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Title: Lost in Transition: Organizational Practices and Formal Employment of Women in India

Abstract: Sociological research has argued that economic globalization and the rise of formal job opportunities in the manufacturing sector is transforming the lives of women in developing countries. An underlying assumption in this research is that women are able to capitalize on the employment opportunities created by foreign investment and successfully transition into formal employment. In this article, I question this assumption and hypothesize that local employer practices mediate whether women transition into formal employment and are ultimately transformed by globalization. I study a large garment factory in India and examine the effect of one organizational practice, the assignment of trainers to new joiners, on whether women successfully transition into formal employment. Using a combination of unique longitudinal data and exogenous variation in trainer assignment, I find that first-time women employees assigned to experienced trainers are 25% more like to capitalize on their job opportunities and build careers in formal employment. Additionally, I show that experienced trainers impact the transition of women into formal employment not by imparting job-related skills or organizational identification, but by inculcating a "work mindset" in their trainees, which I define as essential skills needed to survive at work including an understanding of self-presentation, interpersonal communication, work-life separation and self-reliance. These findings have implications for research on the employment of women in developing economies as well as for the role of organizational practices in affecting employee outcomes.