

Community Network-based Hiring of Workers: Model Adopted by Unorganized Retail Enterprises in India

Aman Borkar & Sayali Darne

India's unorganized retailing is considered as labor-intensive and front-line workers are a vital link between the enterprise and the customers. Recruitment in these enterprises is highly unstructured with attendant challenges for the employers and workers. This paper presents the recruitment model embraced by these employers who are migrants to Mumbai city from different states and hire workers from their native places through the local agents belonging to the same religion, caste, and sub-caste. Employers prefer this model to curb competition, increase community visibility in the new cities, offer rural workers the dream of better lives, support a family from the same community in the native place, and to create a network of agents who supply them with cheap labor.

Aman Borkar is Assistant Professor, Centre for Social and Organizational Leadership, School of Management and Labor Studies, Tata Institute of Social Sciences, Mumbai. E-mail: aman.borkar@gmail.com. **Sayali Darne** is an Independent Researcher. Email: sayali.darne10@gmail.com

Indian Retail Characteristics

“Retail is a labor¹-intensive economic activity and front-line workers are a vital link between the employer and the customers” (Borkar & Paul, 2015: 517). Labor market is a versatile entity. The Indian Labor market² can be broadly divided into organized and unorganized sector³ based on the models of sectoral dualism (Mehta, 1985). In India, the share of the orga-

¹ Labor can be defined as ‘a social class comprising those who do manual labor or work for wages for any form of productive work’.

² Labor market is defined as ‘a system of allocating and rewarding labor’ and labor force as the ‘economically active’ population, which supplies labor for production and, therefore, includes self-employed, wage and salary earners, casual workers and unemployed (NSS 66th Round).

³ According to National Commission for Enterprises in the Unorganized Sector (2008:3), “the unorganized sector consists of all unincorporated private enterprises owned by individuals or households engaged in the sale and production of goods and services operated on a proprietary or partnership basis and with less than ten total workers”

nized sector is estimated at 7 - 9 per cent while the rest is unorganized (Ministry of Labor and Employment, 2018-19). In India, total employment in organized (around 80 – 90 million workers) and unorganized (around 390 – 420 million workers) sectors consist of 509.3 million workers (Ministry of Labor and Employment, 2018-19; National Sample Survey Organization, 2011- 12). However, due to the amorphous nature of the unorganized sector, statistical accuracy of the labor force is difficult to capture (Pillai, 1996).

According to one estimate, the Indian retail sector has more than 13 million outlets providing employment to over 18 million people (Singh & Tripathi, 2008) with the highest outlet density (Sarma, 2007) worldwide. “Organized and unorganized retail enterprises are easily distinguishable in terms of enterprise type, format, turnover, operations, working conditions, compensation” (Borkar & Paul, 2015: 517) and social security benefits provided to the workers (Ministry of Labor and Employment, 2010). In developing countries like India, workers are more exposed to high levels of uncertainty and risks (ILO, 2004) due to socio cultural differences, work availability imperfect labor market and low wages (Ministry of Labor and Employment, 2010). Besides, scholars like Bino et. al. (2008) and Thorat (2008) identify Indian society as highly divided by caste⁴, gender, region and religious groups and

⁴ The caste system in India originally comprised interdependent occupational groups, which later evolved into a stratified, hierarchical socio-economic class system (Amba-Rao, 2011).

continuation of discrimination in newer forms.

“The Indian retail sector is heavily weighted towards unorganized retailing” (Borkar & Paul, 2015: 519). The unorganized retail sector exhibits characteristics such as lack of labor law coverage; non-conducive workplace culture; long working hours; abusive treatment (manhandling); irregular income; prevalence of piece wages; seasonal and temporary nature of occupation; high labor mobility; dispersed operations; casualization of labor; lack of enterprise support; low bargaining power; ease of entry; reliance on indigenous sources; family ownership of enterprises; skills acquired outside formal education system; lack of substantive safeguards in terms of wages, jobs, health and safety measures or social security benefits (e.g. paid leaves, pension, bonus, medical support and health insurance, maternity leave benefits, compensation against accident, etc.) all of which make it vulnerable to socio-economic hardships’ (Social Security Division, 2010; Mehta, 1985; field-data). Unorganized retail enterprises are private enterprises owned by individuals or households engaged in the sale and production of goods and services operated on a proprietary or partnership basis and with less than ten total workers” (NCEUS as cited in Bino et. al., 2008).

On the basis of the 66th round of the National Sample Survey, Borkar and Paul (2015) point out that 96.8 per cent workers in the retail sector in urban India are employed in the unorganized enterprises

while the rest are in organized enterprises. The majority of workers (44 per cent) work in food, beverages and tobacco products, around 14 per cent in textiles, clothing and leather, and the rest 42 per cent in other economic activities. Wages also vary across economic activities such as the median weekly wage ranges between \$10 and \$100. They also mention that 45 per cent of retail workers fall into the 15-35 age group while the remaining belongs to 35-50 age group. Further, around 18 per cent are either illiterate or literate while 20 per cent have attained middle level education, 20 per cent and 16 per cent have attended secondary and senior secondary, 12 per cent and 3 per cent are graduates and post-graduates, respectively. They also stated that 77 per cent of the workers belong to the Hindu religion. It has been noted that 89 per cent of males and just 11 per cent of females are working in Indian retail. Thus, Indian retail sector can be considered as male dominated sector, however, there is an emergence of a new hybrid model called as 'Independent Store Services' which prefers women workers to males.

Recruitment & Employment Characteristics

Substantial literature is available on large organized retail firms' recruitment process and the extent to which employers are likely to adopt systematic and proactive searches for new recruits. "In contrast, very little material is available for small unorganized retail firms" (Carroll et.al., 1999: 236). Bratton and Gold (2003: 488) defined recruitment as

"the process of generating a pool of capable people to apply for employment to an organization". Employees can be recruited either within a firm (internally) or from the labor market (externally). While there are advantages to both forms of recruitment, most firms use both approaches; that is, they "make and buy their human capital" (Lepak & Snell, 1999: 32).

In the unorganized retail enterprises, the recruitment of workers is carried out in a number of ways, such as direct recruitment; recommendations and referrals by existing employees and other employers (Borkar & Paul, 2015); employer's personal contacts (Breman, 1976); and agents in the native place of the employers. The present paper focuses exclusively on the recruitment model embraced by the unorganized retail enterprises based in Mumbai by their agents in the native place of the employer. The model works only for workers who belong to the same community as the employer. In the analysis section, we present the model in detail.

Benefits of Hiring Ethical Individuals: They are more value oriented, they save the firm money by being less likely to cheat or engage in the questionable actions under the guise of helping the company. They have a broader sense of responsibility; they increase a retention rate and promote a work environment of high positive morale. Recruitment in unorganized retail enterprises poses a number of challenges for both employers and workers. It is challenging for employers to hire well-educated and high-level IQ

workers who fit the role proposed in the enterprise. In order to avoid providing workers with compulsory social security and other benefits, employers may avoid registering the workers details with officials to comply with the Bombay Shops and Establishments Act (1948). It's common for unorganized retail employers to exceed eleven hours a day (sub-sections 16 & 17, Bombay Shops and Establishments Act, 1948) to 12-15 hours of functioning without permission or in certain cases even more than 15 hours.

Violation of the Minimum Wages Act (1948) is a very common practice in the unorganized retail sector.

Violation of the Minimum Wages Act (1948) is a very common practice in the unorganized retail sector. The unorganized retail employers compete with each other to retain trustworthy, reliable and experienced workers. Employers believe that the nature of their relationship and formation of bond with the employees and between the employees define the stability of the business, maintaining sustainability and retaining the valuable employees/ human assets (Borkar & Paul, 2015). It has been argued that the more people leave an organization, the more it is a drain on the company's resources like recruitment expenses, training and orientation resources and the time (Choudhury, 2006).

Field data reveals that employers have migrated from different States to Mumbai. Opening up any enterprise in a

highly hierarchical society is a complex phenomenon dependent on interlinked factors that affect their entry and existence. Scholars have argued that millions of Indians in the unorganized sector have been forced to join due to overcrowding in the agricultural sector and stagnation in the manufacturing sector, as they lack the skills or education necessary to be absorbed in the organized sector. Considering the lack of opportunities, it is almost a "natural decision for an individual to set up a small shop or store, depending on his or her means or capital, and thus a retailer is born, seemingly out of circumstances rather than choice" (Singh & Tripathi, 2008: 78; Guruswamy et.al., 2005). Due to intense competitions in the home state, new entrants find it difficult to capture the new customers as well as to expand their business operations.

States like Maharashtra having population size of more than 112 million (Census, 2011); nominal GDP of INR 2,04,42,233 crores and real GDP of INR 1,47,78,879 crores (Economic Survey of Maharashtra, 2019-20) with an expected growth of real GDP of 5 per cent; per capita state income for Maharashtra of INR 1,91,736 in 2018-19 (Economic Survey of Maharashtra, 2019-20), the estimated total expenditure of Rs 4,34,085 crore (PRS Legislative Research, 20), per capita expenditure is approximately of INR 38,628.48, 'ease of doing business ranking' for India is 77th among 190 countries (Doing Business 2019, 2019) makes Maharashtra State a favorable place for people from different states like Rajasthan, Madhya Pradesh, Gujarat and Uttar Pradesh to migrate. Such migra-

tion in the unorganized retail sector is caste and class specific (field data). Because of strong community networks and affiliations of religious institutions and sentiments, the migrants find it easy to set up and expand their business in Mumbai compared to people in the homeland belonging to low socio-economic strata and lack of network and economic support.

Inadequate income resulting from unprotected and irregular employment is a direct threat to their lives and families.

From the workers viewpoint, inadequate income resulting from unprotected and irregular employment is a direct threat to their lives and families. Their income must be covered from economic fluctuations. The minimum wages should therefore be socially relevant. According to Shops and Establishments Act (1948), an employee must get at least one hour of interval after five hours of continuous work (Section 15) and work spread-over cannot exceed eleven hours a day (Sub-sections 16 & 17). Workers are neither aware of the State Minimum Wages and labor unions nor have the scope for collective bargaining. Indian unorganized retail sector is highly averse to women workers due to male employer's masculinity bias, eve-teasing and harassment on the part of both customers and co-workers. Language has been cited by migrant workers as an obstacle in communication with customers and also employers at times. Workers often receive no formal training (on-the-

job training) on product pricing; product content; merchandising; soft skills; organization accounts; business operations; no interaction with the distributor representatives; product ordering system; crisis management; on-the-counter management, etc.

The reasons for workers' entry and exit from unorganized retail enterprises depend on a variety of factors that require a thorough investigation. Borkar and Paul (2015) state that the main reasons for the entry of workers in the unorganized retail sector are: 'Support family financially'; 'Job location convenience'; 'Family member association in retail'; 'Opportunity for self-development'; 'Financial need'; 'Easy entry'; 'To become an entrepreneur'; 'Less Work pressures'; 'Parental/ societal pressure'; 'Free Food and Accommodation'; 'Holidays as per convenience'. However, the present paper focuses on community network-based hiring in unorganized retail outlets in the native region of the employer. 'Financial condition of family' being cited as one of the main reasons for entering the labor market is not surprising given the discernible link between employment and cost of living, in particular the need to sustain an appropriate level of consumption.

Likewise, the organized retail sector is an enticing place for local unorganized retail workers that shows better opportunities because of better wages, and their food and accommodation already being taken care of in their families. Whereas unorganized workers who are illiterate/ less educated/ non-localites cannot eas-

ily attain this change and must continue in the same enterprises. Informal workers include the self-employed (such as street vendors or trash pickers), employees in informal enterprises and contractors who work for formal enterprises through sub-contractors (Agarwala, 2008). They may work at home, on the employer's site, or in a third site, such as a sub-contractor's workshop. Informal worker's organizations represent key new spaces of struggle among critics and "change agents" of the emerging new economy (Roy Chowdhury, 2003). More studies are needed to focus on evolving patterns of specific recruitment practices such as strategic recruitment practices and hiring of labor, retention strategies and creating no escape environment for employees working in organized and unorganized retail enterprises.

Methodology

In this research, 95 unorganized retail enterprises are selected from 24 different wards of Mumbai. The data collection process followed a non-probability sampling method, selecting both employers and workers from each enterprise. Enterprises are chosen based on that their age should exceed two years; there should be more than two workers in the enterprise; enterprise location should be closer to the local train station; etc. For data collection, a semi-structured interview schedule is used. Oral history and narratives are recorded using the case study-approach. Qualitative data is analyzed using microanalyses or line-to-line analysis.

Analysis

As mentioned, in the unorganized retail enterprises there are several entry modes for workers, but one of the peculiar entries noted is the community network-based hiring model of the workers. In-depth interviews with both the employers and workers are conducted to understand the reasons of proposed recruitment; its stages of development; challenges faced by employers, workers and recruitment agents; and retention strategies adopted by the employers and the role of agents.

Reasons of Community Network-based Hiring Model

Labor and labor markets are intricately interlinked in terms of production relations. The labor market can be interpreted in a variety of ways. Labor markets are based on the supply of and demand for labor in a country or a specific location. It is noted that the community network-based hiring model is more prevalent among employers who have migrated from different states to Mumbai compared to the locals. As mentioned earlier, due to the overcrowding and stagnation in the agriculture sector, one of the easy business opportunities is to rent-out a small shop/kiosk as mom-n-pop store with limited resources.

Community network-based hiring model is more prevalent among employers who have migrated from different states to Mumbai compared to the locals.

During the recruitment process, a range of stereotypes or prejudices are seen such as age, gender, physical strength, caste, religion, educational status, family acquaintance, etc. Employers who profess this model do not prefer women workers because of physical strength problems; health; safety and security; long working hours; etc. Majority of the employers prefer recruiting workers from the same caste/ religious community which will be explained in detail.

Data show that employers often choose workers who are illiterate or less educated, who lack the ability to learn or develop new skills, and who lack the possibility of quitting a retail sector. In order to avoid absenteeism and visit relatives, employers prefer to recruit outstation workers who are unaware of Mumbai region. Many employers do not prefer locals as in the case of stealing and shoplifting by workers, strict action cannot be taken because locals mostly are affiliated with political parties. Hence, it can be stated that labor is no longer restricted to only one discipline (Borkar & Paul, 2015). "It has been re-objectified not merely as value generating potential but as human beings participating in various social exchanges; for example relations of signification of power – outside the production relations and work site also" (Raju, 2000: 1)

Stages of Development

The process from the search to the placement of worker in unorganized retail enterprises consists of the following stages:

Stage 1: Unorganized retail enterprise owner/ employer develop an opportunity/ opening

Stage 2: Employers shall establish contact with the agent in the native place of the employer's

Stage 3: Agents begin looking (in the native place) for a fragile and financially fractured family with a young boy (prospective worker)

Stage 4: The agent shall maintain correspondence with the prospective family and shall lay down conditions such as payment by the employer of the financial obligation of the family, either in full or in part, depending on the amount); assessment of the physical and mental state of the worker; features of employment (work environment, wages and benefits, training and development, employer-worker relationship); length of service; etc.

Stage 5: Workers' wages are paid in advance to his families to get rid of the ongoing financial crunch

Stage 6: Usually, the nature of contract between the employer and the workers' families is oral

Stage 7: Accommodation and food for the worker is often arranged with the employer families during the early acclimatization process of the worker

Stage 8: Personal and limited professional development of workers at the backend operations level within the first 3-6 months, as workers find it difficult to communicate with the

consumers in the new local language

Stage 9: Employers tend to support the workers' family throughout the financial downturn, and so workers incur accrued wages as loans

Stage 10: Temporarily, the workers' financial instability in the family is resolved; employers receive strong support from the workers to expand business operations; and workers arise as new form of bonded labor. The financial distress of the family of workers consisted of many reasons such as agricultural debt, household repairs or construction, no or low job opportunities, severe health conditions of the family members, education loan, dowry for marriage, etc. Once the worker is placed in the employer's enterprise, the dependency of the families of the workers on the employers rises with each minor financial crisis.

Challenges Faced by Employers, Workers & Recruitment Agents

While we are experiencing fast economic and social growth and development in Indian states, poverty, discrimination, malpractices at work, violation of state rules and policies, etc. are highly common. Despite enjoying social, economic and political powers by the fewer communities or groups from higher religious orders, some members of the same population often fall into the underprivileged category. While the suffering and hardship of such members is incomparable with that of the genuinely oppressed and

marginalized communities, as Breman (1976) points out, membership in a certain caste, region, ethnic group, or religious community is still a significant factor in quest for jobs, causes many people to conclude that the traditional system is still in force, though with some modifications. He further points out that it should be understood that the poor seek to improve their security within the urban environment by entering into relationships of dependence with social superiors and thus embracing a wide variety of contractual and semi-contractual commitments (Breman, 1976; Mehta, 1985). In the organized sector, a contract is a legitimate written document with a set of norms to follow by both the parties whereas in the unorganized sector, it is based on the trust/ bond between the two. In the present model, if a worker violates an oral, the obligation to find his replacement falls on the agent as well as the financial assistance provided to the ex-workers' families shall be revoked in some way or another (e.g. malignancy of the workers family in the whole village, external pressures are asserted/ threats to the family members, etc.).

The expertise, experience and commitment of workers are an essential aspect in sustaining employment within an enterprise, because the other employer is always keen to hire such workers offering them better wages and facilities. High turnover often leaves employers in the lurch, because departing workers take a great deal of knowledge with them. This lack of continuity makes it hard to meet the requirements of the enterprise and extend services. Replacing workers'

costs money. The cost of replacing a worker is estimated at up to twice the individual's annual salary and this doesn't even include the cost of lost knowledge (Wingfield & Berry, 2001).

Workers in the new retail enterprises face a variety of challenges such as learning the local spoken language that poses an obstacle when communicating with consumers as well as family members of employers; constant participation in 'storage, cleaning, and arranging goods' for 12-15 hours a day; difficult to concentrate on work due to loud roadside noise; due to large number of family members, attached washrooms and toilets are mostly occupied thus workers have to use stinky public toilets and open nearby spaces; etc. As working in the urban areas at the unorganized retail enterprise is never a first career option for the worker, many states that after paying-off their financial debt they are keen on returning to their hometowns to set up their own retail enterprises.

Retention Strategies Adopted

Support to the young workers by the employers in the retail enterprises is extremely crucial for the workers' satisfaction, employment sustenance, and overall business sustainability. To manage this,

Support to the young workers by the employers in the retail enterprises is extremely crucial for the workers' satisfaction, employment sustenance, and overall business sustainability.

employers often play dual roles of employer as well as worker which is mostly seen when the workers are on breaks/ leaves/ holidays/ sickness thus sharing similar facilities and services along with the workers on equal sharing basis. Hence, this blurs the hierarchies and differences between them. This dual nature complicates understanding the issues related to employment of workers or the facilities provided by the employer. Such direct involvement also has a very different impact on the relationship between the employer and workers.

Workers' narratives reveal that Mumbai, as a city, plays an important role in motivating these workers to join these types of unorganized retail enterprises. Workers mention that employers lure them under the pretext of the glitter and glamour of Bollywood and the city of Mumbai. Studies show that the work environment can significantly affect an individual's ability, growth, development and motivation towards a job (Gagne & Deci, 2005). However, perception towards the work environment may vary from worker to worker as several social and physical aspects may determine workers' satisfaction level. Multiple studies show that the unorganized retail market is quite volatile in nature with unhygienic conditions, lack of facilities, poor work environment, dire employer-employee relationship etc. However, several workers have shown satisfaction on the above factors because they feel that the overall environment and facilities in the retail enterprise is comparatively better than their home conditions.

Accommodation and food arrangements have proven to be one of the major employment factors for the workers who migrated from various places. Accommodations are of two types: first, arranged at the employers' house with other household members; and second, a group of employers arrange a common place for 8-15 workers near the firm's vicinity. Maintenance of such accommodation and shared food arrangements are solely the workers' responsibility. Data suggest that in order to retain the workers, employers are ready to pay more than market rate, provide flexible working hours but do not train and develop the worker if they belong to the same religion as within a few years the workers become competitors for them.

Conclusion

The community network-based recruitment model, particularly, in the unorganized retail sector, is not commonly available in the Indian context. Religion, caste and sub-caste plays an important role in hiring the workers to maintain the purity as well as promoting 'our people' agenda in the religious context. On the other hand, trust on 'our people' is always preferred compared to others or locals. Drawing cues from the data, employers prefer this model to curb the competition with the other employers in the same vicinity; increase community visibility in the new cities; provide rural workers with a dream of a better life; support a family from the same community in the native place of employers; and develop a network of agents that can satisfy other business and social needs

apart from supplying the employer with cheap labor. The stages of development may differ, depending on the family's financial urgency, which gives the employer a young worker; employers' demands from the worker; terms of engagement; length of service; and termination of the services. Liability on the agents also varies as per the relationship with the employers and families providing labor.

References

- Agarwala, R. (2008), "Reshaping the Social Contract: Emerging Relations Between the State and Informal Labor in India", *Theory and Society*, 37 (4):375-408.
- Amba-Rao, J.A. (2011), "Comparative Performance Appraisal Practices and Management Values Among Foreign and Domestic Firms in India", *The International Journal of Human Resource Management*, 11 (1): 60-89.
- Borkar, A & Paul, G, D. (2015), "Employment in Organized and Unorganized Retail", *The Indian Journal of Industrial Relations: A Review of Economic and Social Development*, 50(3): 517-32.
- Bratton, J. & Gold, J. (2003), *Human Resource Management: Theory and Practice*, New York: Palgrave Macmillan.
- Breman, J. (1976), "A Dualistic Labor System? A Critique of the 'Informal Sector' Concept: II: A Fragmented Labor Market", *Economic and Political Weekly* 11(49): 1905-08.
- Carroll, M, Marchington, M, Earnshaw, J, & Taylor, S, (1999), "Recruitment in Small Firms: Process, Methods and Problems", *Employee Relations*, 21(3): 236-50.
- Roy Chowdhury, S. (2003), "Old Classes and New Spaces: Urban Poverty, Unorganized Labor and New Unions", *Economic & Political Weekly*, 38(5): 5277-84.

- World Bank Group (2019), *Doing Business 2019*, Washington.
- Economic Survey of Maharashtra (2019-20), Directorate of Economics and Statistics, Planning Department, Government of Maharashtra.
- Gagne, M. & Deci, E. L. (2005), "Self-determination Theory and Work Motivation", *Journal of Organizational Behavior*, 26 (4): 331–62.
- Guruswamy, M, Sharma, K, Mohanty, J. P. & Korah, T.J. (2005), "FDI in India's Retail Sector: More Bad Than Good.?" *Economic and Political Weekly*, 40(7): 619–23.
- International Labor Organization (2011), *Adapting Work Processes and Work Environments in Retail Commerce to Older Worker's Needs*, Geneva.
- Lepak, D. P. & Snell, S. A. (1999), "The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development", *Academy of Management Review*, 24(1): 31–48.
- Mehta M (1985), "Urban Informal Sector: Concepts, Indian Evidence and Policy Implications", *Economic and Political Weekly*, 20(8): 326–32.
- Ministry of Labor & Employment (2011), *Annual Report 2010 – 2011*, Delhi.
- Ministry of Labor and Employment (2018-19), *Annual Report 2018–2019*. Government of India.
- National Commission for Enterprises in the Unorganized Sector (2008), *Contribution of the Unorganized Sector to GDP Report of the Sub-committee of a NCEUS Task Force*, Working Paper no. 2. www.nceus.gov.in
- National Sample Survey Office (2011), *Employment and Unemployment Situation in India. NSS 66th Round*, Ministry of Statistics & Program Implementation, NSS Report No. 537(66/10/1).
- Paul, G. D. B, Pellissery S, Bhirdikar K, Shabnam S, Sil M, Krishna M, & Pathan, J. (2008), "Educational Attainment of Youth and Implications for Indian Labor Market: an Exploration Through Data", *The Indian Journal of Labor Economics* 51(4): 813–30.
- Pillai, M. S. (1996), "Social Security for Workers in Unorganized Sector: Experience of Kerala", *Economic and Political Weekly* 31(31): 2098–99+2101–07.
- PRS Legislative Research (2020), *Maharashtra Budget Analysis*, Institute for Policy Research Studies, New Delhi.
- Raju, S. (2000), "The Concept of Subjectivity in Labor Studies", *Labor and Development* 6(1&2): 1–16.
- Social Security Division (2010), *General Overview: Social Security - A Profile*. Delhi.
- Sarma, N.N. (2007), *Ethics in Retailing - Perceptions of Management and Sales Personnel*, *International Marketing Conference on Marketing and Society: Part I - Social Responsibility, Ethics and Marketing*, Indian Institute of Management Kozhikode.
- Singh, R. & Tripathi, A. (2008), "Diagnosing Impact of Malls on Small Shops", *Delhi Business Review* X 9(1): 77–85.
- Thorat, S. (2008), "Labor Market Discrimination: Concept Forms and Remedies in the Indian Situation", *The Indian Journal of Labor Economics*, 51(1): 31–51.
- Wingfield, B. & Berry, J. (1999), *Retaining Your Employee Using Respect, Recognition & Rewards for Positive Results*, Axzo Press. New York