

ANTECEDENTS OF DHARMA SHASTRAS AND LEGAL PSYCHOLOGY IN DEFINING THE EFFICIENCY OF ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT WORKFORCE CULTURE IN GLOBAL COMPANIES

Surya.S.^{1*}, Dr. Asha Sundaram^{2*}, Dr.Thangamayan³

¹Department of Law PhD Scholar, Saveetha School of Law, SIMATS, Chennai, India

²Department of Law Principal and Professor, Saveetha School of Law, SIMATS, Chennai, India

³Department of Law Associate Professor, Saveetha School of Law, SIMATS, Chennai, India

anjalisiva@myyahoo.com¹

lawdirector@gmail.com²

thangamayans.ssl@saveetha.com³

Abstract

To implement The various Dharma shastras, the law amendment based on ethics and morals value of human resource management systems, human culture and professional ethics of the People, there is no attention given to The methods and procedure in handling the basic structure of human resource management and the limitations regardless to country's culture and traditions variations between people in global companies , which needs to be addressed. This study investigated the role of the psychology of people in resolving culture bias in human resource management methodology adopted by western countries and how the efficiency of work force culture can further be improved by implementing dharma shastra strategy in to it. The investigation needs to be carried out on how implementing different dharma shastras ethic principles can help in avoiding the cultural bias and conflicts between global companies where people differ from ethnicity, culture, race, and traditions.

Introduction

The general statement that has been derived from the literature has a outlook of how the ancient text can enhance the solidarity of laying foundation to emergence of new conceptual frame work to enforce a dharma shastras related In this study we would be detailing the basic Vedas framework to enhance the problems faced by the human working in global companies and their aspect to tolerate the incompetence in adopting the work ethical pressure and management aspect in to their working environment. The new mythology that can enhance the value of humanity towards equality and determination of self-value can determine the difficulties faced while adopting western human management workforce culture To address the difficulties face by the working culture of western management systems there is a need for ethical vedamanashastra Manu smriti model that can be derived from Sanatana dharma and Vedas that can provide a basic foundation to vedic human resource management system which could enhance the efficiency of working culture for humans is global companies.

Methodology And Research strategy

In this research the data method that has been adopted is qualitative research where the stakeholders involved in collection of data includes-VEDA PANDITS OF GURUKULAM, CEO AND DIRECTORS OF Multinational global companies, Hr head of MNCS, the senior level employees, the lawyers and policy makers etc. Thus, the Vedas and Upanishads Sanskrit shlokas can be utilized to determine the vedic human resource model in order to enhance the ethical and moral framework in the company. The basic data strategy adopted here is qualitative research. Here the data will be collected by framing a questionnaire in

terms of dharma, western human management resource system, ethics and other factors related to project management.

QUALITATIVE OR QUANTITATIVE

The methodology used here is the combination of both qualitative and quantitative research and the reason to adopt this strategy includes the design and implementation of strategy of research to validate the data and determine the factors of antecedents of dharma shastras in improving the human resource culture management in Global companies.

The strategies that we are going to adopt to determine the tole of dharma methods concept in western human management system are

1. Surveys and modelling
2. Ethnography and grounded theory

The people who are going to get involved during this research -Targeted method includes

- Veda's preachers in gurukulam
- CEO and director of companies both in government as well as private sectors MNC
- Officers involved in human resource management system
- The managers of the company'
- Executive level and mid-level employees in the company
- The lawyers

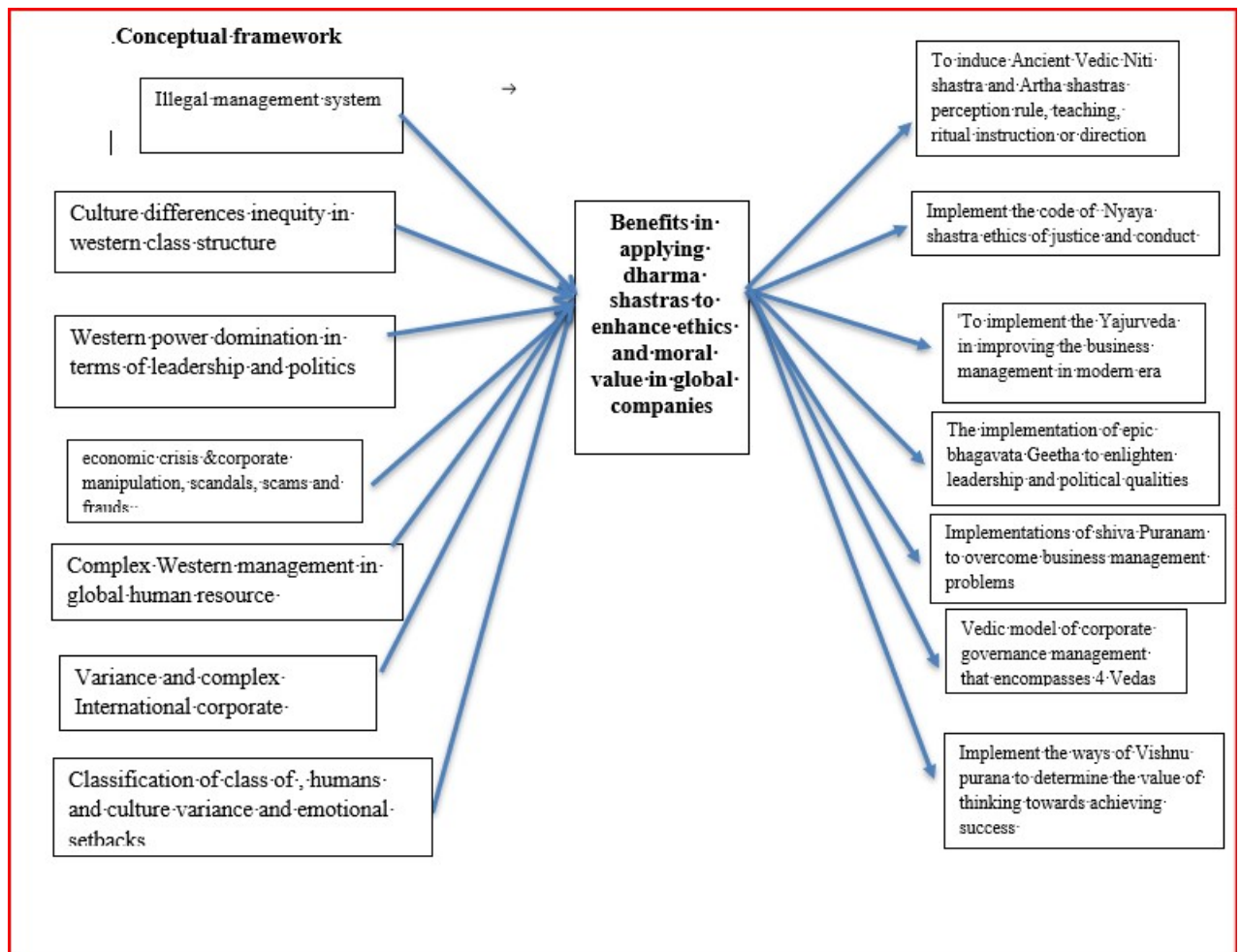
The appropriate sample size includes 500-800 people related to this research for quantitative method And around 40 people will be interviewed for qualitative methodology adopted. The surveys will be carried out in online mode, face to face , social platforms and with the time being used to conduct this interview will be 10-15 min Some of the quantitative methodology adopted here would be through Following the techniques like regression, reliability's,clustering,association rules, machine learning tools like Tanagra and neural networks with tableau implementing the linear mathematical calculations like standard deviations, skewness, R square values, factor reduction analysis, univariate and bivariate analysis multivariate analysis and ANOVA with excel what if analysis and model generation like predictive, quad and poly model to determine the relations and adopting ETL AND ELTB methodologies where the data will be extracted , loaded and transformed and extracted loaded and transformed to determine the missing values through decision trees, cleaning of data through determining the outliers and errors and transform it to clustering and factoring with later associated with regression and association method rules to validate the data and extract it from the clean data to most relevant true data to further predict the model using model analysis to enact the result from data analysis and visualization can be carried through tableau

Some of the technical software used here will be

- Spss
- Tanagra
- Excel data analysis tool pack
- Pivot
- Tableau
- Logit regression
- Neural networks
- Scaling
- Google form for surveys'

- Google scholar for literature review • Conceptual framework using excel method
- 265 business strategies.
- Psychometric test
- Rating scale

Research Framework



Specific Research Questions:

1. Does Dharma shastras has the basic rules to influence the human mindset and thoughts that can make human behaviour a ethical person in global work environment
2. Is reframing the hierarchy of people based on varnashrama and Sanatana dharma in the company in terms of Artha shastras and gunas of people and qualifications to enhance the working environment of better productivity?
3. Defining nitis and shastras can help in addressing the management errors in western management system, Manuscript in terms of Manu smriti can bring a evolution in vedic law rather than utilizing modern law?

4. Women in Vedic periods were more free than modern period as per Hindu Innovation and research are generally considered to be the foundation to future growth of company in global context as per vedic scripture

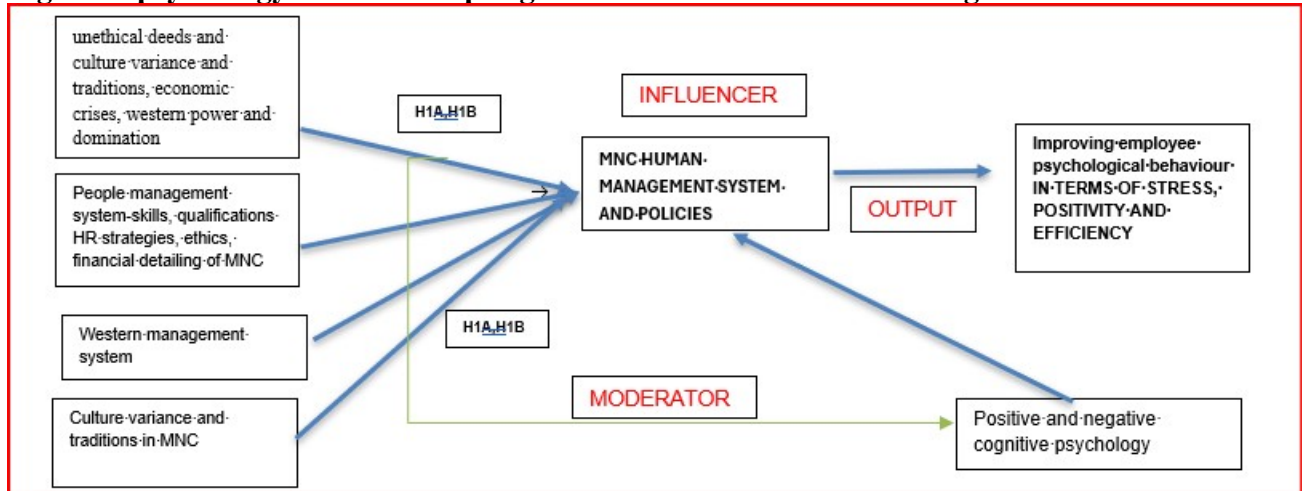
General research questions

1. Understanding the system of administration adopted by the western Human resource management system to implement the methods to resolve human resource management problems through psychology.
2. Psychological support was necessary in the industry. And Defining the positive and negative cognitive psychology of a human to analyze the behaviour and the reasons for his actions towards the decision-making in the industry utilizing western Human resource management strategies?
3. To study how the management works, the role of human resource management and ethics in western corporate governance can define the law enactment in terms of law amendment concerning human psychology and ethics in business
4. . How enhancing the human mind and well-being by implementing vedic civil code can directly enhance the quality of work in the global work force culture.

Hypothesis generation and literature review

With the abiding details of literature and conceptual explanation provided before an framework model of vedic dharma shastra has been designed in conceptual diagram above, where the dependent and independent variables such as psychology, western management system unethical deeds and culture variance and traditions, economic crises, western power and domination and , an ideal solution can be obtained based on the factors related with Vedas, puranas , dharma shastras, psychology, varnas, puranas Upanishads methodology in human resource management systems with technological advancements. The figure represents the variables that have influenced the role of Vedas and shastras tools in the western human resource management system in global companies could enhance the safety, ethical, tranquility, efficiency & humanity ,morals, vedic laws and morals of Global human resource management systems in sustainable human resources management and legal arena, If these variables and their issues are addressed, we could create a credible enforcement of vedic mana shastra man smriti model that could expect a very positive return in the market, and can help the humans to idealize the sense of actions and directions towards utilizing the vedic management systems in global companies for efficient and ethical workforce model and managements.

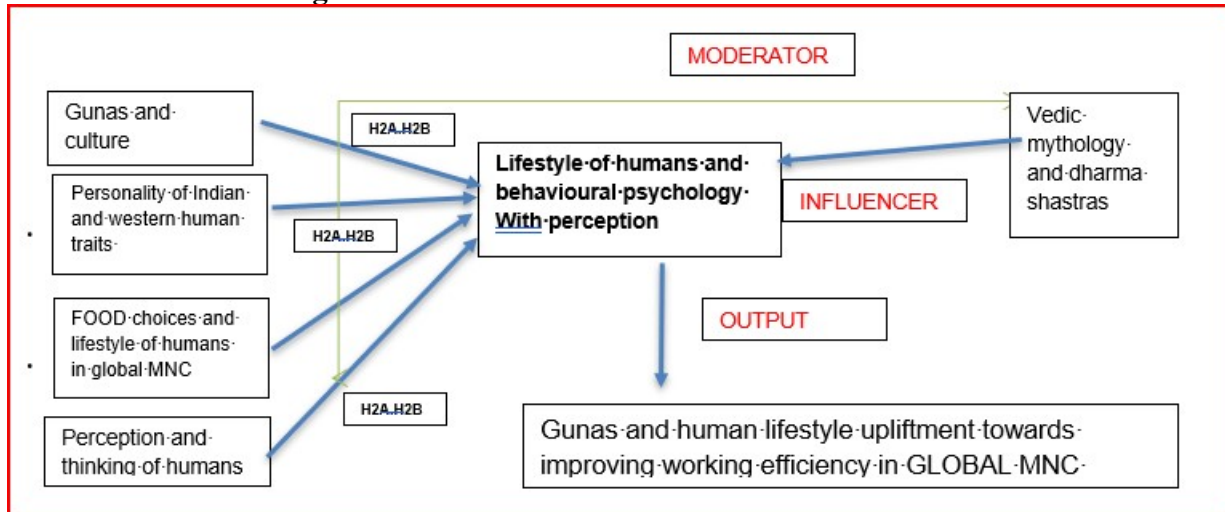
H1A- human undergoes positive cognitive psychology towards adopting western human resource management system in global companies H1B- Human undergoes negative cognitive psychology towards adopting western human resource management



Guna dynamics and introduction to perception

It's an Indian model that has been represented with Deepa and explained the Gunas and its dynamics to define the personality of humans. And those have been derived from three Gunas namely Sattva, Rajas, Tamas. which all the three Gunas present in different proportions at varying degrees. Where Sattva Guna goes with Character Vibeshana in Mahabharata, Rajas goes with Raavana, Tamas goes with Kumbha Karna. The color of Sattva is white, and it denotes peace, Transparent, patience, calm, pureness and it's full of positivity. It is a lighting agent and said to be good and bright. Where Rajas goes with passionate dynamism, greed, jealousy, anger, impatience, revengeful and it is indicated by red Aand finally Tamas it includes characteristics like ignorance inertia forgetfulness negligence laziness etc. and indicated by the color black. Eating veg food and its influence over Gunas compared to non-veg. Perception is defining the difference of real-world to that of imagination,

H2A-The gunas of humans are related to the culture and traditional background of the humans as per vedic mythology and culture H2B- the gunas of humans are inversely related to culture and traditional background of the humans as per History of western human resource management culture



HUMAN TAXAMONY AND VARNA SYSTEM

The culture has been followed and transferred to our generation in the form of VEDAS, by Aryans. We are Aryans. Vedas is one of the oldest forms of methodology to follow in Indian culture. The Vedic culture is considered to be the basic foundation of cultures in India. People have been classified based on their physical, spiritual, way of living and color. One of the popular epics all over the world where Indian cultures have been portrayed is Ramayana, Mahabharata, and Panchatantra., The Vedas are broadly classified into three names, the rig Veda, Sama Veda, and Yajur Veda in short, they are termed GURUS. The people who follow the Vedic culture are termed Brahmins. Brahmins are treated with

Vedas in school and education. the four Varna's of Indian cultures are
Brahmins-They are considered to be the intellectual leaders, teachers, priests in the temple where the god lives , people who learn Vedas, teach Vedas and follow the sacred rules based on Manu smriti with the goal of transferring the sacred knowledge to brahmins from one generations to another specifically Aryans. Their day today activities will be towards serving god and human kind and help everyone to attain the highest form of living known as moksha the liberation from human kind and attaining god by following the vedic rules and doing karmic actions. They use their mind in each task and perform the work smartly and they seem be intelligent by birth that has been transferred to then through blood and genes from ancestors.
Kshatriyas-They are treated a the most powerful persons in the societies where they do take up the most influencing positions and leadership positions to implement the various dharmas to human kind by being highly authoritative they do have occupations such as social leaders, politicians, the protectors of brahmins etc, they usually do the activities using hands
Vaishyas- they are people who do have the activities such as agriculture and Labouré activities such as mining, carving etc. these are the people who work with stomach and legs and reasons for providing food to entire society that includes farmers and potters

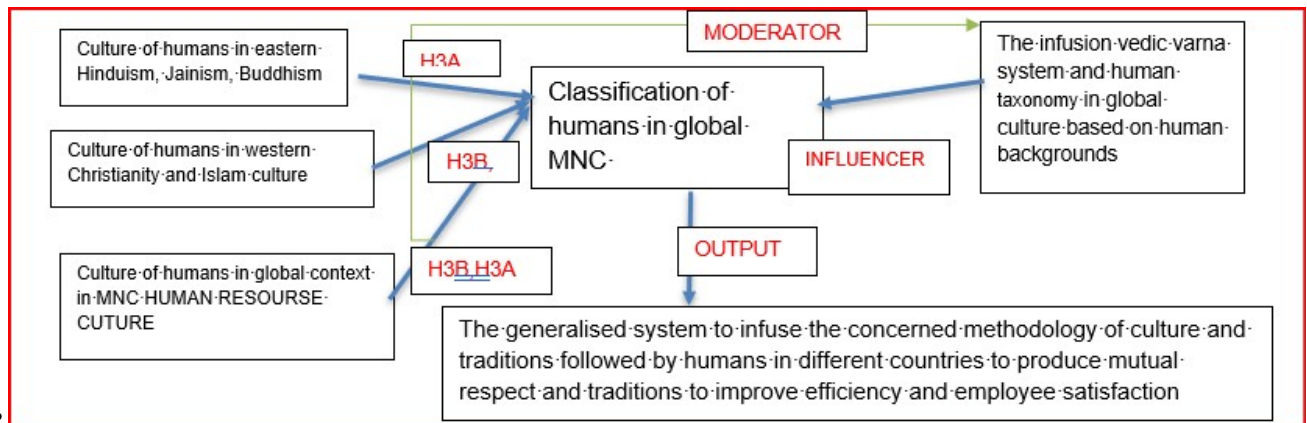
Sudras – people who serve the other three caste listed above are treated as shudras and any one who are not skilled with any talent and those who cleans the toilets are considered to be shudras Dalits: Any person's who doesn't belong to any of the caste above is considered to be Dalits and anyone who does actions against the vedic laws from the varna system are thrown out called as Dalits, any outcaste and religions other than Hinduism is termed as Dalits who are impure by birth and actions Manu seems to be a book that has been the foundation to Law drafted by brahma and transferred that knowledge to 7 Rishi namely, Kashyapa, Atri, vashista, Vishwamitra, Gautama, Bharadvaja, Jamadagni.

Manu smriti -a holy guideline book of laws that need to be followed by all human beings in Hinduism - created by brahma Brahma god is creator of all humankind, the god who distinguished the set of rules and regulations the human of Hinduism should follow and abide it where the concerned punishment will be awarded if not following it.

Determination of western related human classification could help us to develop a sense of how the culture of human resource management has been derived and adopted In order to develop a strategy of ethics towards employee behaviour in improving efficiency in work based on global professional environment. In brief we could state that its always a group of humans who represent the culture foundation in the city or country that denotes the basic functionality of the government and law-making policy in that concerned country, people in the country represent the state and culture of human resource. The basic eastern system of classification of humans are explained in terms of Taxonomy of humans that can be explained in terms of origin of humans from animals and evolution of animals.

The hierarchy of human's evolution in eastern culture includes

- Domain
- Kingdom animalia
- Phylum
- Class
- Order
- Family
- Genus
- Species-Homo sapiens
- IN Asia human resource culture, they do follow Christianity, and the human taxonomy do follow the aspect of origin of humans from animals and the current state of humans includes homosapiens and emergence of human to adhere the principle and methodology of Jesus and follow bible Thus, the important aspect to consider both eastern and western management system is the ethics and aspect of the way human tradition and culture follows and exile in their respective religion and culture



H3A-The role and designation of human in the global management systems are directly proportional to the vedic varna system ideology

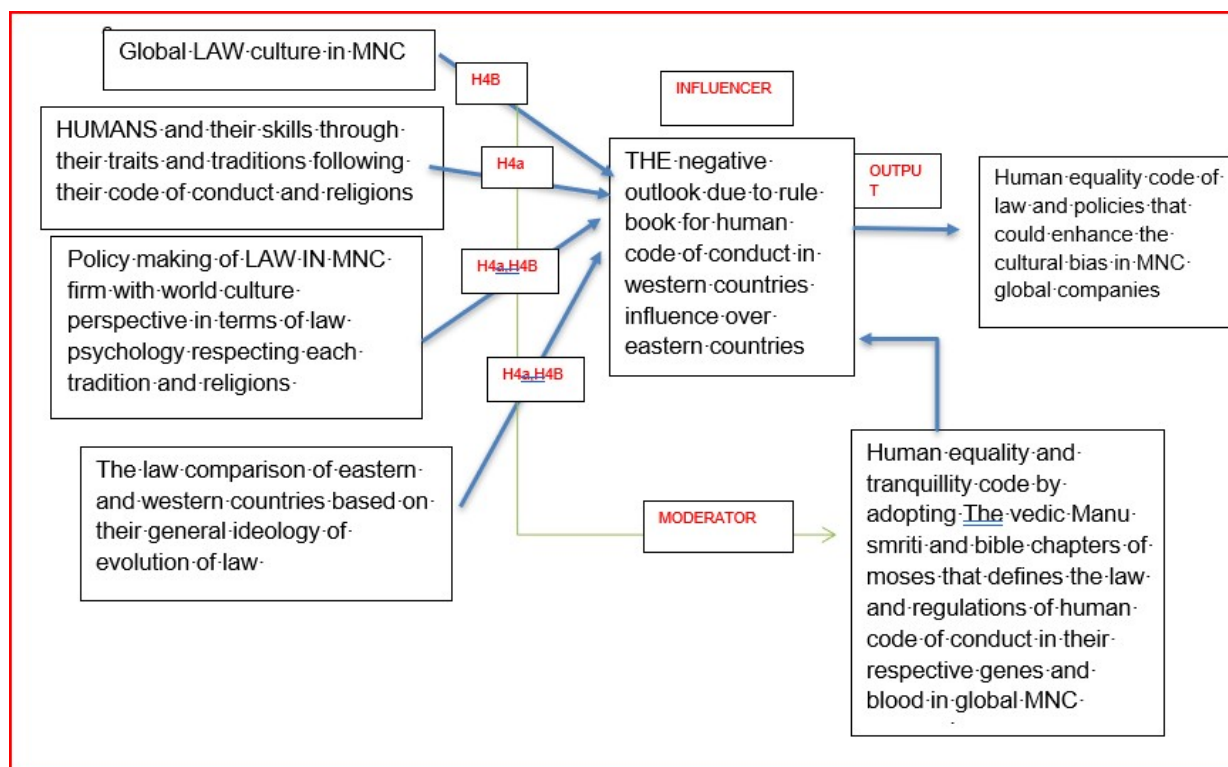
H3B- The role and designation of human in the global management systems are directly proportional to the western human resource management system ideology

MANUSMRITI AND MORDERN LAW

In current context accepting the policy making as per dharma shastras need a reframing of values and dharma exploration that best fits the current context of globalization in the world, which need some dharma captured in bagavadgeetha Ramayana and Mahabharata the epic of Hindu culture that adopted Sanatana dharma 1000 years ago, which can have a root to cultural significance even now the general laws amendment of Indian constitution and that of eastern countries should enhance the infuse of all culture and traditions to home native culture of the concerned employees working in the global MNC companies **H4A-Sanata dharma is universally accepted human code of conduct in eastern cultures**

H4B- WESTERN HUMAN TAXAMONY The bible universally accepted code of conduct of humans

The generalized law making history was determined by the Sanatana dharma a vedic text that has been followed by humans following Hinduism for past 1000 years era, the general ideology is all about how the vedic system of Sanatana dharma has been determined to follow a law line to humans in Hinduism which are so much relevant to other eastern culture of Jainism, Judaism and Buddhism etc. That has influence the way human has to behave and act and choose their professions based on varna system ideologies where as the western bible of laws engraved in moses are not relevant to Vedas and Manu smriti which has directly and indirectly disturb the sentiments and ideologies and even dominate the Hinduism and other eastern cultures. Where there exist the disturbance in employee work culture due to this gap it is ideal to derive a basic rules that would abide the civil code to employees in global MNC companies as they can follow it with full acceptance with respecting all culture included in the human system. Here the context of employees in Global MNC and global educational institutions do follow a standard rule of their culture which are dominated and influencing the developing countries where the culture differs and that need a revision. and institutions to get a normalized law implementation to enhance the policies and framework of Global MNC companies based on their home country culture law book and traditions.

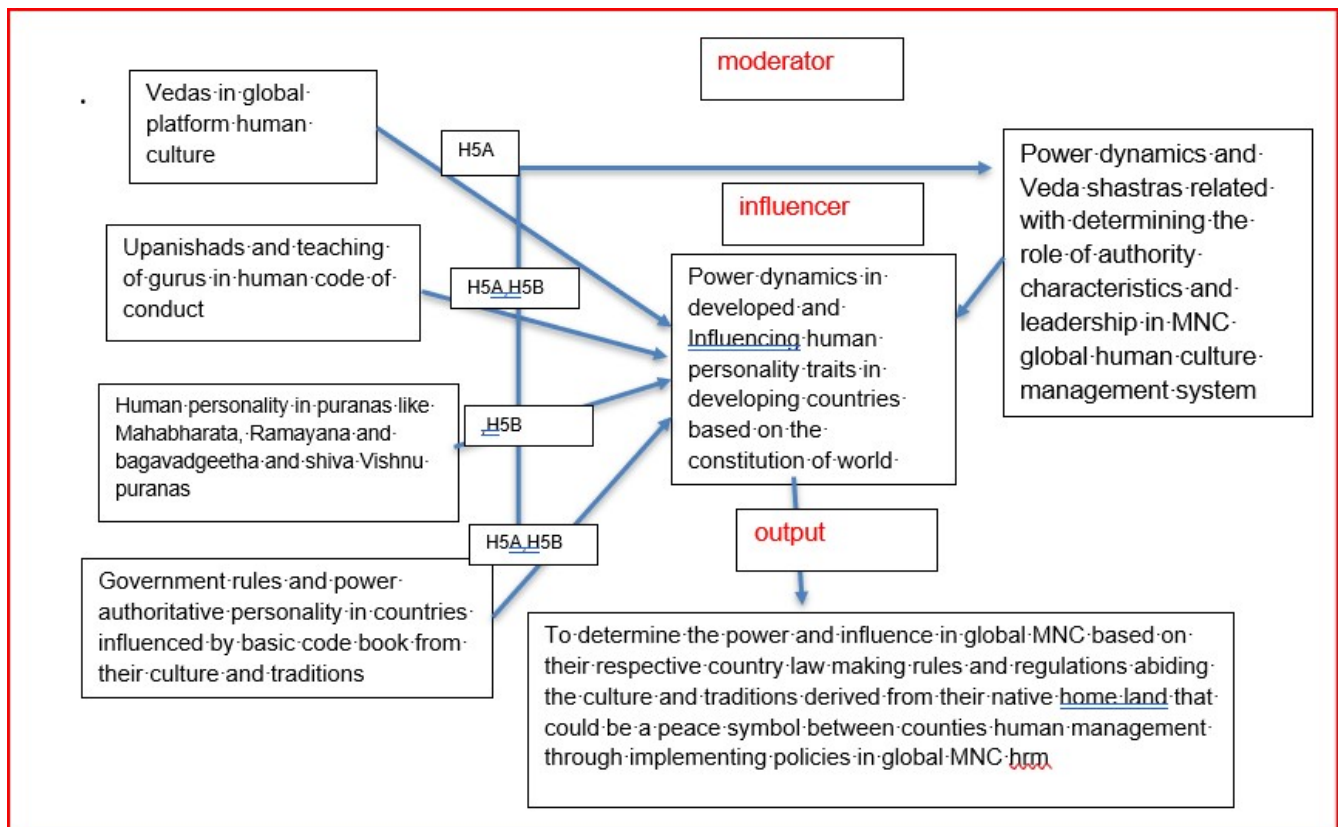


Veda shastras and power dynamics

The general statement that has been derived from the literature has a outlook of how the ancient text can enhance the solidarity of laying foundation to emergence of new conceptual frame work to enforce a dharma shastras related Veda mana shastra Manu smritis to human resource management model or framework or polices to develop in work force culture that has a global human presence in the management. Sharma in his research has stated that the vedic principle that has been found out 1000 years ago has still has the power to equip modern era management to enhance the ethical and morality of global human workforce culture (Sharma,2015).In this study we would be detailing the basic the general ideology to influence the humans are being diplomatic with adopting a government to the concerned state that do respect human sentiments beliefs and traditions in their concerned notations abiding the culture and religions of the human communities and the power in the government was induced by the power of voting the concerned state has diverse mode of traditions to follow with respect to code of conduct of humans, the active statement of employees in global companies has to obey the [power of rules and authority that has been laid based on the concerned countries rules and policies and company can exile if not abiding it, but the western normal culture of companies rules do not relates with eastern culture in human resource management which do create a domination of western companies culture over eastern culture, hence to overrule that aspect of domination a general power dynamics and policy making towards equalizing the rule that can manage the culture aspects in human resource management can de idealized that can be accepted universally

H5A-Is Veda shastras and Manu smriti can influence the POWER DYNAMICS In global workforce culture towards human self realization of Living and ethical activities to attain efficient humanity culture

H5B- Is Veda shastras and Manu smriti cannot influence the power dynamics in global workforce culture towards human self realization of Living and ethical activities to attain efficient humanity culture



THE FOUR PURUSHARTHAS- EMPLOYEE PRODUCTIVITY AND ATTAINING MOKSHA

The four below depicted purusharthas depicts the human's needs in the society in different age levels, that is

Dharma- the human who follows dharma at all times will always reach the fruit of success in terms of respect and self-recognition. He should be aware of following the righteousness in every task he is doing

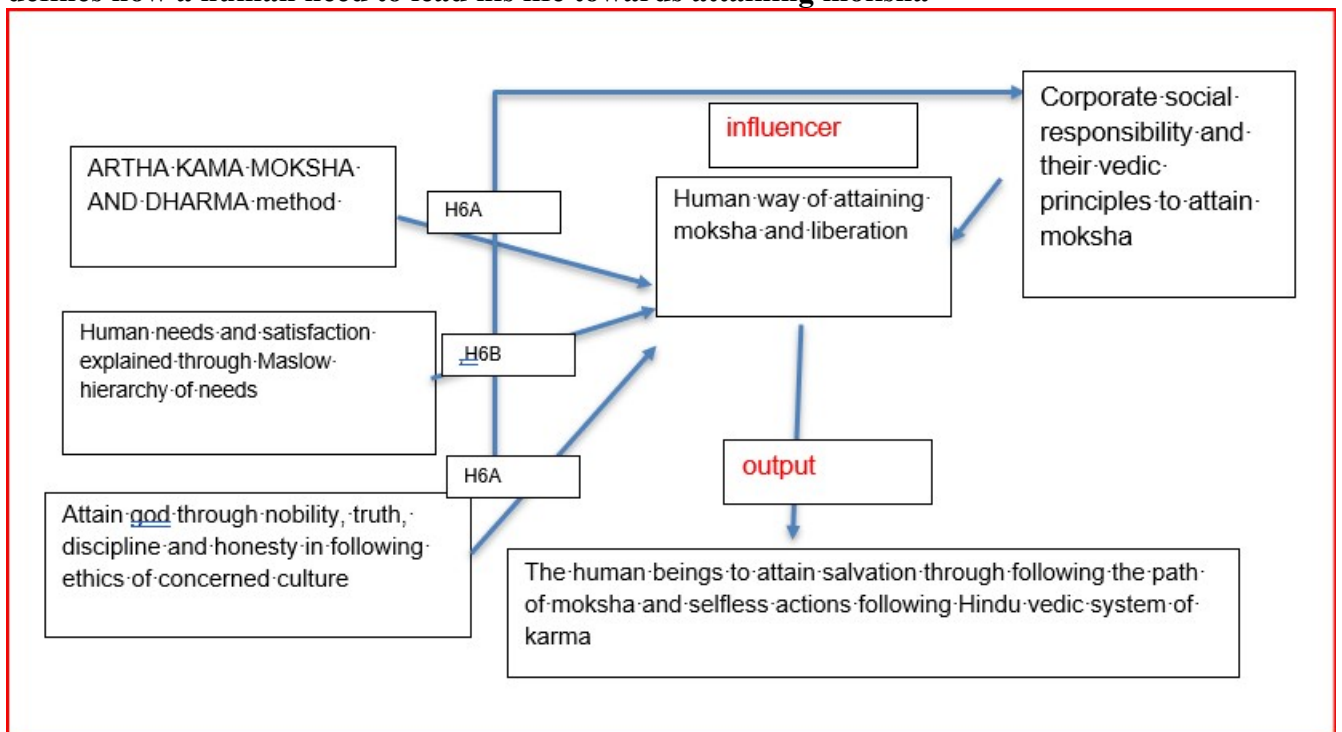
Artha- once the humans are well equipped with actions of dharma, ethics, and values he will surely be directed to attain the need for earning money as per his need.

Kama- to fulfil all his desires as a human he will be composed of desires which can be fulfilled by following dharma and artha which are related to each other

Moksha- finally after enjoying all aspects of the above-stated terms he may insist to reach moksha that is his journey towards moksha, the statement of liberation.

Maslow hierarchy of human needs basically defined the needs a human asks in his life that has the need to food and shelter, need to acquiring social standards basic recognition with good education and qualifications to be successful , need to earn money and acquire financial stability and the need to the belonging and healthy life that will make him feel that oneness with the community and finally relaising the self actualization where he has understood the meaning of life by satisfying the needs of living , but there is a contradictory aspect of this model is that there are aspect to recognise the fellow beings and his acts towards attaining the sacrifice that he has to do attain moksha to become a human of oneself who does deeds to support other fellowbeing in the society which was influenced by the concept of ARTHA, KAMA MOKSHA AND DHARMA. WITH DISCIPLINE AND TRUTH NOBILITY AND HONESTY.

H6A- basic human needs are idealized from Maslow hierarchy of needs to attain self satisfaction towards living H6B- does Karma, Artha, Kama moksha, principle clearly defines how a human need to lead his life towards attaining moksha

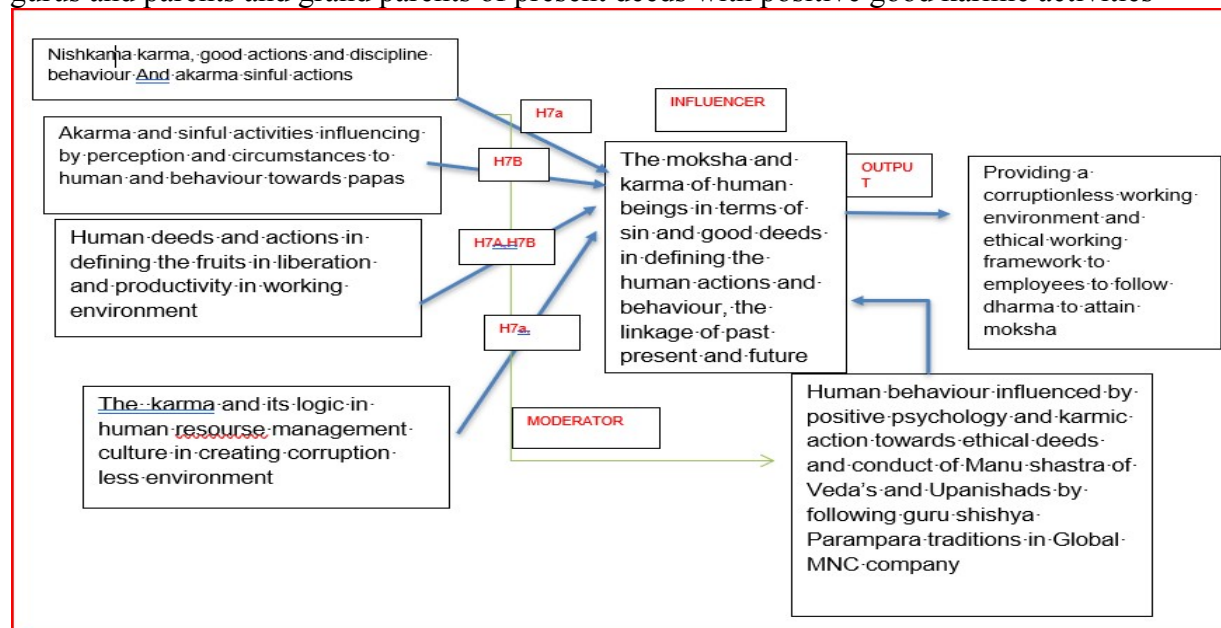


EMPLOYEE PRODUCTIVITY AND DEEDS AND ACTS TOWAS KARMA ACTION
WORK is defined as a sacrifice, it is the selfless act towards the welfare of the environment. The CONCEPT OF WHY WORKING includes two aspects is lokasamgraha and chittasundi, we need to work with Nishkama karma concept that is to work with selfless action, no desire to attain any goal for money or fame, instead to work for social welfare some of the common qualities of Nishkama karma is, the psychological energy conservation, perfection is the aim, inner autonomy and purity in mind, excellence through work as worship, following ethics in the workplace, to attain mind enlargement and enrichment. Nakama karma is full of consuming psychological energy, success is the aim it includes external factors such as praise and appreciation, reward commitment and concentrates only on job enlargement and

enrichment, **whereas Yakama karma** includes how one's actions lead to being successful in life, that's just for social recognition and attaining social need of thyself.

H7A- Vedas and puranas are the way to influence the human gunas to attain moksha that are selfless actions and corporate social responsibility towards attaining management success
H7B- Vedas and puranas are not the way to influence the human gunas to attain moksha that are selfless actions and corporate social responsibility towards attaining management success

Karma has the way to entrap the doings and actions of humans in their current life, and it is always denoted with string of connection where the past karma of individual being is always related to present karmic outcome that will lead to future time solutions or problems, there are two types of karma, that is positive karma related to good deeds and termed as punya and the negative karma termed as sin papam in vedic history, in order to attain god with good karmic activities one should follow and abide the ancestors path and teachings follow it even today through generations with concept of discipline and nobility that need vigorous guidance from gurus and parents and grand parents of present deeds with positive good karmic activities



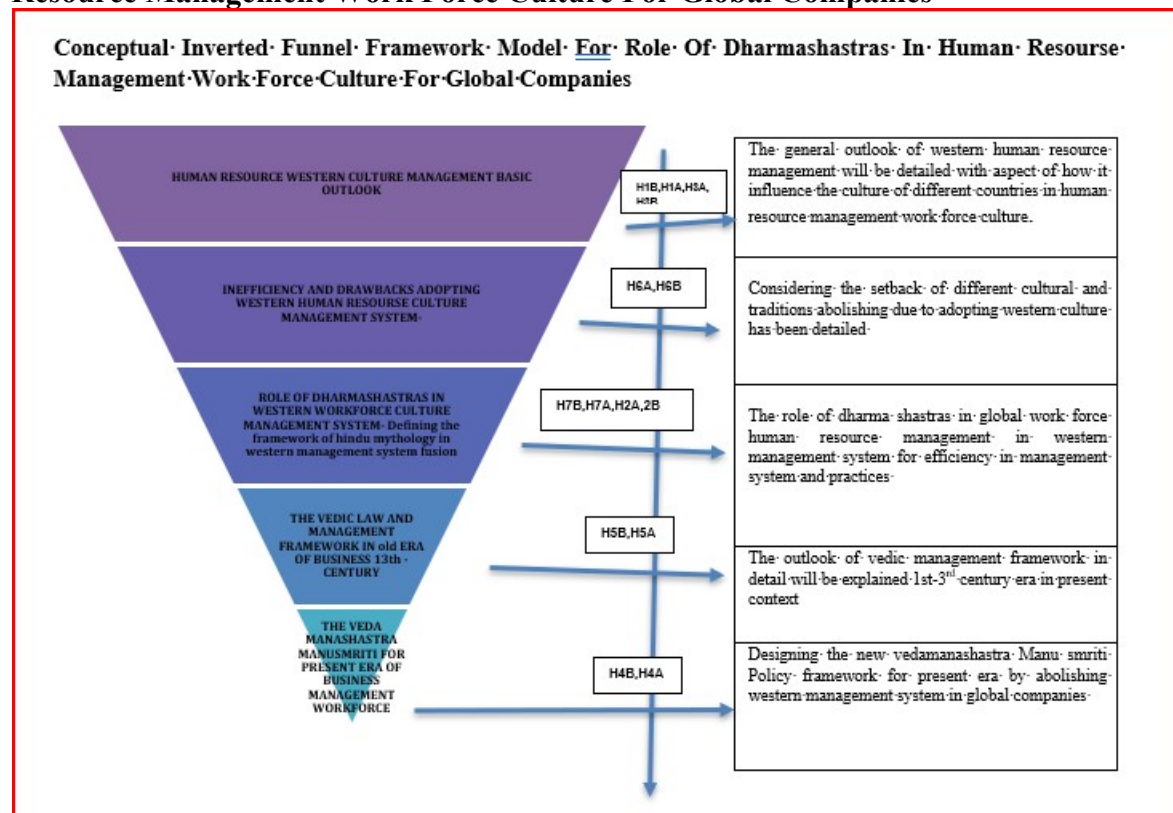
With the ideology of being considering the vedas, Nidhi shastras and the role of ancient sculptures, the general human aim and goal and their actions should always be towards reaching moksha and self control with 5 emotions namely Krodha, kama, shri Tara, Karuna, Hasya, baya maya. The prejudice of vedas and Upanishads in the context of Human Resource management, the definition of being a atman of attaining the spiritual release has not been considered from where the Indian law origin has been founded or created. The general aspect of western culture influencing the Indian Human Resource through MNC in HR policies are creating a direct and indirect impact of abolishing the Indian culture and traditions which has foreseen the reason for causation of Sexual harassment and stress related issues in the MNC and NC in Chennai government sectors for past two decades. The legal case analysis has been derived to address the law issues faced by women in the work settings, due to invariably not addressing the conflict faced by employees in the company. The global HR policies no where compile with Indian system of Human Resource administration which could be enhanced with considering the humans homeland traditional values

and culture. Some of the major cases that can be considered to rephrase the jurisprudence in HR policies in Chennai are

- 1) Selection of legal research problem -From the legal literature we could ideally find the emotional distress faced by women in various settings namely at workplace, home, travelling, everywhere, the see less struggle of being safe is not easily reached by women when they are in professional settings

a. Legal research problem 1:Considering the context of

Conceptual Inverted Funnel Framework Model For Role Of Dharma Shastras In Human Resource Management Work Force Culture For Global Companies



References

- Sharma, S. (2015). Globalizing Indian Thought through Indian Management Knowledge Tree. IIM Kozhikode Society & Management Review, 4(1), 1-14.
<https://doi.org/10.1177/2277975215587811> Padmini, S., & Tumanishvili, G. G. (2021). Education in Post-Pandemic Era An International Overview And Problematic Issues. Education Sciences and Psychology, (1), 12-30.
- Deodhar, S., & Balasubramanian, S. (2020). The Pre-kautilyan Period: a sustainable model through ancient economic ideas and practices (No. 199). EHES Working Paper.
- Umesh, P., & Sivakumar, N. The Impact of Dharma on Management Philosophy-A Comparative Study of Vishnu Smriti and Contemporary Corporate Thinking.

- 'Fleming, C. T. (2024). Dharmaśāstra and the legal personality of deities in the Ayodhya verdicts (2010 & 2019). *Contemporary South Asia*, 32(1), 26-39.
- 'Ayuningsasi, A. A. K., Budhi, M. K. S., Yasa, I. N. M., & Marhaeni, A. A. I. N. (2024). Exploring Concept of Clergy Well-Being: the Case of Hindu Clergy (Sulinggih) in Bali. *Educational Administration: Theory and Practice*, 30(4), 8409-8422.
- 'Kalpalatha, S. (2020). A Glimpse of Indian Economic Thought in Ancient Indian Literature. Center for Development Economic Studies (CDES), 3(03), 13-18. '
- Verma, D. P., & HPS, R. C. C. (2014). Human Rights of Arrested Person in Ancient India: An Appraisal. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)* Volume, 19, 85-91.
- 'Dhungana, S. (2021). Influence of Smriti texts to women leadership development in cooperatives. *AMC Journal*, 2(1), 89-108. 'Parikh, M. (2020). Leadership lessons from Shukraniti: a post-Vedic perspective. *International Journal of Indian Culture and Business Management*, 21(3), 410-434.
- 'Saha, A. (2024). Caste Complexity In Indian Culture: Traditional Notions Of Hierarchy Explored. *Idealistic Journal of Advanced Research in Progressive Spectrums (IJARPS)* eISSN-2583- 6986, 3(04), 24-32. '
- Mohapatra, G. (2024). The Origin and Source of Modern Law in Context with Ancient Hindu Tradition: A Narrative Study.
- 'Kumar, D., Singh, D., Kritika, K., & Bhasin, N. K. (2024). Attributes of Rajarshi leadership: learning from Ramayana. *Cogent Business & Management*, 11(1), 2316588.
- F.Herzberg. (1996). *Work and Nature of Man*. London: Crosby Lockwood Staples.
- Fenn, P. (2011). *Commercial conflict management and dispute resolution*. spon press.
- G.c.Pande(1990), *Foundation of Indian culture spiritual vision and symbolic forms in ancient India*. FENN, P. (2012). *Commercial Conflict Management and Dispute Resolution*. Spon Press.
- G Gebken, R. J. (2006). Quantification of costs for dispute resolution procedures in customs clearance of goods and procedure. pp. 264-271.
- H.Mintzberg. (1983). *Structure in Fives : Designing Effective Organisations*. Englewood: Prentice –
- Hall.Kadefors, A. (2004). Trust in project relationships- inside black box. pp. 175- 182.
- Lampe, M. (2001). Mediation as an ethical adjunct of stakeholder theory. pp. 165-173.
- M.Albrow. (1970). *Bureaucracy*. London: Pall Mall Press.
- Morres, D. a. (2005). *Rapport and cooperation in conflict*. pp. 30-42.
- Richbell, D. (2010). *Mediation of customs clearance of goods and procedure disputes*. Blackwell publishing.
- Rose, N. (2004). *Human Relation Theory and People Management*. Schwartz, D. (1980). *Introduction to Management Principles, Practices, and Processes*. New York: HarcourtBrace Jovanovich.Inc.
- Sheldrake, J. (1996). *Management theory from Taylorism to Japanization*. LONDON: International ThomsonBusiness Press.
- V.Vroom. (1964). *Work and Motivation*. New York: Wiley and Sons.
- vaaland, T. I. (2003). Exploring interorganizational conflict in complex projects. pp. 127-138
- Phyllis Moen, Erin L Kelly, and Jack Lam. (2013). *Healthy Work Revisited: Do Changes in Time StrainPredict Well Being t* PP.210.
- Raufdeen Rameezdeen, Nishanthi Gunanaratha(2013), *Disputes and customs clearance of goods and procedure culture*,AACEInternational transactions.

- Mustafa Babacian, Takwing and Suzanne Wilkinson (2015), Systematic representation of relationship quality in conflicts and dispute for customs clearance of goods and procedure process, UTSE Press, pp.89-103.
- Jai B.P. Sinha, Rajesh Kumar (2004), Methodology for understanding Indian culture PP.89- 99, The Copenhagen Journal of Asian Studies.
- Shiv Gautham and Nikhil Jain (2010), Indian culture and psychiatry, PP.309-313. G.C Pande (1940), Foundation of Indian culture, Spiritualisation and symbolic forms in Ancient India.
- D.R. Bhandarkar (1989), Some aspects of ancient Indian culture, Asian educational services, PP.1-85. Linda R. Caporeal and Marilyn B. Brewer (1991) Revising Evolutionary Psychology, Biology meets society, Journal of Social issues, PP. 187-195.
- T.H. Ribot (1903), The psychology of Attention, The open court publishing company.
- Ashakumar and Jeffrey S. Nevid (2010) Acculturation, Enculturation and preceptions of Mental disorders in Asian Indian Immigrants. PP.274-280.
- Vaaland, T. I. (2003). Improving project collaboration : start with conflicts. pp. 447-454.
- Waren, D. (1987). The Evolution of Management Thought. USA: John Wiley and Sons, Inc.
- Weber, M. (1967). Main Currents in Sociological Thought. Harmondsworth: Penguin Books.
- Whitfield, J. (2012). Conflict in customs clearance and procedures. Macmillan press ltd. .c
- Al-Sabah, S.J.A. 1997, Customs clearance of goods and procedure Disputes And Claims in Kuwait, University of Birmingham, School of civil engineering, Faculty of Engineering.
- Ashwin Mahalingam, Raymond E. Levitt, and M. ASCE. (2007). Institutional Theory as a Framework for Analyzing Conflicts on Global Projects, Journal of Customs clearance of goods and procedure Engineering Management ASCE, pp.517.
- Denizilter, (2012) Identification of the Relations Between Dispute Factors and Dispute. categories in Customs clearance of goods and procedure Projects, International Journal of Law in the Built Environment, Vol.4 No.1, 2012, PP.45-49.
- Fred Luthans, Carolyn M. Youssef, and Bruce J. Avolio. (2007). Psychological Capital Developing the Human Competitive Edge, Oxford University Press, USA, PP.1.
- John Taylor, Raymond Levitt, and Ashwin Mahalingam. (2006). Simulating the Role of Inter Firm Relations in Customs clearance of goods and procedure on the Productive Implementation of Innovations, PP.2