

# Motivating to Achieve Main Goals of Life - Buddhist Approach on Human Resource Development

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**Abstract:** Motivation theories developed by modern management scholars focusing to set and achieve goals relevant to career life of the individual. However the question is, the purpose of these goals set by those scholars for growth or development. For whom these goals set for? Either for the individual or for the organization? Recent researches identified the modern management practices in organizations leads to mental disorders of the employees and their families. Governments like German and France also take legal framework to protect the mental wellbeing of the citizens from the modern management practices. During the last few decades some scholars were focused to identify HR with holistic approach when it comes to motivating HR for development with main four areas: physical, mental, social, and spiritual. Purpose of this study is to find out what is missing in the modern management approach when it comes to motivation for development. This research focuses to analyse the modern and Buddhist approach on holistic approach on motivating HR for human development in modern and Buddhist context. Documentary study of Buddhist and modern HRM and HRD concepts is the method used in this research for data collection. Content analysis is used for data analysing. Stephan Covey introduced four and the Ideal Performance State (IPS) model, which was developed by performance psychologist Jim based on the four areas: physical, mental, social, and spiritual, of the individual. Buddhist approach describe these four areas in detail and also giving final goal or objective of each area and the way to fulfil them. According to it these four areas are the base of development. As a result above four areas should be consider equally when it comes to development. These four areas should develop gradually as they are interconnected. Four basic needs or focuses are like the base of a pyramid. Top of the pyramid is the highest achievements of each need which should achieved equally, to become a balanced person. When it comes to HR management and development, institutes should consider these for areas and its focus to motivate individual fully.

**KeyWords:** Mental need/intelligence, Physical need/intelligence, Social need/intelligence, Spiritual need/intelligence, fulfilment/satisfaction.

## I. INTRODUCTION

The development can be define as the process in which someone or something grows or changes and becomes more advanced (dictionary.cambridge.org, 2018). Motivation can be define as the processes that account for an individual's intensity, direction and persistence of efforts toward attaining a goal (Robbins SP, Judge TA, Vohra N, 2015). As a result motivation for human resource development can be define as individual's intensity, direction and persistence of efforts toward attaining growth or changes and becomes more advanced.

Individual is the common factor, when it comes to human development, either HR in work organization, or HR in any social organization such as students in educational institute, members of the family, or members in the religious organization etc. Therefore approach for motivating the individual for development also has common factors. Motivation theories developed in last century show the evolution of motivation concept in management. These approaches and focus change time to time. Content theories of motivation such as: Douglas McGregor and other scholars interpretation of Maslow's Needs Theory, Theory X and Theory Y, Two Factor Theory, McClelland's Theory of Needs, focuses to the needs of the individual which motivates. Process theories, namely: Goal Setting Theory, Equity Theory, and Expectancy Theory, explain how people select behaviours to meet their needs and determine, whether their choices were successful (Daft RL, 2017). Reinforcement Theory is focusing to the relationship between given behaviour and its consequences. Job Characteristic Model considers core Job Dimensions (Skill verity, Task identity, Task significance) such as, autonomy, feedback; critical psychological states, personal and work outcomes, and employees growth-need strength.

Motivation theories developed by modern management scholars are focusing to use individuals 'external and internal factors that stimulate desire and energy in him/her to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal' or the individual's intensity, direction and persistence of efforts toward attaining growth or changes and becomes more advanced (slideplayer.com-2016). However the question is the purpose of these goals set by those scholars for growth or development.

- For whom these goals set for?
- Either for the individual, or for the organization?
- Is these goals consider the mental and physical health of the individual.
- During and after achieving goals if the individual dose not having time to enjoy his/her life with what he/she earn, is it the success one should archive?

People who believe and archive their goals successfully according to modern management concepts, who become the role models of motivation, after achieving all this feel that they miss something in life. Modern world is having advanced technological development, which facilitate the individual to

do day today activities in more easy manner. However in 2017 study Hannah arichie and Max Roser estimates that 792 million people lived with a mental health disorder. This is slightly more one in ten (10.7%) people globally. Negative mental health conditions are increasing worldwide. Mainly because of demographic changes, there has been a 13% rise in mental health conditions and substance use disorders in the last decade (M. Roser and H. Ritchie, 2017). Study of William Becker, “Killing me softly: electronic communications monitoring and employee and significant-other well-being,” shows that communication after working hours with employees leads to stress and anxiety and long term health issues of the employees. ‘OEEM (organizational expectations for email monitoring) during nonwork hours appear to increase this burden as employees feel an obligation to shift roles throughout their nonwork time. Efforts to manage these expectations are more important than ever given our findings that employees’ families are also affected by these expectations’ (WJ Becker, L Belkin, SE Tuskey, 2018).

Identifying the negative factors of the modern management practices, the German Labour Ministry enacted ban in 2014, prohibiting managers from calling or emailing staff after work hours, except in an emergency. Government of France introduced El Khomri law in 2016. These findings and decisions, shows that something is missing in the modern management approach on motivation for development. However during the last few decades some scholars were focused to identify HR with holistic approach when it comes to motivating HR for development.

Purpose of this study is to find out what is missing in the modern management approach when it comes to motivation for development. And also find a proper model for HR Development. This research focuses on analysing holistic approach on motivating HR for human development in modern and Buddhist context.

## II. METHODOLOGY

Documentary study of Buddhist and modern HRM and HRD concepts is the method used in this research for data collection. Content analysis is used for data analysing.

## III. RESULTS AND DISCUSSION

Modern concept of Human Resource Management is derived from the tradition which consider the economic value of employees. Human Capital is the team used for the concept treating employees according to their economic value. Human capital can be define as “employees, and all of the knowledge, skills, experience, etc. that they have, which

makes them valuable to a company or economy” (cambridge.org/22/11/21). As a result, main focus was given to improve the economic value of the Human resource in an organization.

Until the beginning of the twentieth century main focus was on the physical side of the employees. Classical management School is the best example for this approach. main concentration of this approach was on getting maximum output, by using technical methods. After the Hawthorne Studies conducted by human relations movement scholars identified that, the mental and social component of the person should also be considered when they are being managed. Yet until the last three decades scholars fail to understand the importance of the spiritual component of a person. At the beginning of the new millennium, Stephan Covey introduced four intelligences of individual as follows:

- **Physical intelligence (PQ)** - ability to maintain and develop our physical fitness)
- **Mental intelligence (IQ)** - ability to analyze, reason, think abstractly, use language, visualize, and comprehend.
- **Emotional intelligence (EQ)** - self-knowledge, self-awareness, social sensitivity, empathy and ability to communicate successfully with others.
- **Spiritual intelligence (SQ)** - drive for meaning and connection with the infinite (Covey, RS. (2004)

Covey explained how these four intelligences related to the individual’s personal and career life.

Ideal Performance State (IPS) model developed by performance psychologist Jim Loehr, during last two decades, also based on the above for areas of the individual. Model is developed by using the technical approach use to train an athlete. As the athletes’ training, not only focusing to the primary skills, but also the secondary skills of the individual. This model also focuses to develop the primary and secondary skills of the executives. Model supports the secondary competencies such as endurance, strength, flexibility, self-control and focus. Increasing capacity at all levels allow athletes and executives to bring their talents to full ignition and sustain high performance over a long time. This model analyses four areas as capacities in a performing pyramid, as follows.

1. **Physical Capacity** - Energy or the capacity to do work. The body is the fundamental source of energy and thus the foundation of the performance pyramid. Provides a powerful source of motivation, determination, and endurance.

Figure 1: The Performance Pyramid -<https://luha.co.uk/articles/corporate-athlete> January 4, 2019

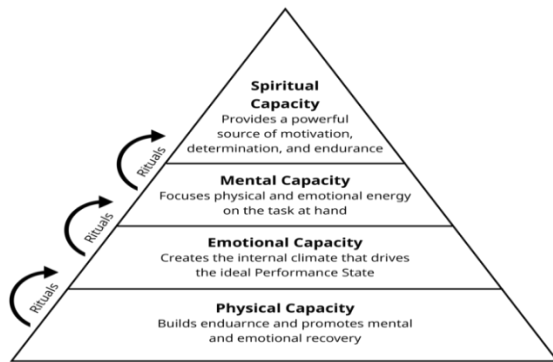


Figure 1: The Performance Pyramid -<https://luha.co.uk/articles/corporate-athlete> January 4, 2019

2. **Emotional Capacity** –The internal climate that supports peak performance. Focuses physical and emotional energy on the task at hand.
3. **Mental Capacity** - focus, time management, positive and critical thinking skills; Focuses anything that interferes with focus dissipates energy: meditation, sitting quietly and breathing deeply, are effective ways to train attention and promote energy and recovery. Creates the internal climate that drives the ideal performance state.
4. **Spiritual Capacity** - Builds endurance and promotes mental and emotional recovery. Meaning the energy that is unleashed by tapping into one’s deepest values and defining a strong sense of purpose. This capacity, serves as sustenance in the face of adversity and as a powerful source of motivation, focus, determination, and resilience.

‘Rituals’ mention to the left of the pyramid, is the rhythmic oscillation of energy between expenditure and recovery through the daily habits and behaviours of individual.

Concept of above four intelligences and four capacities can be identified in Buddhist teachings as the main focuses or needs of the individual. According to it individual is searching fulfilment in four areas of the life as follows.

1. Physical
2. Psychological/mental
3. Social
4. Spiritual

“Health is the highest gain - Containment is the greatest wealth

The trust is the best kinsmen - *Nibbana* is the highest bliss” (*Khuddhaka Nikāya, Dhammapadapali*)

Buddhist teachings not only explain these four needs and focuses, but also the highest achievement of each need and the focus, and the way to achieve highest achievements of each need or focus. The highest achievement of every need and focus which every person is searching for the fulfilment throughout the life are given below.

- |                  |        |                                     |
|------------------|--------|-------------------------------------|
| 1. Physical      | —————> | Health                              |
| 2. Psychological | —————> | Contentment                         |
| 3. Social        | —————> | The trust                           |
| 4. Spiritual     | —————> | <i>Nibbana</i> , Self-Actualization |

According to Buddhist teachings above four areas should be considered equally when it comes to development. These four areas are the base of individuals’ development. As a result these four areas should be developed gradually. Moreover, these four are interconnected. Four areas are like the base of a pyramid. Top of the pyramid is the highest achievements of each need which should be achieved equally to become a balanced person. Figure 2 shows the model developed by the author to explain the Buddhist approach on individual’s development.

*Fulfilment of Need/Capacity*

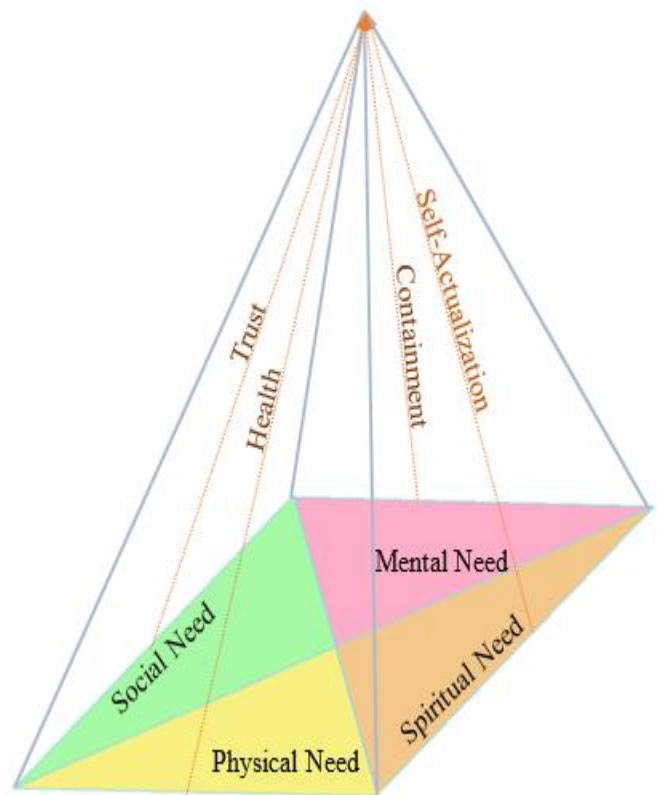


Figure 2: Needs and Goals Pyramid (Relationship between basic needs, highest achievement and path to highest achievement of the Person-developed by the author)

Even for the clergies in Buddhist tradition, *bhikkus* and *bhikkunis*, those who gave up the secular life, Buddha advices

to maintain the balance in these four areas. Buddha gives instructions to,

- maintain a pleasant physical appearance and being healthy,
- maintain good social relationships,
- satisfied and happy with what is received,
- follow the path to attaining *Nibbana*.

These instructions can be found in the preaching of Buddha as well as the disciplinary code of *bhikkus and bhikkunis*.

*Patatakamma Sutta* in *Anguttara Nikāya* explains individual who earn rightfully with his effort and skills should have four things to become satisfied in his life.

1. Pleasing him/herself and enjoying pleasure with what he earn. Pleasing parents, wife, children, slaves and workmen and friends and co-associates, and making them enjoy life with what he earn.
2. Protecting the wealth he/she earn from natural disasters, government, robbers, unwelcome inheritors, or such disasters
3. Making fivefold offering, to relations, guests, the departed, the king and the gods with what he earn.
4. Making the highest offerings to clergies with what he earn.

According to above *sutta* if an individual wants to be satisfied with his/her life he/she should have following aspects:

1. Earn rightfully with his/her own effort and skills
2. Use what he/she earn to,
  - a. Pleasing him/herself and enjoy life.
  - b. Fulfilling social and religious responsibilities including pleasing parents, wife, children, slaves and workmen and friends, co-associates, clergies, relations, guests, the departed, the king and the gods.
  - c. Protect the wealth he/she earn from natural disasters, government, robbers, unwelcome inheritors, or such like disaster.
  - d. Understand the nature of the wealth he/she earn and using it with detachment (*AN 4:2:2:1 Sutta*).

Above four aspects are directly related to one's career life as they focus to, (a) the way one should earn wealth, (b) how to spend what he/she earn (c) how to protect the wealth (d) the mentality one should have on his/her wealth. On the other hand it is discussing the fulfilling the needs of physical, mental, social, and spiritual needs with career.

- e. Physical and mental- Pleasing him/herself and enjoy life
- f. Mental and Social - Fulfilling social and religious responsibilities including pleasing parents, wife, children, slaves and workmen and friends, co-associates, clergies,

relations, guests, the departed, the king and the gods.

- g. Spiritual - Understand the nature of the wealth he/she earn and using it with detachment

Four needs /capacities/intelligences, (what away the way they name) are interrelated. So it had to fulfil parallelly. Fulfilment of the four areas of the development in Buddhist approach explain the each area in detail manner.

#### I. *Physical Need and Focus*

Highest achievement of the physical need and focus is the health. To get a healthy life, one's physical needs should be fulfilled. In Buddhist teachings, even for the *bhikkhus* and *bhikkhunis* who abandoned the secular life and material wealth, also search for the four basic physical needs namely:

1. Food,
2. Clothes,
3. Shelter,
4. Medicine (*Mahavaggapali, Mahakhandhaka*).

These needs are common to every person. Therefore it is given detail description of each physical need.

**Food** – Food is considered as a medicine as hunger of the person is identified as a sickness. It is encourage to consider the health aspects when consume food. And also describe in detail how individual should behave when consuming food. Advice to consume with the understanding of its nature and the need.

**Clothes** – Clear guidelines were given to consider the purpose of wearing clothes.

**Shelter** – When constructing shelter it is advice to consider the health factors mentally and physically. As a result clear guidelines were given on selecting a land, planning, construction process, and maintain the buildings.

**Medicine** - Buddhist teachings encourage the individual to maintain mental and physical health. Therefore it advice to follow providers of healing without considering the difficulties.

Every human being requires these four physical needs, to survive in this world and to live a health life. Therefore, these needs should be fulfilled. One reason for earning is to fulfil physical need. So, employees must be able to fulfil these needs through their earnings. Institute should consider the basic physical needs of its employees, when doing human resource management and development planning. When one is not getting these basic physical needs he/she may fall ill physically and mentally. This will cause to reduce efficiency of that particular employee. Therefore it is the responsibility of the management to take care of the health and the safety of its employees not only within the working hours, but also outside the working hours.



## II. Social Need and Focus

Humans are social beings. They need social contacts. Even for the *bhikkhu*, *bhikkuni* community, who were advised to be alone on like the single horned rhinoceros (*Kaggavisana Sutta*, *Khuddhaka Nikāya*); Buddha says,

“Noble friend is whole chastity” (*Samyutta Nikāya*, *Kalyanamitta Sutta*).

This shows the importance of the social life. Every person seeks trust worthy social contacts. Buddhist teachings categorize main relationships individual has to maintain throughout his/her life in to six categories (*Dīgha Nikaya*, *Singalōvada Sutta*). The six categories are:

1. Parent – Child relationship
2. Teacher – Student relationship
3. Husband – Wife relationship
4. Friend – Friend relationship
5. Employer – Employee relationship
6. Layman – Clergy relationship

These six types of relationships are important for an employee to live in a trustworthy atmosphere. According to Buddhist teachings to maintain these relationships one must fulfil the responsibilities.

### i. Parent – Child relationship

In the Buddhist tradition one cannot repay two persons; their due mother and father. If one had borne his father and mother on his shoulders and lived a hundred years and meanwhile rubbed and massaged their bodies and they let loose urine and excreta, even yet he have not returned the gratitude shown to him. ‘Even if he offer them all the wealth and make them rulers of the earth, even then he has not returned the gratitude shown to him, because they have done much more. They fed him when he could not walk and showed him the world’ (*Dutīya Sutta*, *Āṅguttara Nikāya*). According to the *Putta Sutta* in *Āṅguttara Nikāya* individual who is grateful to his parents should at least do what parents expect from him. On the other hand parent should fulfil his/her duties to the child by providing guidance to the child. Providing material needs will not complete the parents responsibility if they do not socialized the child properly.

### ii. Teacher – Student relationship

The teacher student relationship is discussed in great detail in *Sutta Pitaka* and *Vinaya Pitaka*. According to that student teacher relationship should be maintained as father and son. The teacher ought to consider the student as a son- ‘*Putta citta*na’; the student ought to consider the teacher as the father- ‘*Pitu citta*na’. ((*Mahavagga*pali, *Mahakhandhaka*). This concept explain the mentality which should be maintain between teacher and the student. father’s relationship with a child and that of with the mother a having differences with the approach and the focus. The father’s relationship with son is a dignified one, while that with mother is more sentimental.

The teacher’s relationship with his student is loveable and at the same time has respect and responsibility.

According to the *Culakammavibhanga Sutta* in *Majjima Nikaya*, when one is not stubborn and not conceited, reveres the worthy of reverence, offers a seat to one worthy of a seat, gives prominence to one worthy of prominence, honours the worthy of honour, on account of that action, accomplishment and undertaking, after death he is born in heaven. After death, if he is not born in heaven, and if is born with humans, he is born, in a high clan. This shows that, Buddhist teachings encourage individual to give due respect to the others.

### iii. Husband – Wife Relationship

Maintaining a good married relationship is a responsibility of the husband and wife. Buddhist teachings emphasise the, understanding each other’s needs. Family is the building block of the society. Therefore it is necessary for the parents to conduct proper married life. As parents, husband and wife is having a big responsibility to present a high-quality future generation to the society. For that, they should provide a good example to their children. When talking about the six kind of social responsibilities of the individual, *Sigalovada Sutta* first stats it with the responsibilities of the parents and child. It clearly says that responsibility of the parent should starts with guiding the children to the correct path. Buddhist teachings give equal responsibility to the both husband and wife regarding the success or the failure of the married life (*1<sup>st</sup> and 2<sup>nd</sup> Samvāsa Suttas*, *AN 4:2:1:4-5 Suttas*)

### iv. Friend – Friend Relationship

Buddha encouraged the friendship with correct persons. In *Kalyana Mitta Sutta* in *Kosala Samyutta* Buddha advised the king Kosala to train himself thus,

“I will be one who has good friends, good companions, good comrades”

When one has an affectionate friend with good qualities *sutta* advised to behold and cherish them devotedly as mother does to her own child (*Singalovada Sutta* in *Dīgha Nikāya*).

### v. Employer – Employee relationship

According to the Buddhist teachings, employer and employee, both should take each other’s service without harming one another.

“The wise and virtuous, shines like a blazing fire. He who acquires his wealth in harmless ways, like to a bee who gathers honey, riches up, like rapid growth of an ant hill. With wealth so gained the lay man can devote it to his people’s good” (*Singalovada Sutta* in *Dīgha Nikāya*).

As an employer, he/she should treat his employees well. He/she has following responsibilities toward his/her employees.

1. assign them work according to their ability

2. apply them with food and with wages
3. tend them in sickness
4. share with them any delicacies
5. grant them leave at times.

When employer tending his employees well, he receives following benefits from his employees.

1. They rise before him
2. They go to sleep after him
3. They take only what is given
4. They perform their duties well,
5. They uphold his good name and fame.

These become responsibilities of the person as an employee.

#### vi. Layman – Clergy Relationship

*Catthama Sutta* in *Anguttara Nikāya* says, when virtuous clergy ones gone forth abide supported on a village or hamlet, on three instances the people there, accrue merit;

1. By body,
2. By speech,
3. By mind.

According to the *Kula Sutta* in *Anguttara Nikāya*, when a virtuous clergy, gone forth approaches a certain family, the people there accrue much merit in five instances. Seeing the virtuous clergy approaching, the people in the family,

1. gladden and reconcile their minds - at that time falls to the method conducive to heavenly bliss.
2. venerate him and offer a seat - at that time falls to the method conducive to a high birth.
3. dispel their miseries and avarice - at that time that family falls to the method conducive to possessing high authority.
4. to the best of their ability divide their wealth - at that time falls to the method conducive to gaining great wealth.
5. listen to the teaching and ask questions - at that time falls to the method conducive to great wisdom.

Therefore relationship with the clergy is also an important one for the lay person. Because he is receiving many benefits from clergy. Therefore he should show his gratitude,

1. by lovable deeds,
2. by lovable words,
3. by lovable thoughts,
4. by keeping open house to them,
5. by supplying their material needs.

These become responsibilities of a lay person.

So it is clear that as a social being a Person has to maintain six kinds of relationships throughout the life. Employer – employee relationship is only one out of six. This relationship is necessary, because it is the source of income, which is needed to maintain other relationships. *Patatakamma Sutta* in *Anguttara Nikāya* mentions social responsibilities one should

do other than maintaining above relationships such as: treating relations and guests, do merits to the gods and departed, and pay tax to the king with individual's earnings. According to the *Licchavikumara Sutta* in *Anguttara Nikāya*,

1. Earn his livelihood rightfully
2. Use his earnings correctly
3. Not owe to anyone any thing

he should maintain fulfil above social responsibilities ( *AN5:2:1: 8Sutta*)

It is clear that every above social responsibility is bounded with a value. The value may be social, religious, or ethical. But each value is playing an important social role. Therefore when consider a person as a human resource in an institute, it should be considered the social context of that person also. Institute should give reasonable free time to the employees to fulfil their social responsibilities. That is why the Buddhist teachings mention “grant leave at times” as a responsibility of the employer.

### III. PSYCHOLOGICAL NEED AND FOCUS

Every one is searching happiness throughout the life. The main aim or purpose of individual's every action is to gain happiness. The highest wealth one can gain is happiness. According to the *Annha Sutta* in *Anguttara Nikaya* there are four pleasures lay person should be attained.

1. **Pleasantness of owning** - the happiness of earning rightfully with one's own effort and skills.
2. **Pleasantness of wealth** - the happiness of using rightfully earned wealth for doing merit.
3. **Pleasantness of not in debt** - the happiness of not debts to anyone anything.
4. **The Pleasantness of faultlessness** - the happiness of having faultless body, verbal and mental action.

It says that among above four first three are not worth one fourth nor one sixteenth, to the fourth one (*AN4:2:2:2 Sutta*). The way to live with faultless bodily actions, verbal actions and mental actions is developing awareness. Because, one who aware about his bodily actions, verbal actions and mental actions, only can avoid faulty actions. The career of the individual also should be designed so as to be compatible with these four areas of happiness.

### IV. SPIRITUAL NEED AND FOCUS

Within every person there is a need for searching the happiness, which is not disturbed by anything. This is called spiritual need. If individual cannot find a way to achieve this need he/she feel emptiness within him/herself. This will leads to distress and depress. Therefore to motivate the individual to achieve this need should be addressed. If an institute wants to develop maximum potential and capacity of an individual, it should address the spiritual need or focus.

Highest spiritual attainment according to the Buddhist teaching is *Nibbana*. That is where one can gain complete

happiness. Buddhist teachings explain how a person can become happy. To gain spiritual attainments one should be able to enjoy a relaxed life. Teachings like three cardinal features (i. impermanence, ii. suffering, iii. not-self) and Four Noble Truths (i. suffering, ii. origin of suffering, iii. extinction of suffering, iv. eightfold noble path) discuss, why people are suffering and how one can overcome the suffering. According to these teachings greediness is the main obstacle to happiness. Greediness is based on wrong perception. Therefore they cannot see the reality. Everything is changing; including structure of atom, structure of cell and energy. Therefore things made from these basic elements also impermanent. There is nothing permanent. This is the reality. People like to acquire and keep things permanently and according to their wish against this reality. Because they think things around them belongs to them. When this does not happen they feel unhappy. There is nothing which is not changing or belonging to us including the concept of self. One who can understand this reality will have the undisturbed happiness that is *Nibbana*.

So it is clear that every person is searching the fulfilment in four areas of the life, namely: Physical, Psychological, Social and Spiritual. If he/she can achieve the fulfilment of these four areas he/she feels satisfied. Main purpose of one's occupation is to earn the financial base to fulfil these four areas. One who manages people should understand this tendency of the person and should consider these four needs and focuses of the person. By providing facilities to fulfil these needs and focuses, the person can be motivated in his work. Therefore each organisation should include these for needs and focuses to their organizational vision, mission, and activity plan to motivate their employees.

According to Buddhist teachings each person loves his/herself the most.

“Having traversed all directions with the mind, one finds none anywhere, dearer than oneself. Likewise each person holds himself most dearer.” (*Mallika Sutta, Samyatta Nikaya SN:1:1:3:8 Sutta*)

Each action of every individual is focused to fulfil the basic needs and focuses of his/her life with understanding or without understanding. Therefore when it comes to job design it should consider and focus these four goals or focuses of individual. If individual realize his/her career helps to fulfil his basic needs or focuses of his/her life, it will motivate the individual.

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