable is the management practices index.
2. The following control variables are used: Supervisor characteristics – age, education, marital status, and work experience; Line Operator characteristics – age, gender, education, and marital status.
3. Reference categories are: Line operator’s gender – male, Supervisor and Line operator’s marital status – unmarried.
4. To find doubly robust measures of estimates, 1:1 Nearest Neighbour Matching without replacement is used with two distance metrics: Mahalanobis Distance and Propensity Score.
5. The standard errors are robust and clustered at the supervisor’s level.
6. Factory level fixed effects are included in all regressions.
7. Columns (1) and (2) show OLS fixed effects regression results after Mahalanobis Distance matching. In addition to all the controls in the first model, the second model includes the interaction between the trainee status and supervisor’s work experience. Columns (3) and (4) show results for the same models using Propensity Score matching.

# Table 5: Impact of Training on individual components of Working Conditions Index

Operator Reported Outcomes of Working Conditions

Supervisor gives extra support to less skilled operators

Supervisor uses praise to motivate operators

Supervisor uses less shouting or abusive language to motivate operators

Supervisor involve sewing operators in solving problems on the line

experience

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| Trainee Status 1.322\* | 1.713\*\* | 1.534\*\*\* | 1.843\*\* | 1.526\*\*\* | 1.582\* | 1.740\*\*\* | 1.697\* |
| (0.180) | (0.401) | (0.194) | (0.406) | (0.205) | (0.353) | (0.248) | (0.364) |
| Supervisor's work 1.002 | 1.005 | 1.000 | 1.002 | 1.000 | 1.001 | 1.000 | 1.000 |
| (0.004) | (0.005) | (0.004) | (0.005) | (0.004) | (0.004) | (0.003) | (0.004) |
| Supervisor's age 1.010 | 1.011 | 1.004 | 1.004 | 0.999 | 0.999 | 1.016 | 1.015 |
| (0.016) | (0.015) | (0.016) | (0.016) | (0.014) | (0.014) | (0.016) | (0.016) |
| Supervisor's 1.010 | 1.017 | 0.983 | 0.987 | 1.016 | 1.016 | 0.945 | 0.945 |
| (0.030) | (0.030) | (0.027) | (0.027) | (0.031) | (0.031) | (0.031) | (0.032) |
| Supervisor's marital 1.069 | 1.022 | 1.064 | 1.031 | 0.849 | 0.844 | 0.981 | 0.985 |
| (0.218) | (0.211) | (0.208) | (0.208) | (0.175) | (0.175) | (0.226) | (0.229) |
| Operator's age 0.961\*\*\* | 0.961\*\*\* | 0.975\* | 0.975\* | 0.980 | 0.980 | 0.957\*\*\* | 0.957\*\*\* |
| (0.014) | (0.014) | (0.013) | (0.013) | (0.013) | (0.013) | (0.017) | (0.017) |
| Operator's gender 0.872 | 0.862 | 1.000 | 0.993 | 0.999 | 0.997 | 1.326 | 1.327 |
| (0.157) | (0.155) | (0.175) | (0.175) | (0.166) | (0.166) | (0.246) | (0.248) |
| Operator's education 0.978 | 0.978 | 0.975 | 0.975 | 0.992 | 0.992 | 1.040 | 1.040 |
| (0.025) | (0.025) | (0.025) | (0.025) | (0.025) | (0.025) | (0.030) | (0.030) |
| Operator's marital 1.357 | 1.360 | 1.294 | 1.298 | 1.055 | 1.056 | 1.385 | 1.385 |
| (0.249) | (0.249) | (0.250) | (0.251) | (0.208) | (0.208) | (0.288) | (0.288) |
| Trainee status\*Supervisor's | 0.989 |  | 0.992 |  | 0.998 |  | 1.001 |
| work experience |  |  |  |  |  |  |  |
|  | (0.007) |  | (0.007) |  | (0.008) |  | (0.007) |
| Constant 1.458 | 1.360 | 0.774 | 0.736 | 0.928 | 0.920 | 0.642 | 0.647 |
| (1.165) | (1.087) | (0.613) | (0.587) | (0.684) | (0.679) | (0.553) | (0.556) |
| Control Mean 0.339 | 0.339 | 0.313 | 0.313 | 0.351 | 0.351 | 0.22 | 0.22 |
| Factory Fixed Effects Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Observations 959 | 959 | 961 | 961 | 940 | 940 | 961 | 961 |
| Log Likelihood -604.575 | -603.803 | -603.646 | -603.268 | -607.286 | -607.270 | -528.311 | -528.305 |
| Akaike Inf. Crit. 1,281.150 | 1,281.605 | 1,279.293 | 1,280.536 | 1,286.572 | 1,288.540 | 1,128.622 | 1,130.609 |
| Wald Chi Sq 44.495 | 45.829 | 40.208 | 40.881 | 47.373\* | 47.412\* | 52.520\*\* | 52.534\*\* |

education

status

status

*Note*: \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

1. Outcome variables are the individual components of the working conditions index.
2. The following control variables are used: Supervisor characteristics – age, education, marital status, and work experience; Line Operator characteristics – age, gender, education, and marital status.
3. Reference categories for binary covariates are: Line operator’s gender – male, Supervisor and Line operator’s marital status – unmarried.
4. The standard errors are robust and clustered at the supervisor’s level.
5. Factory level fixed effects are included in all regressions.
6. The estimates are in odds ratios and using the delta method, the standard errors also correspond to the odds ratios.

# Table 6: Impact of Training on individual components of Management Practices Index

Operator Reported Outcomes of Management Practices

My supervisor is

My supervisor is better at My supervisor is better

My supervisor is better at

more confident

remaining calm in stressful situations

at motivating operators

correcting mistakes and ensuring product quality

experience

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| Trainee Status 1.451\*\*\* | 1.301 | 1.601\*\*\* | 1.454 | 1.334\* | 1.245 | 1.367\*\* | 1.750\*\* |
| (0.193) | (0.294) | (0.214) | (0.332) | (0.172) | (0.268) | (0.186) | (0.395) |
| Supervisor's work 1.002 | 1.001 | 1.001 | 1.000 | 1.005 | 1.005 | 1.002 | 1.004 |
| (0.003) | (0.003) | (0.003) | (0.003) | (0.003) | (0.003) | (0.004) | (0.005) |
| Supervisor's age 1.004 | 1.003 | 0.993 | 0.992 | 0.988 | 0.988 | 0.990 | 0.991 |
| (0.017) | (0.017) | (0.017) | (0.017) | (0.015) | (0.015) | (0.017) | (0.017) |
| Supervisor's 0.968 | 0.965 | 0.994 | 0.992 | 0.980 | 0.978 | 1.018 | 1.024 |
| (0.033) | (0.033) | (0.031) | (0.031) | (0.031) | (0.032) | (0.032) | (0.032) |
| Supervisor's marital 0.873 | 0.890 | 0.794 | 0.807 | 1.036 | 1.050 | 1.237 | 1.190 |
| (0.199) | (0.204) | (0.147) | (0.152) | (0.207) | (0.216) | (0.271) | (0.264) |
| Operator's age 0.988 | 0.988 | 1.001 | 1.001 | 0.999 | 0.999 | 0.984 | 0.984 |
| (0.013) | (0.013) | (0.014) | (0.014) | (0.012) | (0.012) | (0.013) | (0.013) |
| Operator's gender 0.961 | 0.965 | 1.376\* | 1.383\* | 1.148 | 1.152 | 1.015 | 1.005 |
| (0.161) | (0.162) | (0.238) | (0.240) | (0.216) | (0.217) | (0.169) | (0.167) |
| Operator's education 1.016 | 1.016 | 1.021 | 1.021 | 1.036 | 1.036 | 1.021 | 1.021 |
| (0.026) | (0.026) | (0.026) | (0.026) | (0.027) | (0.027) | (0.026) | (0.026) |
| Operator's marital 0.988 | 0.986 | 1.053 | 1.052 | 1.184 | 1.183 | 1.072 | 1.074 |
| (0.182) | (0.182) | (0.192) | (0.191) | (0.212) | (0.212) | (0.202) | (0.202) |
| Trainee status\*Supervisor's | 1.005 |  | 1.004 |  | 1.003 |  | 0.989 |
| work experience |  |  |  |  |  |  |  |
|  | (0.007) |  | (0.007) |  | (0.007) |  | (0.007) |
| Constant 1.386 | 1.426 | 0.532 | 0.547 | 0.691 | 0.704 | 0.895 | 0.836 |
| (1.095) | (1.128) | (0.409) | (0.422) | (0.530) | (0.544) | (0.684) | (0.636) |
| Control Mean 0.357 | 0.357 | 0.308 | 0.308 | 0.308 | 0.308 | 0.345 | 0.345 |
| Factory Fixed Effects Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Observations 958 | 958 | 963 | 963 | 961 | 961 | 959 | 959 |
| Log Likelihood -625.014 | -624.870 | -601.215 | -601.108 | -588.692 | -588.639 | -608.033 | -607.351 |
| Akaike Inf. Crit. 1,322.028 | 1,323.739 | 1,274.430 | 1,276.215 | 1,249.384 | 1,251.278 | 1,288.066 | 1,288.702 |
| Wald Chi Sq 36.334 | 36.561 | 48.631\* | 48.709\* | 45.414 | 45.502 | 48.701\* | 49.857\* |

education

status

status

*Note*: \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

1. Outcome variables are the individual components of the management practices index.
2. The following control variables are used: Supervisor characteristics – age, education, marital status, and work experience; Line Operator characteristics – age, gender, education, and marital status.
3. Reference categories for binary covariates are: Line operator’s gender – male, Supervisor and Line operator’s marital status – unmarried.
4. The standard errors are robust and clustered at the supervisor’s level.
5. Factory level fixed effects are included in all regressions.
6. The estimates are in odds ratios and using the delta method, the standard errors also correspond to the odds ratios.