

CHANGING BUSINESS DYNAMICS OF INDIA – AN EMERGING MARKET

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ABSTRACT

India is one of the G-20 major economies and a member of the five major emerging national economies (BRICS). The economy of India is the seventh largest in the world. In 2015, the International Monetary Fund reports that in the last two decades, the average GDP growth rate over 5.8% and this fast-growing economy, which has attracted many foreign companies to settle subsidiaries in the country. Based on this background, this report gives a detailed analysis about the sourcing of human resources of subsidiaries and international training about subsidiary companies. In the first part of this report, it gives the information about the size and features of Indian labor market, the governmental institutions, and the laws which are settle to create a fairly protective legislative environment for both employers and employees. The religion and caste influence the Indian business culture so much and because of this reason, in the second part, this report explains the major cultural characteristics by describing the society culture and business culture of India. In the last part, this report analyses situations about the sourcing of human resources by comparing expatriates and local executives. It also analyses international training of subsidiaries in India and suggests the companies provide relevant training programs.

KEYWORDS: *G-20, BRICS, Human Resources, Religion, Caste, Indian Business Culture, International Training, Subsidiaries*

INTRODUCTION

OVERVIEW OF INDIA'S LABOUR MARKET

India is viewed as one of the most emerging countries, which ranked second in the world (The World Factbook 2015). Agriculture sector occupied 49%. On the other hand, industry and service sector stood at 20% and 31%. However, its employment condition still remains poor. Labour force to population ratio in India is 56%, which is lower than the average of the world at 64 percent (Institute for Human Development 2014). India's unemployment rate stood at 8.6%, mainly due to the country's economic slowdown (Euromonitor International 2015).

Indian government expands on boosting education amounted to 5.4% of the total GDP in 2014, but the adult literacy rate improved slightly from 63.1% to 63.4% between 2009 and 2014 (Euromonitor International 2015). Poverty accounted for 21.9% of the total population (World Bank 2011), and attitude against female education cause widespread illiteracy, especially in many rural areas (Thomas 2012). The female and male adult literacy rate stood at 60.6% and 81.3% of the population respectively (Central Intelligence Agency 2015).

Compared to the male employment rate (73.3%), India's female employment rate stood at 21.6% respectively. The main reasons are a low female adult literacy rate, social and cultural barriers, such as various forms of discrimination against female employees at the workplace. The level of female participation has been the lowest in the Asia Pacific (Sorsa, et al. 2015; Thomas 2012). However, the percentage of women employees are growing in various industries, and the attrition rate is high after age 30 because of marriage and childbirth (Hasegawa & Noronha 2009).

According to Euro monitor International report (2015), 6.1% of the Indian adult population had attained higher education in 2014, remarkably lower than Asia Pacific's average of 10.4%. The main reasons are poverty, low school enrolments, and high school drop-out rates. In addition, India faces shortages of skilled labor due to the poor quality of education, lack of higher educational graduates and lack of professional training. The shortages are most significant in key industries, such as information technology, automobile, and construction. Moreover, India also has a problem of "brain drain", since increasingly Indian professionals migrate to developed countries, for searching for better opportunities and salary. This makes India ranked 42nd out of 144 economics in the "Country capacity to retain talent" in 2014. Also, India's "Labour market efficiency" category of The Global Competitiveness Report 2014 ranked 112th out of 144 states.

Main Features of India's Labour Market

High informal employment is one of the salient features in India. According to Srija&Shirke (2014), more than 90% of informal workforce work as self-employed and casual workers. Especially, there was a massive increase, around 50 million, in the numbers of the self-employed. The unorganized sectors have low productivity and offer lower wages to informal workers. It contributed 57% of India's GDP (Kulsreshtha 2011). Additionally, the trend is the growing rate of informal employment even in organized segments (Srija&Shirke 2014).

The labor market in India is relatively rigid and over-regulated given the availability of multiple laws governing the area (Hasegawa & Noronha 2009). Saha (2006) stated that labor laws, their enforcement, regulation, and trade union practices have created a belief about the lower flexibility. Lower flexibility means a greater cost of employment. This may induce shareholders to leave or hire fewer employees. Nevertheless, India government tend to substitute pro-worker labor laws for social security programmes and shift the welfare burden on to firms.

Vocational training is another characteristic. About 90% of skilled-based jobs demand the vocational training. Nearly 80 million jobs will be provided over the next five years, and approximately 75% to 90% of employment will need vocational training (Chandra 2011). The government adopted a National Skills Development Policy to conduct skills development strategies of all stakeholders. Also, the National Skill Development Corporation has made some progress in skill formation targeted, particularly at the large unorganized sector. Around 266,000 workers have obtained training from their training centers (Danish Trade Union Council for International Development Cooperation 2014).

Main Governmental Institutions

The Directorate General, Factory Advice and Labor Institutes (DGFASLI) is to assist the Ministry of Labor and Employment in formulating national policies on occupational safety and health in factories and docks (DGFASLI 2015). It also advises factories on various problems concerning safety, health, and efficiency.

V.V. Giri National Labour Institute is an autonomous body of Ministry Labour and Employment (V.V. Giri National Labour Institute 2015). It is a national-level center to research on training in labor and labor-related issues. The Institute has functions of training, research, publication, education, and consultancy on labor-related issues, which commit to enhancing the quality of work. It has also completed 30 research projects, which found the significance of employment growth.

The National Commission for Enterprises in the Unorganized Sector (NCEUS) was set up to small-scale ministry industries (NCEUS 2015). Its role is an advisor for informal sectors. It also helps to improve the productivity of enterprises for large-scale employment opportunities creation, particularly in rural areas. It intervenes for skill development in the informal sectors.

Employment Legislation in India

There are two main segments of the Indian labor market, which are workers with privileges, such as job security in the workplace, and workers without privileges (Errol, 2010). The characterize of workers without privileges is a lack of regulation employment training, which are named unorganized workers. In India, unorganized workers take a big part of the labor market and over half of them are outsiders. According to NCEUS (2007), more than 90% of the outsiders are working in the non-agricultural industry, they do not write contracts with the company and often pay less than the statutory minimum wages. The organized labor market encourages offer organization employees training and this cost can be easily recouped by the benefits that employees make during working.

Until now, the India government has set almost 60 central laws and over 200 federal (state) laws to organize labor relations in India. The Industrial Disputes Act is the most important piece of legislation on job security and the rights of workers and employers in labor disputes. Since 1947, India government uses IDA to organize establishments, which have 50 or more employees. In 1976 and 1982, IDA was amended under the pressure from the trade unions twice. In 1976, the IDA claimed that if the company has 300 or more employees, the company cannot fire the employees without the permission of the government. In 1982, IDA generalized this provision to all firms, which employ over 100 employees. The 2010 amendment of IDA is the latest one, which has a wider application of all present and future employees of the company (Debi, 2014).

The Contract Labor (Regulation and Abolition) Act, which settled in 1970, is another important piece of labor legislation. The laws allow the companies to hire employees on short-term contracts. It also provides for the fair payment of wages to contract employees and supervise the employees to abide by the Contract Labor (Regulation and Abolition) Act. It asks the companies to provide for health and safety and welfare of the contract employees (Errol, 2010). The Contract Labor (Regulation and Abolition) Act has some cross-references with The Industrial Disputes Act: if a worker has worked over 240 days without a break (include contract workers), the worker can apply for the protections under various labor laws.

In 1971, state Maharashtra passed the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act. This state law describes the unfair labor practices of employers and unions.

In general, all these central laws and federal state laws, which are settled by the Indian government, try to create a fairly protective legislative environment for both employers and employees in India. Employees wish in this kind of legislative environment, a reasonable degree of protection of workers and unions will be generalized.

CULTURE CONTEXT

Society Culture

Homeland to the ancient civilization, India, is a multilingual and multi-ethnic country (Stein 1998). India is the motherland of Hinduism, Buddhism, Jainism, and Sikhism (York 2005). It has eighteen official languages and a predominantly rural population (Cámara de Comercio de Valencia 2006). Its society is based on the caste system, which is composed of four different levels of hierarchy. The Brahmin (priest, teacher) is at the top of the ladder, followed by the Kshatriya (warrior, ruler, landholder). Third comes to the Vaishya (businessman) and the Shudra (laborer, artisan) is last. Below these four castes are the casteless Untouchables and Tribals Das (2000, p.140).

Table 1

	Caste	Connotation	Percentage
1	Brahmin	Priest, teacher	15%
2	Kshatriya	Warrior, ruler, landholder	
3	Vaishya	Businessman	
4	Shudra	Laborer, artisan	50%
	Casteless	Untouchables, tribals	20%
	Other religions	Muslim, Sikh, Christian, Parsee, etc.	15%

Source: Indian's Caste System (Das, cited in Messner 2009, p.63).

This four castes, or varnas, involve approximately 300 local communities called Jatis (Messner 2009). People of one jati share common religious rituals; food habits and they will not marry anyone from outside their defined group. Jatis can rise in the social scale and upgrade from one Varna to the next as they become more prosperous (Messner 2009, p.52). At the beginning of the 20th century, research conducted by Western sociologists have shown that an individual with lower caste is not prohibited to take up a modern occupation and jobs like carpentry, blacksmithing, and white-collar occupations are being taken by untouchables castes (Das, cited in Messner 2009, p.53).

The role of the family in Indian society is one of the most important aspects and involves the entire life for social interactions (Brodbeck, Chhokar & House, cited in 2009, p.54). As an example, in urban IT cities where living space has become tremendously expensive and almost unaffordable, staying together as a family may also be a financial necessity. Nevertheless, this concept of family extends to all the family members such as aunts, uncles, and cousins. For instance, holidays will be requested by Indian employees if a cousin is getting married or if a member of the family is sick. Managers in the Indian industry generally agree with the employee's request otherwise they would compromise their professional career because in India the family has the first priority and obligations come second place (Messner 2009).

Hierarchy in the Indian family is also significant. Members of the family who are older and have high status are treated with respect and deference (Chhokar, cited in Messner 2009, p. 63). Marriage holds an important connotation in Indian culture. This is considered an institution and parents have the responsibility to find a good candidate. The younger generation is still accepting this form of arranged marriages. It is common in the HR department of Indian companies, receiving calls from parents asking for information about the professional performance of a possible partner (Messner 2009).

According to the Global Leadership and Organizational Behaviour Effectiveness (GLOBE) study (2004), India has a high level of unequal power distribution because of the centuries-old caste system, hierarchical structure during the British, and also influences the acceptance of a higher or lower degree of power distance of religions and philosophies. On the contrary, in terms of collectivism, India has the second highest score. However, the score should fall into the range of individualism countries. This trend is caused by competition among managerial middle classes at the workplace by focusing on materialism. Regarding performance orientation, India scores in the medium-upper band - they reward individual achievement. Companies have a promotion system, which considers a combination of performance, recognition, and expertise of the candidate to achieve the next level. On the other hand, on gender egalitarianism, India scores low - male domination is high in the society and business culture.

Business Culture

India has caught the attention of many foreign companies to settle a subsidiary in the country. The Cámara de Comercio de Valencia (The Chamber of Commerce of Valencia) (2006) states that in order to enter the Indian market, it is important to consider some common practices before companies start a business. Firstly, India has an important knowledge of English in comparison with China, which is a great competitive advantage for them. It's recommended to send a complete file with information of the company in English describing the job. Secondly, building work relationships and create strategy alliances. Indian people look for an extension in time of commercial operation; it's a country where it is essential to start a negotiation with a local company who facilitates this transition. Flexibility is also relevant when companies want to enter the Indian market. India has strong cultural roots so companies must identify clearly the consumer type and develop a product follow this concept. For example, the majority of Indian people are vegetarian so product related to meat must be carefully analyzed and be focused on a particular target market.

The Chamber of Commerce of Valencia (2006), also suggests that it is a common practice to bring cards presentation to swap before shaking hands. This must be given using both hands. Shirts are accepted dress code because of the extreme heat in India, but wearing a suit will be imperative in formal or solemn events. As a conservative society, India keeps its traditions and customs very strongly. Elders are very respected and smoking in front of them will demonstrate a lack of education. Men must take into account that Indian women are integrated professionally, but they must avoid giving kisses on the cheeks to them. For businessmen, a good way to meet with an Indian woman joins their hand and bringing them to the chest and following by a slightly tilted head. Finally, haggling is an essential part of Indian business culture at all levels. If companies are interested in one particular product, they will finish paying the end price. However, the idea of obtaining a good price and optimizing benefits will always be present in Indian culture.

SOURCING HUMAN RESOURCES FOR GLOBAL MARKETS-STAFFING, RECRUITMENT AND SELECTION

Sourcing of Human Resources progressively becomes the most significant factor of the parent's company subsidiary (Dowling 1994), and it gets vital when it comes to a country that is more culturally diverse. Expatriate management is not uncommon in Indian Business Culture. The present Indian business system comes into being under the British colonial rule. British managers hold the executive office in the local enterprises during the late 19th and early 20th century (Chatterjee 2006). However, working and surviving in India poses a series of substantial challenges, ranging from working with local colleagues to handling with 'Culture shock' and on topmost, relocating family to India – a nation with a high rate of confusion and lots of complexity but with immense economic potential and an astounding cultural and geographical variety (Dhume 2000).

Although, India has a vast consortium of local management talent and technological expertise from internationally renowned universities, it is difficult for foreign companies to obtain excellent quality local employee due to high demand for highly skilled talent ('On the threshold of a take-off into high economic growth' 1995). This intense competition occurred because of the extortionate rise in foreign and local investment in India. In particular, there has been an enormous growth in the Information Technology (IT) industries and knowledge-related industries such as telecommunications, media, pharmaceuticals, and biotechnology, which is placed adjacent to major Indian metropolises (Chatterjee 2006). According to Prayag and Basu report, till 2003 there were around 30,000 expatriates' employees and managers were working in the subsidiaries of all the above industries (Basu 2003 & Prayag 2002).

Choice of Expatriates V/S Local Executives

Several dimensions are considered while selecting a parent country national employee (expatriate) and local executive. The former should be selected for three reasons: to satisfy a technical requirement, to build up an individual or to formulate the organization while the latter apparently manage the local needs and adaptability better than expatriates (Sharif 2011). Firms, which have a market-based approach and resource, based approach, where the governing body has to infiltrate the local Market and to establish the kinship with the local stakeholders, expatriates will face major issues with the cultural and lingual variety. For instance, German MNCs (Multinational corporation) in India with an inclination towards the market-based and resource-based orientation have the largest proportion of Host-country nationals (HCN) in their subsidiaries. HCNs has the best knowledge towards the sensibility of local environment & cultures and able to maintain the long-term relationships with their local employees (Dunning 1999).

On the contrary, firms which deliver a transaction-cost access, where the coordination and integration of international operations require a good knowledge of corporate resources, policies and loyalty to central goals with the parent company, expatriates play a major role rather than HCN.

For instance, Japanese firms tend to use PCNs in Indian subsidiaries as it has a higher transaction-cost orientation (Buckley 1976). With the challenges confronted by the expatriates in India, 'Mohan Thite' in his paper asserts the role of expatriates of host-country origin (EHCO) (Thite 2009). He further states that Western managers are reluctant to act upon in India because of the extreme divergence from the west in terms of corporate culture and hence selecting EHCO are best

for both the person and the system. HR in India is primarily seen through social contacts, caste, relationships, and politics causing it difficult for the PCN, who has knowledge based on western management style (Budhwan 2006b).

Hence, it is beneficial for the subsidiary to hire an EHCO because of their nearness to the host country culture. For example, 'Hyundai and Samsung' the Korean firms more often hire EHCO for their subsidiary in India because of their knowledge of both the cultures, which aids to avert conflict with the parent company.

Other Factors for Expatriates to Work in India

There are other dimensions which have to be considered that determine the staffing decisions directly such as government policies, cultural difference, and adaptation for expatriates and their families, the availability of infrastructures in the host country like housing, schools, and health centers. The Indian immigration office may issue a business visa that may endure for five years for a long-term assignment. Foreign passport holders who wish to work in Indian subsidiary has to hold the 'residential permit' from the Foreigners Regional Registration Offices (FRRO). Nevertheless, if the appointment is less than 180 days, no penury to filed with the FRRO. Lately, India has signed many treaties with developed countries where the expatriates are not liable for double tax income, such as the Indo-US Double Taxation Avoidance Agreement (DTAA).

In particular, expatriates should have these four personality characteristics in international assignments to India (extraversion, emotional stability, agreeableness, and conscientiousness). Possibly, the most challenging part of the expatriate is managing preconceived expectations. The expatriate should also be aware that local managers and employees might have a preconceived notion like skills, priorities, motivation and especially the leadership style of the foreign employee (Thomas 2014). The leadership style of Indian Management is mostly different and based on religion and caste. For example, 'Hyundai', the Korean firm always prefers to hire HCNs, particularly in production related activities because of the local work ethics, where hierarchy and social status are all important (Gopalan 2014). Gopalan and Rivera suggest expatriate managers understand the mindsets of local employees and beware of reacting negatively against local cultural practices like bestowing small favors and gifts on superiors. ANZ, an Australian-based banking firm entered in India in the 1990s and in 2001 this firm established ANZIT, where a huge requirement for skilled developers of software is required and has a successful expatriate assignment because of firms, focus on building relationships and management approaches to suit Indian context.

India receives an excellent base in the big urban centers like Delhi, Bangalore, Mumbai, Chennai and Hyderabad where there is no issue of Housing, schools, universities, entertainment & recreation and medical center. India takes in one of the excellent infrastructures as per the developed nations, and the majority middle class can speak English efficiently. These can assist the expatriate family to settle down well in India. In 2013, the government allowed the spouse of expatriates, who sustains a long-term assignment, to work in India.

Many MNCs have detailed contingency plans in the case of a security crisis. For example, during Kargil War (1999) with Pakistan, many MNCs have evacuated their expatriate staff to a safe location like Singapore. In the worst scenario, the Indian government will help expatriate to return their homeland (Prayag 2002).

INTERNATIONAL TRAINING, DEVELOPMENT AND CAREERS

The subsidiary companies plan to recruit and consolidate the new employees who have a relevant background that the companies required. Employees can be Indian or international people. However, based on the Indian labor market, the subsidiaries prefer to hire male than female to work for the sake of company because of a low literacy rate of the female. Before the recruitment of the people, the companies will provide and facilitate advertisements by the application of social media to let the people acquainted regarding it. Anyone who has been willing to join the subsidiary companies may send resume through online or put it in the collecting area. Once the company goes through all resumes, people who might be recruited will attend the interview to participate in the final test. Next, the company will contact those people who were recruited. Furthermore, the company will provide the training for around one to three months to test people whether they are eligible for the job or not.

The new employees are trained so that they could go smoothly and effectively in a subsidiary; it provides two types face-to-face training and e-training. For both training methods, it suggests that host companies bestow experts and managers to assist India's subsidiary companies to complete the training programs. Two types of experts could go to India, experts with Indian backgrounds and experts without it. As for experts having no Indian backgrounds, headquarters will provide relevant training to them before they go to India, such as culture and religions (Plijter, Voordt, Theo & Rocco 2014). It's easier for people to get along with local people if they acquired some local cultures and religions. This is not only to respect for subsidiary's staff if experts comprehend some local cultures and religions but it also makes communication much easier when they have divergent in nature. Furthermore, it's more important for training program keep going well.

During face-to-face training, the most important thing is sharing experiences. For example, Honda which is a Japanese public multinational corporation, it sets up training programs in India since 2010 (Honda 2014) . During this process, Honda send their managers from headquarters to subsidiary companies sharing experiences about how to elude risks in management level. As for our subsidiary, face to face training is also suitable for management level because these are more accurate to train managers as for company according to Honda's experience.

As for E-training, the subsidiary will provide a training program for employees to get and improve their academic skills based on India's educational system. Firstly, the subsidiary company can provide cultural awareness program because it can help employees feel they are not isolated from the host company. The time will be based on the employees' actual situation. Like what 'Honda' has done, their cultural training program includes the host company's culture details. During this program, the company will provide lectures, movies, books, and role-playing to train employees. Based on Honda's experience, role-playing is more vivid for employees to know the host Company's culture. Besides that, we could also provide language training based on host-country language skills, because Honda found that learning a host-country language is essential for managing the subsidiary's employees' performance (Sharmistha 2011).

With this program, the company will hire language competent staff in our host country to provide native language class, but the processing will depend on employees' actual situation. Furthermore, the subsidiary will also provide to improve skill programs for prevailing employees. In this program, it acquires employees who already have basic academic skills but who want to acquire more skills. In this step, the subsidiary will invite headquarter experts and local managers to analyse what extra skills the training program software should include, such as how to adopt the reassignment in host

company and repatriation in the home country, because of sending subsidiary company's employees to host company so as to boost subsidiary company core competitiveness. Therefore, it still needs to consider the repatriation problem for the subsidiary company's developer. The repatriation problem could happen to the subsidiary's employees when they work for the host company after a period. Therefore, the host company should provide a backstage position for employees who have repatriation problems. Host company should focus on support expatriates in job-related factors; such as keeping them work in the existing management development programs. Meanwhile, as for subsidiary company should take care of expatriates' individual life. For example, management level should communicate with them to know the problems such as culture shock and try to help them to deal with. Furthermore, the company could provide financial support such as a short-term loan to help them if they have financial problems.

CONCLUSIONS

At the beginning of this century, the GDP of India was nearly US\$480 billion. However, the IMF estimated that in 2015, the GDP of India already reached nearly US\$2.3 trillion (Gouher 2015). The sufficient labor force, good governmental institutions, and fairly protective legislative environment are all attractive factors for foreign companies. Nevertheless, the Indian labor market consists of varied issues, and these problems constitute the country's economy slowdown. Gender discrimination and poverty lead to low higher education, the lack of professional training and "brain drain" result in a skilled labor shortage. High informal employment, low flexibility and the gap between demand-supply skills has become the other main feature of the Indian labor market. Indian business culture is grounded in religious belief and caste. Although India has drawn many foreign companies to settle subsidiary in India, the pluralistic, multilingual and multi-ethnic society culture cannot be ignored. The subsidiary should make a choice between expatriates and local executives when making its leading teams.

Thus, this report provides the overview of India in terms of business success and ways to attain desired goals in different cultural surroundings. Expatriates may face "culture shock" initially but with proper grooming, the issue can be overcome. However, it's difficult for the subsidiary to obtain excellent quality local executives, but it would be beneficial for the subsidiary to employ an EHCO. Government policies, cultural conflict, and adaptation for expatriates may have an effect on subsidiary in India. Organizing training can help the employees adapt to the new operating environment. The subsidiary could provide language training and cultural awareness program also to make sure the workers can create more benefits for the company.

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