

LEGAL AND ETHICAL ORIENTATION OF INDIAN RETAILERS

R. D. Sharma* and Bodh Raj Sharma**

Abstract *With the ongoing process of globalisation, complex competition, increase in consumers' income and shift in the shopping patterns of Indian consumers, the retail marketing has changed from traditional family run stores to highly modernised large departmental stores and shopping malls. With corporate world's significant attention to marketing ethics, retail marketers too give adequate cognisance to ethical values and compliance of legal norms in their dealings with different stakeholders, particularly consumers. Consumer is one of the most significant stakeholders on whom the retailers' existence matters. Consumers buy variety of goods, broadly classified in marketing literature as convenience, shopping and specialty. Consumers are increasingly sensitive in choice making especially in shopping goods because today, due to global business everywhere, they have to choose among various alternative brands of products. It is in this context the retailers are supposed to serve the consumers by fulfilling their expectations in a legal and ethical manner in addition to mere customer satisfaction. This paper is, thus, an attempt to study the various legal norms and ethical values in retail practices through the perception of consumers with special reference to shopping goods. The paper is based on the data obtained from 470 randomly selected consumers from Jammu city. The data were purified through Factor analysis. The results provide that retailers are moderate in terms of abidance of legal norms as well as ethical values. The study suggests a plan of action for higher legal norms and ethical values in retailers selling shopping goods so that the expectations of customers can be fulfilled in an ethical manner.*

Keywords *Retailing, Shopping Goods, Legal Norms and Ethical Values*

INTRODUCTION

Ethics has direct bearing in all functional areas of business yet marketing, especially retailing is one of the most vulnerable to ethical issues because retailers being in final touch with consumers and other stakeholders (Kurt and Hacioglu, 2010; Sarma, 2007; Dubinsky et al, 2004; Whysall, 2000). This is due to the fact that the retailers are producers' representative in the market and in-fact last in the marketing chain having their interaction with different stakeholders like consumers, employees, suppliers, financiers, government agencies, media and community at large (Fassin, 2009; Berman and Evans, 2007; Whysall, 2000) who are directly or indirectly associated with them. The retailers have much more ethical responsibilities in their dealings with consumers because they are in final touch with them. Retailers' single unethical act leads to consumer dissatisfaction/dissonance and consumer switching to other retail outlets. Unethical retail practices lower the sale, reduce profitability and above all tarnish the image of the retail store (Lavorata and Pontier, 2005; Whysall, 1998). The retailers are ethical when they act fairly, honestly and with a sense of respect and truthfulness with all stakeholders and fulfill their expectations in ethical manner (Sharma and Sharma, 2009).

Each consumer spends his income on variety of goods broadly classified as convenience, shopping and specialty goods. Out of these three types of goods classified in marketing literature, shopping goods require more time and efforts of consumers for making purchase choice because of availability of a lot

of alternative brands of each product. Shopping goods refers to those commodities for which a customer has to spent more effort, time and money. While purchasing a shopping good, customer need to evaluate a large number of variables viz. quality, brand, price, and fashion etc. Consumers do take a look at various retail outlets which are selling a large variety of shopping goods. Now the retailers of shopping goods comprised of branded stores having franchises of companies like Yougal Sons, Monoliza, Priknit, Outlaw, La Fansco and Bata etc. These retailers serve as link between marketers and consumers in the exchange process. They need to be ethical in their dealings with consumers and other associated groups which may help them in creating more customers, sales profitability and strong image of the retail store. In fact, Legal norms with ethics ensure better and fair retail practices. The ethical standards may not distinguish between right and wrong behaviour in a given situation but law compels individuals to act in a right behaviour but in some situations law does not cover what is ethical (Sharma and Sharma, 2011). Legal system may vary from society to society and ethics originates from religion, family, culture and society. The government has framed some legal processions/ legislations for the retailers covering issues of child labour, pricing practices, dumping and black marketing of goods etc. The retailers who avoid the legal norms have to bear the consequence of these acts, This study aims at exploring the legal norms and ethical values among retailers selling shopping goods.

* Chairman, Jammu and Kashmir Board of Professional Entrance Examinations, Srinagar/Jammu, India

** Assistant Professor, Department of Commerce, University of Jammu, Jammu, India

Review of Literature

Many researchers have studied marketing ethics but retailing ethics remained inadequately researched. Even existing studies on retailing ethics have examined a few aspects like salespeople's perceptions regarding questionable retail situations (Dornoff and Tankersley, 1975-76; Levy and Dubinsky, 1983; Dubinsky and Levy, 1985; Dubinsky et al 2004 and Sarma, 2007; Sharma and Sharma 2009 and 2011). Some of these studies are reviewed as under:-

Sharma and Sharma (2011) examined the legal norms and ethical values in convenience goods and which were being moderate. The consumers found retailers giving respect, dealing politely and giving due recognition to them as valuable clients but they do compromise with issues like complete truthfulness, openness and responsiveness. On the whole the paper suggested an ethical code for retailers, training and orientation courses and stringent punishment to law breakers at retail level. Valenzuela et al (2010) found customer orientation and the development of long- term relationships with customers as significant for growth and profit sustainability, without much focus on legally taxable retail practices. It was found that the firm's ethical reputation helped in retaining customers. Another study conducted by Sharma and Sharma (2009) finds retailers dealing in convenience goods hoarding gifts given by marketers for passing on to ultimate consumers, employing minors and paying less attention to consumer rights. However, the study found highly educated and aged retailers as highly ethical as their low educated and younger counterparts. They suggested for continuous and effective check over the unlawful retail practices and along with formulation of code of ethics by the retailers' associations. Pettijohn et al. (2008) explored salespeople's perceptions on the ethics of businesses in general, their employer's ethics, their attitudes as consumers, and the relationships existing between these perceptions and the sale force's job satisfaction and turnover expectations by obtaining data from 156 salespeople of 14 retailers dealing in shopping goods. The study highlighted the need for high moral and ethical values in retail sector. Sarma (2007) studied the ethical practices of retailers and the ethical values of salespeople in Indian context. It was found that retailers had no clear cut guidelines, policies and code of ethics for helping their salespeople to face ethical dilemmas. Retailers had developed some norms which were communicated at the time of initial training which might not guarantee ethical attitude. The study suggested for the formulation of transparent policies by the retailers for their salesmen and communicating the same so that they could do their job with an ethical orientation. Lavorata and Pontier (2005) evaluated the ethical practices of convenience retailers and also assessed the ultimate relevance of ethical orientation for a retailer and opined that ethics must be integrated into the marketing strategies of the retailers. Abratt et al (1999)

found salespeople as likely to do something unfair than managers and executives regarding both job related and customer related issues and opined that retailers should frame ethical policies and procedures for their salespeople.

As there are myriads of studies on ethics but clear researchers have focused on business and marketing ethics. Only a few have touched retail sector and even those who studied retailing ethics, have focused upon the perception of salespeople about ethical situations. However, none has studied the legal and ethical values in shopping goods context in Indian perspectives. Thus, keeping in view the above research gap, the following objectives and hypotheses are developed.

Objectives

- O1:** To examine the perceptions of consumers about legal provisions in regulating retail practices.
- O2:** To examine the viewpoint of consumers of different backgrounds regarding ethical values in retail marketing.
- O3:** To find out the relationship between demographic factors such as qualification, religion and occupation and the perceptions of consumers about ethical retail practices.

Hypotheses

- H1:** There is insignificant difference in the perceptions of consumers belonging to different educational backgrounds.
- H2:** Consumers belonging to different religious background have same opinion regarding ethical values in retail marketing
- H3:** Consumers belonging to different occupations do not differ with regard to their perceptions about ethical values in retail marketing.

Data Collection

The data for the present study were obtained from both the sources secondary and primary sources. The secondary data were obtained from various relevant sources like journals, internet, books etc. The primary data were collected through a specifically developed schedule. The primary data were gathered from 470 consumers from Gandhi Nagar, a posh colony in Jammu, selected through systematic random sampling. The data were collected through a schedule framed after reviewing needful literature (Sarma 2007, Lavorata and Pontier, 2005 Dubinsky et al, 2004) and discussions with the experts relating to the topic under reference. The schedule

comprised of 27 items of legal norms and 24 relating to ethical values. The items were based upon 5 points Likert scale ranging from 5 = Strongly Agree and 1 = Strongly Disagree (5 < ----->).

Profile of Respondents

Among the total respondents of 470 consumers, the percentage of male respondents figured higher (60%) than their female counterparts (40%). The average age of respondents was found to be as 46 years and more than half of the respondents (51%) belonged to below average age group. Majority of the respondents (83%) were married and about 91% of them had Hindu as their religion. About half of the respondents (48%) were graduates; 29% of them working in the service sector. All the detail about the profile of the respondents is summarised in the Table 1

Reliability and Validity

To check the internal consistency and reliability of data, split half test and Cronbach's Alpha have been worked out (Malhotra 2008, p. 285). These tests have been applied twice i.e. before and after factor analysis by dividing the

respondents into two equal halves. The data were found reliable before the Factor analysis as mean values of both groups (Group I=3.27 and Group II =3.34) are almost similar. Similarly, after Factor analysis, the data again proved quite satisfactory in terms of split half reliability as mean values obtained from both halves of respondents are above average (Group I 3.28 and Group II 3.40) are quite similar. Moreover, Cronbach Alpha values also found reliable before and after factor analysis as it came to be 0.933 and 0.910 respectively being much higher than standard value of 0.7 (Table 2). The Content/Construct Validity was duly assessed through review of literature and discussions with the experts. The higher Kaiser-Meyer-Olkin Measures of Sampling, Adequacy values and Bartlett's Test of Sphericity and Variance Explained represent the construct validity. Convergent Validity has also been satisfied as communalities of all items were above .50 (Field, 2003, p. 432).

Factor Analysis

The technique of factor analysis has been used through Statistical Package for Social Sciences (SPSS, 16.0 version) with Principal Component Analysis along with varimax rotation (Field, 2003, p. 433) for summarisation of the total

Table 1 Demographic Profile

Variables	Frequency	Percentage
Age:		
Below average	238	51
Average	11	02
Above average	221	47
Gender:		
Male	281	60
Female	189	40
Qualification:		
Matriculate	64	14
Under graduate	61	13
Graduate	228	48
PG & above	117	25
Marital Status:		
Married	389	83
Unmarried	81	17
Religion:		
Hindu	426	91
Sikh	37	08
Others	7	01
Occupation:		
Service	137	29
Business	95	20
Retired	73	16
Others	165	35

data into minimum factors (Tables 3 and 4). The statements having factor loadings less than 0.5 and Eigen values less than 1 were ignored for the subsequent analysis (Malhotra 2008, p. 617). Regarding legal norms, in the first exercise, having 14 iterations, process resulted into the deletion of five items which had loading below 0.5 at 58.45 percent variance explained. Thus, finally six factors emerged having 17 items with variance explained at 63.42 percent. The KMO is above 0.7 (Table 3).

Table 2 Split half Reliability and Cronbach Alpha

Groups	Before Factor Analysis	After Factor Analysis
Group I	3.27	3.28
Group II	3.34	3.40
Cronbach Alpha	0.933	0.910

Similarly, for ethical dimension, the first round of data processing, showed a variance of 54.29 percent within 8 iterations resulting into the deletion of five items because of loading below 0.5. One more item got deleted in the next round on the same ground. At the end, five factors emerged having 18 items with variance of 54.76 percent and KMO above 0.8 and Bartlett value of 1820.74 (Table 4).

Findings

The perceptions of the ultimate consumers (selected as respondents) about the legal norms and ethical values being followed by the retailers dealing in shopping goods came up as under:-

Legal Norms

Legal norms framed by the government from time to time for maintaining objectivity, fairness and transparency in business bring in better life and prosperity. Thus, the retailers are also supposed to follow these rules in their day to day retail operations. The overall mean score regarding legal provisions being observed (3.33) indicates moderate level of adherence to these provisions by the retailers dealing in shopping goods. The total variance explained for the scale under study came up at 63.42 percent along with six dimensions viz., quantity, quality, pricing, social norms, information and after sales service. These factors are discussed in detail as below:-

Factor 1: Product Quantity

The product quantity, as first factor, comprised of five items viz. ‘Proper size of product’, ‘Proper records’, ‘Proper packing’, ‘Package contains printed size’ and ‘No sale of outdated products’. Proper packaging stands highly associated with the factor, reflecting proper consideration of the packing by the retailers. The mean score of the factor (3.81) indicates, on the whole, a moderate level of product quantity norms being followed in shopping goods. About 87 percent of the total respondents found the size and packing of goods always in order (M S = 3.86 and 3.80). However mean scores are not high.

Factor 2: Product Quality

In shopping goods, consumers focus on quality and, thus, compare many brands of the products in question. This factor composed of items like ‘Genuine quality products’,

Table 3 Factor Analysis of Legal Norms

Rounds	Variance Explained	Items Emerged	No of Factors Extracted	Iterations	No of Items Deleted	KMO	Bartlett.
1	58.454	27	8	14	5	.864	3265.897
2	60.031	22	7	9	2	.837	2500.583
3	59.202	20	6	11	1	.839	2369.729
4	59.882	19	6	6	2	.821	2105.143
5	63.415	17	6	6	-	.804	1828.155

Table 4 Factor Analysis of Ethical Values

Rounds	Variance Explained	Items Emerged	No of Factors Extracted	Iterations	No of Items Deleted	KMO	Bartlett.
1	54.299	24	6	8	5	.878	3007.822
2	53.111	19	5	6	1	.834	1969.895
3	54.760	18	5	6	-	.838	1820.745

'Standardised products', No duplication, 'Safe Products'. About 77 percent of the total respondents observed retailers maintaining product quality (3.63) and providing standardised products (3.17) because most of the shopping goods stores are the franchises of branded companies which are quality conscious. Again scores are not high.

Factor 3: Pricing Norms

Pricing norms at retail level, as factor third, comprised of 'Fair prices' and 'No price discrimination', the former having higher factor loading (0.846) followed by the latter (0.826) (Table 4.2.5). About half of the total respondents found dealers charging fair prices (3.08) and not practicing price discrimination as most of the shopping goods have price tags fixed by the manufacturers and retailers only pass on the products to the consumers. They are not price makers but are price takers. However, here also level of customer satisfaction about the dimension is though positive but quite low.

Factor 4: Social Norms

This factor has two variables viz., 'No employment of minors' and 'No environment pollution', latter having higher factor loading (0.737). About two third of the total respondents were of the opinion that retailers not creating environment pollution (3.26) as they have no waste materials to throw in front of their stores. The products are already packed and as such delivered by the retailers to the consumers.

Factor 5: Information Norms

Information norms include adequate and timely information to the customers. This factor comprised of two variables viz., 'No claim of unbranded product as superior' and 'Adequate discount', latter is contributing more significantly towards this factor. About 62 percent of the total respondents found retailers trying to sell unbranded products by claiming them superior and unique (2.63) and also observed the retailers, particularly dealing in garments, offering high discounts (2.57) by enhancing the prices of the product.

Factor 6: After Sale Services

This factor comprised of two variables viz., 'Replace in guarantee period' and 'Issuance of bills on purchase'. About 71 percent of the total respondents found that the retailers dealing in shopping goods do exchange the goods if found to be defective by the consumers as they are afraid of punishment for violations of legal norms of Consumer Protection Act. About two third of the total respondents observed retailers issuing bills to the buyers.

Ethical Values

The overall mean score of adherence to ethical values (2.99) reflects average level of ethical values observed by the retailers dealing in shopping goods. The total variance

explained was 54.76 percent. The findings of the study regarding different ethical values being observed in retail marketing are presented as under:-

Factor 1: Honesty

Honesty as first factor has five items viz. 'Recognition as consumer' 'Knowledge of salesmen', 'Access to all varieties', 'Politeness and patience', 'Courteous'. Majority of the respondents (92%) found retailers quite courteous (3.80) giving due recognition to them as customer (3.92), and dealing politely and patiently (3.91) with them. About 80% of them observed salesmen having knowledge about the goods and assisting customers for meaningful selection of goods without pushing their products and through kind of allurements (3.63).

Factor 2: Fairness

This factor encompasses five items viz. Equal and fair dealings', 'Truth of product features', 'Less profitable customers', 'No pressure for purchase', 'No preference to some customers. About 58 percent of the respondents experienced equal and fair treatment by the retailers (3.13) and half of them observed retailers sometimes pressurising to some extent for buying the products (2.84) and also giving preference to some customers (2.97) for making them loyal and, thus, discriminating against others.

Factor 3: Respect & Recognition

Factor third composed of three items viz. 'Priority to customer needs', 'Low margin product', 'No excuses for un stock products'. About two third of the total respondents found retailers having priority of sales over the customer needs (2.47) and selling more expensive products when less expensive products are better for customers (2.49) to earn more margin. About half of the respondents experienced retailers making lame excuses for the products which are not in stock (2.84) so that they can retain the customers by such unethical activities.

Factor 4: Responsiveness

This factor is made up of three items viz. 'No false claims', 'Products as per customer needs' and 'Assist all customers'. About 62 percent of the total respondents found retailers making false claims (2.70) about the product by exaggerating its quality and other facts.

Factor 5: Openness

This factor has two items viz. 'After sales dealings', and 'Don't conceal weakness', the former item having the higher factor loading which indicates that the retailers dealing in electronic goods focus on after sales service like repairs. About 63 percent of the total respondents found retailers not hiding their weak points (2.70) as they want to have good brand image of the store (Table 5).

Table 5 Factorial Profile

Dimension	Variables	M	SD	FL	% of VE
Legal Norms	F1 Product Quantity	3.81	0.07		14.685
	Proper size of product	3.86	0.68	.654	
	Proper records	3.73	0.75	.629	
	Proper packing	3.80	0.75	.736	
	Package contains printed size	3.90	0.64	.727	
	No sale of old stock	3.75	0.81	.634	
	F2 Product Quality	3.45	0.20		14.428
	Genuine quality products	3.63	0.82	.607	
	Standardised products	3.17	1.09	.735	
	No mixing the old stock in new one	3.44	0.99	.813	
	Safe Products	3.56	0.90	.805	
	F3 Pricing Norms	3.01	0.11		9.892
	Fair prices	3.08	1.22	.846	
	No price discrimination	2.93	1.22	.826	
	F4 Social Norms	2.96	0.43		9.103
	No employment to minors	2.65	1.34	.726	
	No environment pollution	3.26	1.13	.737	
	F5 Information Norms	2.60	0.04		7.787
	Unbranded products	2.63	1.11	.789	
	Adequate discount	2.57	1.28	.795	
	F6 After Sale Services	3.29	0.28		7.521
Replace in guarantee period	3.49	1.03	.834		
Issue bills on purchase	3.09	1.30	.582		
Total Mean and Variance Explained	3.33	0.45		63.415	
Ethical Values	F1 Honesty	3.81	0.12		14.209
	Recognition as consumer	3.92	0.60	.658	
	Knowledge to salesmen	3.63	0.96	.600	
	Access to all varieties	3.78	0.79	.642	
	Politeness and patience	3.91	0.69	.674	
	Courteous	3.80	0.74	.730	
	F2 Fairness	2.92	0.15		13.620
	Equal and fair dealings	3.13	1.15	.512	
	Truth of product features	2.72	1.11	.500	
	Less profitable customers	2.96	1.14	.681	
	No pressure for purchase	2.84	1.25	.646	
	No preference to some customers	2.97	1.16	.744	
	F3 Respect and Recognition	2.60	0.21		11.129
	Priority to customer's wants	2.47	1.12	.839	
	Less margin product	2.49	1.06	.794	
	No excuses for unstock goods	2.84	1.10	.541	
	F4 Responsiveness	2.62	0.19		8.531
	No misleading claims	2.70	0.99	.654	
	Goods as per customer wants	2.40	0.97	.571	
	Help all customers	2.75	1.06	.724	
	F5 Openness	2.98	0.39		7.272
After sales dealings	3.25	0.68	.675		
Don't conceal their limitations	2.70	1.38	.639		
Total Mean, SD Variance Explained	2.99	0.51		54.760	

Table 6 Qualification wise ANOVA

Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Between Groups	1.656	3	.552	2.366	.070
Within Groups	108.732	466	.233		
Total	110.388	469			

Table 7 Religion wise ANOVA

Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Between Groups	.562	2	.281	1.194	.304
Within Groups	109.592	466	.235		
Total	110.154	468			

Table 8 Occupation wise ANOVA

Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Between Groups	.577	3	.192	.817	.485
Within Groups	109.811	466	.236		
Total	110.388	469			

Hypotheses Testing

On the basis of qualification, the respondents have been classified into four educational groups viz., Matriculate, Under Graduate, Graduate and Post Graduate respondents (Table 1). The number of Graduate respondents found to be the highest (48%) followed by Matriculate (14%), Under Graduate (13%) and Post Graduate respondents (25%). ANOVA results show insignificant mean differences in the responses of different customers belonging to different educational backgrounds ($F = 2.366$, $Sig. = 0.70$, Table 6). Thus first hypothesis is thus, accepted.

For testing the second hypothesis, the respondents were categorised into three religious groups viz., Hindu, Sikh and Others. Majority of the respondents have Hindu (91%) as their religion followed by Sikhs (8%) and others (1%). ANOVA depicts insignificant mean differences in the mean values of the responses of the respondents belonging to different religious communities ($F=1.194$, $Sig. =.304$, Table 7). Thus, second hypothesis is also accepted.

Finally, to test the last hypothesis, the respondents were segregated into four categories of occupations viz. Service (29%), Business (20%), Retired (16%) and Others (35%). ANOVA reveals insignificant mean differences among respondents having different occupations ($F=0.817$, $Sig. = .485$, Table 8) and thus, last hypothesis is also accepted.

Conclusion

It is evident from this study that retailers dealing in shopping goods are just moderate in observing legal norms and ethical values in their dealings with consumers. The regulatory bodies need to create more awareness regarding legal norms and ethical values and their significance in retail business on long term basis for having more customers, strong image and profitability. Stringent punishment ought to be given to law breakers and unethical acts need to be publicised so that general public can become aware about such an injustice caused to consumers. However, it may not be out of place to mention that the findings of the study cannot be generalised as its scope is limited to shopping goods i.e. the goods like convenience and specialty are not in the domain of this study. Thus, future research may be comparative in nature on the similar research problem covering all the three types of goods.

REFERENCES

- Abratt, R., Bendixen, M. & Drop, K. (1999). Ethical Perceptions of South African Retailers: Management and Sales Personnel. *International Journal of Retail and Distribution Management*, 27(2), pp. 91 - 105.
- Berman, B. & Evans, J. R. (2007). *Retail Management*. New Delhi: Prentice Hall of India Pvt. Ltd.

- Dornoff, R. J. & Tankersley, C. B. (1975-1976). Do Retailers Practice Social Responsibility. *Journal of Retailing*, winter, 51, pp. 33 - 42.
- Dubinsky, A. J. & Levy, M. (1985). Ethics in Retailing: Perceptions of Retail Salespeople. *Journal of the Academy of Marketing Sciences*, 13, pp. 1 - 16.
- Dubinsky, A. J., Natarajan, R. & Huang, V. (2004). The Influence of Moral Philosophies on Retail Salespeople's Ethical Perceptions. *The Journal of Consumer Affairs*, 38(2), pp. 297 - 317.
- Fassin, Y. (2009). The Stakeholder Model Refined. *Journal of Business Ethics*, 84, pp. 113 - 135.
- Field, A. (2003). *Discovering Statistics Using SPSS for Windows*. New Delhi: Sage Publication.
- Kurt, G. & Hacioglu, G. (2010). Ethics as a Customer Perceived Value Driver in the Context of Online Retailing. *African Journal of Business Management*, 4(5), pp. 672 - 677.
- Lavorata, L. & Pontier, S. (2005). The Success of a Retailers' Ethical Policy: Focusing on Local Actions. *The Journal of Academy of Marketing Science Review*, 12, pp. 1 - 9.
- Levy, M. & Dubinsky, A. J. (1983). Identifying and Addressing Retail Salespeople's Ethical Problems. *Journal of Retailing*, 59, pp. 46 - 66.
- Malhotra, N. (2008). *Marketing Research: An Applied Orientation*. New Delhi: Prentice Hall of India.
- Pettijohn, C., Pettijohn, L. & Taylor, A. J. (2008). Salesperson Perceptions of Ethical Behaviours: Their Influence on Job Satisfaction and Turnover Intentions. *Journal of Business Ethics*, 78, pp. 547 - 557.
- Roman, S. & Munuera, J. L. (2005). Determinants and Consequences of Ethical Behaviour: An Empirical Study of Salespeople. *European Journal of Marketing*, 39(5), pp. 473 - 495.
- Sarma, N. N. (2007). Ethics in Retailing-Perception of Management and Sales Personnel. Retrieved September 2, 2012 from <http://dspace.iimk.ac.in/bitstream/2259/388/1/61-68.pdf>.
- Sharma, R. D. & Sharma, B. R. (2011). Legal Provisions and Ethical Values in Retail Sector: Study of Convenience Goods. *Arash: A Journal of ISMDR*, 1(1), pp. 1 - 9.
- Sharma, R. D. & Sharma, B. R. (2009). Ethics in Retailing: Perceptions of Consumers. *Saaransh: RKJ Journal of Management*, 1(1), pp. 43 - 55.
- Valenzuela, L. M., Mulki, J. P. & Jaramillo, J. F. (2010). Impact of Customer Orientation, Inducements and Ethics on Loyalty to the Firm: Customers' Perspective. *Journal of Business Ethics*, 93, pp. 277 - 291.
- Whysall, P. (2000). Stakeholder Mismanagement in Retailing: A British Perspective. *Journal of Business Ethics*, 23, pp. 19 - 28.
- Whysall, P. (1998). Ethical Relationship in Retailing: Some Cautionary Tales. *Business Ethics: A European Review*, 7(2), pp. 103 - 110.