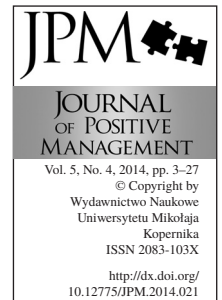


THE PLACE OF HUMAN CONTESTABILITY IN POSITIVE MANAGEMENT

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Abstract

The present paper purports at analysing the place of *human contestability* in the field of positive management. The rationale for this paper is five-fold. First is to bestow a theoretical scaffolding of the phenomenon of ‘human contestability’ so that it can be meaningfully conceptualised and coherently understood. The scientific foundations of *human contestability* are explored wherein an innate human instinct ‘to compete and win’ encourages the expansion of human potential and its ultimate utilisation so that individuals, overtly or covertly, compete against each other in positive and constructive manner for gains and rewards in a highly competitive environment at work and in life. The second motivation is to emphasize that the many-sided human contestability approach is comprehensive in comparison to the traditional human-centred approaches such as human resource development, human capital, human development, capability approach, system of profound knowledge, knowledge management, and system of profound consciousness. The third motivation is to bequeath and construct the theoretical-analytical schema of multidimensionality of human contestability. The fourth motivation is to develop a conceptual model of multifarious relationships among different interconnected critical dimensions of human contestability namely *bio-psycho-socioeconomic system*, *body capital*, *cognitive capital*, *emotional capital* and *resource capital*. All these critical human contestability factors jointly and simultaneously contribute to the enhancement or curtailment of human contestability. The last motivation is to evaluate the place of human contestability approach in the science of positive management. The idea of *human contestability* is *new* in management science. The power of positive management, to a greater extent, is determined by the level of human contestability in an organisation. The growing rich management insights pinpoint that the applicability of human contestability principles at workplaces are good for positive management environment as well as for the satisfaction, optimism, wellbeing, engagement and happiness of employees and management. Putting an emphasis on human contestability in organisations is thus reinforcing the view that *individuals are the ultimate source of value* and value generation depends less on tangible resources, but rather on intangible ones, particularly body capital, cognitive intelligence, emotional wellbeing and resource capital. This paper explores the mechanisms for linking human contestability with positive management and hence creating physical attributes and abilities, creative minds, passionate hearts, and individual empowerment.

Keywords: human contestability, positive management, bio-psycho-socioeconomic system, body capital, cognitive capital, emotional capital, resource capital and human contestability positive management approach

Paper Type: Research paper

1. Introduction

A natural way of behaving, thinking, or feeling that is not learned is generally termed as instinct, inherent complex patterns of behaviour that exist in most of living species. It is a natural, inborn or innate, tendency or a pattern of activity (impulse or aptitude) of a living organism to act in a particular way. It is a natural intuitive power or gift such as an instinct for making money, entrepreneurial instinct, instinctive leadership style, and so on. The role of instincts in determining animals' behaviour varies from species to species. Humans, like all animals, have instincts that determine their genetically and hereditarily hard-wired behaviours to enhance the abilities and skills to cope with vital environmental emergencies and social surroundings. The powerful human behavioural forces are determined largely by social instincts like sympathy, love, cooperation and modesty (James, 1890). A profound understanding of human instincts reveals that by nature human beings have deepest desires (physiological instinct), are born to live (survival instinct) and possess a strong will to win (competitive instinct). A journey deep into the human mind to probe the 'instinct to compete and win' divulges that human beings are always competing, even when they least expect it. Humans firstly compete for physiological needs (food, shelter, water, rest, mate, etc. contributing to health rather than disease) and when these needs are met, competitive instinct often arises over the pursuit of higher levels of needs such as safety, personal development, healthcare, wealth, prestige, esteem, leadership and fame (Maslow, 1954 and 1970; Reiss, 2004). Thus, human needs and competitive instincts are amalgamated in human nature in such a way that it creates a situation of competing against each other, overtly or covertly, for gains and rewards.

The fundamental question is: *why winning feels so great and losing feels so bad?* The 'instinct to compete and will to win' keeps our species alive. Competition is ubiquitous wherever resources are in diminutive supply. Competition leads to behaviours known as rational and self-interest. It is the underlying driving force for capitalism, organisational success, leadership, quality, excellence, economic development and entrepreneurship. As a natural lively being, instincts are vital powerful forces that exist inside the human, however the essential objects of these instincts (objects he/she needs) exist outside in the society, totally independent of him/her. Thus, the totality of an instinct 'to compete and win' (inside forces), the objects of such instinct (outside things), continual abilities/skills enhancement and their ultimate utilisation, and command over resources create a strong drive of competitive spirit that furnishes a genesis to the phenomenon of *human contestability* [1]. Thus, the theoretical scaffolding of human contestability subsumes competitive instinct, holistic personal development and command over resources (resource capital). In the present age of high uncertainty, human beings need to explore and develop their abilities, skills, competencies and resources in order to compete by taking rewarding risks, overcoming fears and failures and

ultimately thriving at work and in life. Undoubtedly, insights into the dynamics of cognitive neuroscience, behavioural economics, social psychology, network theory, political economy, physiological science, management and medical sciences do render ample scientific explanations and understanding of human complexity and behaviour. However, the present paper is a meek attempt to understand and explore how human beings can develop and apply their contestable abilities to attain wellness, satisfaction, success and happiness at work and in real life.

Be that it may, this paper proposes, develops and constructs a *new* approach of *human contestability* to amass, understand, and determine human abilities, skills, competencies, experiences and resources, inherited or acquired, enhanced and applied through investment in physical, cognitive, emotional and resource assets of human beings which should evade the fissures and inadequacies of the previous concepts such as human development, human capital, human capabilities, system of profound knowledge, system of profound consciousness, knowledge management and so on presently in use. The concept of human contestability is *holistic, multidimensional and multidisciplinary*. It develops the theoretical scaffolding for the understanding of the notion of human contestability with its implications for positive management. The paper seeks to achieve five *objectives*. First is to bestow a theoretical scaffolding of the phenomenon of ‘human contestability’ so that it can be meaningfully conceptualised and coherently understood. The scientific foundations of *human contestability* are explored wherein an innate human instinct ‘to compete and win’ encourages the expansion of human potential and its utilisation so that individuals compete against each other for gains and rewards in a highly competitive environment at work and in life. The second objective is to emphasize that the ‘human contestability approach’ is comprehensive in comparison to the traditional human-centred approaches such as human resource development, human capital, human development, capability approach, system of profound knowledge, knowledge management, and system of profound consciousness.

The third objective is to bequeath and construct the theoretical-analytical schema of multidimensionality of human contestability. The fourth motivation is to develop a conceptual model of multifarious relationships among different critical interrelated dimensions of human contestability namely *bio-psycho-socioeconomic system, body capital, cognitive capital, emotional capital and resource capital*. An attempt has been made to bequeath the conceptualisation of the notions of bio-psycho-socioeconomic (BPSE) system, body capital (BC), cognitive capital (CC), emotional capital (EC) and resource capital (RC). All these critical human contestability factors jointly and simultaneously contribute to the enhancement or curtailment of human contestability. The last objective is to evaluate the place of human contestability approach in the science of positive

management. A higher human contestability contributes to positive management in order to enhance higher productivity and efficiency and reduce work stress in a variety of situations including difficult and negative ones. It explores a *new* approach to management called '*Human Contestability Positive Management Approach*' (HCPM) in contrast with the tough, difficult and stressful working environment. *The lack of recognition of the phenomenon of human contestability in the existing literature on the subject motivated the present author to write this paper.* The research linking human contestability to positive management is a contemporary body of literature and has endeavoured to integrate human physiology, cognitive theories, psychological theories, behavioural economics, and systems thinking.

2. What is Human Contestability?

The Oxford definition meaning of the word 'contest' is - *a formal game or match in which two or more people, teams etc., compete and attempt to win.* In Economics, the term 'contestability' was first used by Baumol et al. in 1982 in relation to contestable markets and the industrial structure. However, for the purpose of this paper, the term 'contestability' is extra encompassing and the definition of 'contestability' in relation to human is:

An activity or process of expansion of innate and learned abilities, skills, competencies, experiences and resources within the bio-psycho-socioeconomic system, in order to be contestable in a competitive environment wherein an individual, community, organisation, nation or wider humanity would benefit by rational choices about the effective ways to accomplish material and non-material goals resulting in wellness, satisfaction, success and happiness.

The conceptual notion of 'human contestability' is used in context with an all-round development of human beings.

As a holistic phenomenon, human contestability is a process of enhancing both inner and outer abilities, skills, competencies, experiences and resources by investing in physical, cognitive, emotional and resource facets making human beings more contestable to confront competitive environment at home, work and in society, and resulting in individuals facing enlarged opportunities and choices, making rational choices and practically applying their abilities in ways that are beneficial to improve their conditions via success.

Thus, the concept of human contestability includes: (1) a process of people's abilities, skills, competencies, experiences and resource expansion; (2) to invest adequately in physical, cognitive, emotional and resource capitals of individuals;

(3) to make people more contestable, market-oriented and empowered; (4) to provide individuals with wider opportunities and choices; and (5) to enable individuals to make rational choices and achieve practical applicability of contestable abilities of individuals for beneficial outcomes for them. There may be two types of human contestability: positive and negative. Positive human contestability becomes operational in actual life when people function on the principles of cooperative competitive spirit, vision, equity, quality, sustainability, productivity, empowerment, rights, security, values, morals and ethical principles. However, negative human contestability is based on greedy behaviour, rent-seeking, dishonesty, denial, revenge, tribal (small group) loyalty and an urge to destroy others.

Being a complex multidimensional and multifaceted phenomenon in its manifestation, human contestability is the outcome and outgrowth of combination of various intricate interconnected, interwoven and interdependent critical factors and driving forces within bio-psycho-socioeconomic system that enhances the overall well-being (physical, intellectual, emotional, and socio-economic) of human beings, communities and hence of wider society. In other words, it is an aggregate all-round improvement borne out of the functioning, behaviour and interdependence of a range of underlying processes and mechanisms within BPSE system that, directly or indirectly, influence human conditions. This involves three aspects: (a) contestability as an *outcome*; (b) a variety of *critical human contestability factors*; and (c) an *ability* to manage these critical human contestability factors leads to accomplish goals of wellness, satisfaction, success and happiness.

Human contestability is an umbrella term that simultaneously subsumes human abilities, skills, experiences, potentialities and competencies by taking into consideration the entirety of a human being (body/mind/brain/nervous system). It is an exoteric concept that gives a person the ability to compete everywhere in the society. It is the manifested overt ability to prove the naturally inherent or acquired qualities of being something. Human contestability is both a stock and flow. As a *stock*, it increases through investment in individual bodies, education (knowledge formation), experience, soft skills training, socioeconomic skills and the like. It is a collective view of human beings operating within bio-psycho-socioeconomic system that attempts to capture the biological, social, economic, and psychological complexity as they interact in explicit or implicit manner in a competitive environment. To make a person contestable means to make him/her more competent and sellable in the labour market. As a *flow*, the phenomenology of human contestability includes both extrinsic rewards such as money, prestige and the like (activities of doctors, entrepreneurs), as well as intrinsic rewards such as satisfaction, happiness and the like (activities of dancers, rock climbers, computer game players and the like) could justify participation under the flow

conditions, one is engaging in challenges or opportunities, that unfolds from moment to moment at a level appropriate to one's capacities, neither overmatching nor underutilizing existing skills. As a flow, a contestable individual operates at full capacity – a state of dynamic equilibrium that is intrinsically fragile [2]. Needless to say, human beings are evolving and becoming more and more aware and knowledgeable over generations.

3. Human Contestability and Traditional Human-centered Approaches

Human contestability approach to positive management and the traditional human-centred approaches such as human resource development (HRD), human capital (HC), human development (HD), human capabilities approach (HCA), system of profound knowledge (SPK), knowledge management (KM), and system of profound consciousness (SPC) are inseparable because they are interactive and interconnected in more ways than one. The most common factor in all these notions or approaches is that they all focus on the development of human beings. However, these notions differ from each other in scope, strategies, activities and outcomes. HRD has been linked with organizational activities and defined as the process of facilitating organizational learning, performance, and change through organized interventions and initiatives and management actions for enhancing an organisation's performance capacity, capability, competitive readiness and renewal (Gilley and Maycunich, 2000). The meaning of HRD focuses on the learning versus performance perspectives. However, it is quite narrow approach in the sense that it focuses only on the cognitive learning, performance and change. Hence, it has ignored many important factors such as body capital, emotional intelligence, social-economic activities leading to resource capital that subsumes social capital, financial capital, economic capital, and so on.

The concept of human capital is related with the competencies acquired through formal education, learning, apprenticeships and on-job-training. The conceptual structure of human capital includes the stock of knowledge, competencies, creativity, and cognitive abilities that generates ability and productivity to produce economic value. Smith (1776) has particularly emphasised the role of education and division of labour, learning by doing, and skill formation in analysing the determination of production possibilities. His belief in the power of education and learning was particularly strong. Marshall (1890) also emphasised the importance of investment in human beings. Similarly, Kuznets (1955) highlighted that education, health and recreation positively contribute to the efficiency of human beings and hence to economic growth. Lewis (1954) also identified the role of human capital in economic development. The concept of human capital was further discussed and developed by Pigou (1956), Mincer (1958), Schultz (1961), Becker (1964), Ben-Porath (1967) and many others. Schultz (1961) observed

that the capabilities of human beings are raised by investing in them, which will increase production substantially. To Schultz, there are five ways to improve human beings: (i) health facilities, (ii) on-the-job training, (iii) formally organised education at the elementary, secondary and higher levels, (iv) study programmes for adults, and (v) migration of individuals to changing job opportunities. Becker (1994) explicitly connects investment in human capital development to education and provides justification for government subsidies for education and job skills training.

The concept of human development was developed by Mahbub-ul-Haq in relation to improve people's lives and well-being. Working with Nobel Laureate Sen and other gifted economists, Haq published the first Human Development Report, in 1990 which was commissioned by the United Nations Development Programme (UNDP). Human development is a process of enlarging people's freedoms and opportunities and improving their well-being. It is about the real freedom ordinary people have to decide who to be, what to do, and how to live. It was still a narrow human-centered approach. A broader concept of human development includes capabilities expansion (building human capabilities) by investing in human capital, creating opportunities, enlarging people's choices and improving the human conditions (Sen, 1999). The capability approach to human development was coined by Sen (1980, 1982) in his Tanner lecture entitled 'Equality of What?' where he developed the notions of *capability* and *functioning* in the context of egalitarian justice. It has subsequently been modified and applied to a wide range of issues including the quality of life, justice and development, gender, poverty, inequality, freedom, human rights, *inter alia*. Capability has been interpreted in terms of 'positive freedom' and motivated partly by the problems of earlier views on means, resources, utility, the social bases of self-respect, powers, prerogatives and certain freedoms. However, the notion of 'capability' was first discussed by Smith (1776) as capability to live without shame, by Rawls (1971) as having self-respect, by Townsend (1979) as being able to participate in the activities of the community and by Sen [3] (1982) as substantive freedom people enjoy that permit them to lead the kind of life they have reason to value. Capabilities, according to Sen, are generated from entitlements of people that refer to the set of alternative commodity bundles that a person can command in a society using the totality of rights and opportunities that he or she has (Sen, 1984). Owning some rice gives a person the capability of meeting some of his or her nutritional requirements, thus, as per Sen, capability is a feature of a person in relation to goods (Sen, 1984). Besides other critiques such as lack of capabilities list, the role of institutions in limiting the capabilities of individuals and so on (see, Sugden, 1993; Nambiar, 2008), capability approach has missed the point and failed to put together all important dimensions (body-mind-resources) of human life under one analytical umbrella.

Yet another human-centered approach called, *System of Profound Knowledge* (SPK) was coined by Deming (1982, 1993) as an effective theory of management. According to Deming, profound knowledge is a consequence of individual transformation, leading to greatly enhanced awareness or consciousness. The SRK is composed of four interrelated components: *knowledge of variation*, *knowledge of psychology*, *systems thinking* and *theory of knowledge*. Deming was concerned about working for the optimization of the whole system by nurturing the intellectual capabilities with-in the system to draw on people's natural need to achieve their potential and find joy in work. A system of profound consciousness is simply an extension of SPK (Edgeman and Fraley, 2008). However, Deming's SPK focuses only on cognitive and psychological aspects of humans thus ignoring the physical and command over resources aspects of human life. A person may have profound knowledge and capabilities but is barred to contest in organisation or socially because of racial, ethnic, cultural, etc. prejudices. A person may even have higher levels of human capital, capabilities, profound knowledge but all that does not become operational in actual life due to lack of possession of market and non-market resources. Social capital that is formed out of social relations, both, market and non-market, goes a long way in contributing to the development of human contestability. A less contestable person will have poor social capital and it is not relevant for contestability in the labour market.

Thus, it is argued here that many-sided human contestability is a much broader notion that makes human abilities, skills and competencies *operational* through empowerment, entitlement and endowment by inculcating vision, human values, moral and ethical principles. It is helpful for the labour market openings, job promotions, knowledge formation, effective leadership, teamwork, management, innovative adaptation, information externalities and the like for the incumbents. In brief, based on certain principles, the exoteric notion of human contestability puts more stress on holistic and all-sided improvement of individuals as well as on making them contestable in facing all types of real challenges, both inner and outer, and managing them successfully with physical, cognition, motivation, emotional intelligence and resource quotient.

4. Dimensions of Human Contestability

This section develops and portrays a complete view of the theoretical-analytical schema of multidimensionality of human contestability. A dimensional structure is a systematic means to organise the interconnected critical human contestability factors into various dimensions and designed to provide both the support and mechanism for effective conduct of various interacting activities in the system. Each and every individual is *four-dimensional* in nature. These dimensions are related to human body, cognitive intelligence, emotional intelligence and resources dimension such as socio-economic, political and other resources.

These four dimensions lie within the bio-psycho-socioeconomic system that serves as a foundation of this dimensional structure. Thus, all issues related to human contestability are complex interaction of *biological, psychological, and socioeconomic factors* pertaining to human being. It is recognized here that all dimensions relating to human contestability are products of a complex interaction of any number of factors in various domains, and asserts that effective management of problems often requires acknowledging the contribution being made by factors in all of them. However, there are five dimensions of human contestability discussed as follows.

5. Bio-psycho-socioeconomic System

A system can be defined as an assemblage of interdependent, interacting or interrelated elements or processes that are organised to accomplish the goals as a whole. It is a set of objects together with relationships between the objects and their attributes related to each other and to their environment so as to form a whole (Shoderbek et al., 1990). Considering this, the phenomenon of human contestability lies within the bio-psycho-socioeconomic (BPSE) system that is constituted with the multifaceted interplay of biological, psychological (which involves cognitive thinking, human motivation, emotions, and behaviours), and socio-economic resources (which entails forces and factors that value in human life). We do know all the components of body's system and the phenomenon of human contestability endeavours to establish the relationships for the whole system to function harmoniously. The BPSE system can be called as 'whole life system' that acknowledges the importance of innate biological drives, cognitive abilities, emotional soft skills, social factors, economic and financial realities and political connections. It can also be called as 'body-mind-resource connection' pertaining to an individual or group of individuals, community or country. The BPSE system is an integrated approach to human behaviour, abilities, skills and substantive happiness. It recognizes that all issues relating to human beings are products of a complex interaction of a number of factors sub-divided in four broad domains, and asserts that effective management of human problems often requires acknowledging the contribution being made by each and every factor. In fact, it is the *behaviour* of BPSE system that determines human contestability.

In terms of causation, the four components of the BPSE system seek to explain the totality of human contestability. On this understanding the biological component of the BPSE system tries to understand how the functioning of the individual's body and biological factors such as health status, physical appearance, weight status, body strength, fitness, etc. influence the human contestability. The psychological dimension of human contestability contains environment with both inner and outer world of a person influenced by internal and external factors. The subjective challenges and skills influence the quality of a person's experience

(Csikszentmihalyi and Csikszentmihalyi, 1988). During an experience, people are confronted with an overwhelming amount of information that is selected by consciousness with the investment in attention. The information enters awareness, the system encompassing all of the processes that take place in consciousness, such as thinking, willing and feeling about this information (i.e., cognition, motivation and emotion). The memory system then stores and retrieves the information. Thus, broadly the psychological dimension of human being can be sub-divided into two parts, namely, *cognitive intelligence* and *emotional intelligence*. The cognitive dimension of BPSE system looks for the cognitive processes such as visualizing, intuiting, valuing and judging as well as the cognitive factors such as learning, thinking, reasoning, knowledge, intelligence, processing of information, comprehending language, problem solving and decision making. The emotional intelligence dimension investigates the ability of an individual to manage his/her own emotions and others emotions. Anger, happiness, surprise, sadness, disgust and fear are six basic emotions. Resource component of the BPSE system endeavours to explain how command over resources such as membership of the social network (individuals, groups, or organizations), relationships, political connections, cultural capital, financial status and the like determine the level of human contestability.

6. Body Capital

Human body is an unfinished entity which develops in conjunction with various social forces and is integral to the maintenance of human contestability. It is a store house of all human desires, i.e., desires arise from body structures in contrast to the emotions arise from a person's state of mind. Ergo, human body is viewed as capital since one can invest in it in order to obtain financial and non-financial returns. Body capital is a vital dimension of human contestability. It deals with the importance of body in terms of investment in physical abilities and skills to enhance human contestability. *Body capital refers to the accumulated physical assets of an individual*. It is an amalgam of factors such as body weight status, body elasticity, body strength, health status, physical appearance, body fitness, body language and so on. In other words, body has been acknowledged as a form of capital comprising physical attributes and abilities such as strength, weight status, health status, physical appearance and bodily skills that can be readily converted into other forms of capital such as money, fame, status, and so on. Conceptualization of the body as a form of physical capital views our body as an investment. Body is perceived as work in progress and a form of capital. However, depending upon an individual's particular social characteristics such as class, gender, age, and the like, the prospects to accumulate and exchange body capital are not equal, as is the case with other forms of capital. The centrality of the body to human contestability identifies it as a sub-system in which physical capital can

be inherited, acquired and converted. *Body capital*, both inherited and acquired through the socially-approved balanced diet and exercise regime, also constitutes a foundation which gives an individual leverage in socio-economic struggles. A cultural economy that values thinness over fatness along moral and aesthetic dimensions, the body can serve as a repository for individual differentiation and status distinctions (Shilling, 2003). *Body capital formation* can be obtained by an investment in body abilities and physical skills via physical education, training, healthy diets, regular exercises, willpower, medicines and so on.

There are two aspects of body capital, internal and external. The internal aspect remains mostly invisible and includes body strength, fitness and health status. Whereas external aspect includes attributes that are visible such as physical appearance (looking smart, beautiful and attractive), body skills, body language and weight status. Undoubtedly, looking and feeling healthy and attractive plays a crucial part in most people's life such as models, dancers, sports personalities, movie stars, charismatic leaders and the like. As the right appearance equates to success in work and life – such as securing the right job, getting promotion, the right partner, achieving fame and wealth – and even in some people's estimation of personal worth and life insurance. For beautiful people might also earn more money and have more command at work than their plainer peer group. The body is a bearer of contestability value. There is an interrelationship between the development of the body and people's social location, and both view the management of the body as central to the acquisition of status and distinction (Bourdieu, 1985). *Moreover, evidences have shown that weight status can affect attainments ranging from education level to wages and household incomes* (Gortmaker et al., 1993; Cawley et al., 2012). Thus, body capital can be maintained and increased by medical care, regular physical exercise, a healthy, nutritious and balanced diet, good living without stress, working conditions, healthy environment, etc. The body capital of an individual can be measured by the conceived factors such as health status, physical appearance, body language, and so on of men and women, which can be regarded as an indicator of *body capital*. To have or feel to have better body-related factors means better body capital. A lack of investment in body capital results in human contestability failure.

7. Cognitive Capital

The second important theoretical construct of human contestability is cognitive capital. The concept of cognitive capital holds an important place in the theory of human contestability. Cognitive capital is the intellectual assets, mental strength, knowledge, skills and a set of diverse cognitive abilities possessed by a person. It is multidimensional and can be both inherited naturally or acquired through an investment. It is a stock and flow of competencies, knowledge, abilities,

hard-skills, creativity and the like to be able to perform labour. It is rational in nature based on certain rules and logics and helps to understand the world. An increase in cognitive capital results in an enhancement of cognitive intelligence, human potentiality and intellectual performance of an individual. Thus, cognitive intelligence lies at the heart of cognitive capital.

Intelligence is an ability of a person to understand and solve problems. It is related to logic, reasoning, planning, learning, thinking and problem solving. It is a very general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience (Gardner, 1983). Cognitive intelligence is the intellectual productive power embodied in a person so as to produce economic value. It is preliminary intellectual ability to reason, to analyse, prioritise and solve problems, to think creatively, to recall facts, to reinterpret those facts in the light of changing circumstances, job-specific skills and abilities and the like. From lowest level to highest level it involves remembering, understanding, applying, analysing, evaluating and creating. Cognitive capital formation takes place via investments of time and expenditures on the enhancement of cognitive skills and abilities in several different ways, such as schooling, higher education, vocational training, formal on-the-job training, learning by doing, becoming information and technology literate, acquiring life experiences, and so on. It is strongly influenced by generic factors and environmental factors. Cognitive intelligence has direct and indirect effects on the productivity of workers, managers and leaders, since people with higher cognitive capital acquire essential job-specific knowledge more quickly and efficiently during training and on the job, and perform the job more efficiently such as a job that requires novel problem solving, independent decision making, and innovative adaption. Thus, cognitive capital formation is an indicator of labour quality, quality management and excellent end-results. It is highly valued stock in most businesses as they use it to create quality products and ultimately generate wealth. The lack of cognitive capital results in failure of human contestability.

8. Emotional Capital

An achievement of success in work and life not only depends upon IQ but also on the phenomenon of emotional capital. It is the third most important construct of human contestability. Emotional capital is the stock and flow of feelings, beliefs, perceptions and values that people hold. It is the emotional assets that an individual or group of people have. An investment in emotional capital results in the development of emotional intelligence and competences to drive positive change, success and happiness. The concept of ‘emotional intelligence’ is paradoxical, consisting of two opposite words. Emotions [4] are subjective and intelligence is objective. Emotions are defined as biological driven cross-cultural

response to an environmental stimulus. The results of human emotions such as surprise, love, happiness, fear, anger, affection, shame, disgust, lust, sadness, elation, anxiety, pain, empathy, frustration, failure, achievement, etc. determine and control human behaviour, feelings and thoughts. Six universal emotions are anger, happiness, surprise, sadness, disgust and fear.

Emotional intelligence is defined as the ability to manage one's own and others emotions and feelings. It is about how we manage our behaviour (actions) with ourselves and others as a result of the feeling of an emotion such as fear, anger, etc. Emotional intelligence is a type of intelligence that is related to the emotional side of life of an individual. It is a set of emotional abilities and soft skills to acquire knowledge from one's own emotions and the emotions of others, to use emotions to make choices and to effectively recognise, control and manage one's own emotions and emotions of other people. Although emotional intelligence is a complicated phenomenon, it is, in simple words, an intelligence to manage our and other emotions. Reuven Bar-On (2000) defines "emotional intelligence as being concerned with effectively understanding oneself and others, relating well to people, and adopting and coping with the immediate surroundings to be more successful in dealing environmental demands. Broadly speaking, emotional intelligence addresses the emotional, personal, social and survival dimensions of intelligence, which are often more important for daily functioning than the more traditional cognitive aspects of intelligence". Martinez-Pons (1997) defines emotional intelligence as "an array of non-cognitive skills, capabilities and competencies that influence a person's ability to cope with environmental demands and pressures". Dulewicz and Higgs (2002) define emotional intelligence as an overall concept to encompass the concepts of social intelligence, interpersonal intelligence and personal intelligence. Goleman (1997) defined emotional intelligence as "knowing what you are feeling and being able to handle those feelings without them having to swamp you; being able to motivate yourself to get jobs done, be creative and perform at your peak; and sending what others are feeling, and handling relationships effectively. It is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships".

There are four constructs of emotional capital: self-emotional skills (competencies of an individual related to innate emotional intelligence which can be very high or low from birth in a person); intrapersonal development (emotional capital can be learned, developed and enhanced); relationship management excellence (conflict handling, developing other people's potential, objectivity, inspirational leadership, team building, collaboration and co-operation, change catalyst, emotional adaptability and leveraging diversity); and key socioeconomic factors (sociability, social understanding and social intelligence) (Chopra and Kanji, 2010). There are various strategies of investment to develop emotional

capital such as neuro-linguistic programming (NLP), emotional literacy, language of emotions, establishing caring and supportive relationships, emotional validation, active engagement, higher-order thinking skills, empowerment through feedback, and developing regards for others and body awareness (Chopra, 2012). Emotional capital is increasingly relevant to organizational development and developing people, because the emotional intelligence principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential. It is an important consideration in human resource planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more.

9. Resource Capital

The idea of resource capital is based on the notion that "it is not what you know, but whom you know matters". However, in economic sense, capital is a resource. The concept of resource capital denotes diverse assets the possession of which gives people a sense of belonging, power, status, command and access. Thus, resource capital is very important construct of human contestability. A person's ability to compete in an organisation or in society is, in fact, a function of that person's control over resources and access to resources. The term resource capital refers to economic, financial, social, political, cultural and other assets that promote an individual's command, control and access to resources. A person may have the highest physical, cognitive and emotional abilities or skills but owing to a lack of control or access to resources these abilities/skills do not become operational in real life. A person with resources has a higher degree of human contestability in the organisation or society. The impact of inequality in access to resources represents a global challenge with implications at individual, family, community, organisation and national level. In a broader sense, resources not only include economic and financial resources but also non-market resources such as social, political, cultural, environmental, and the like. Thus, resource capital subsumes economic capital, financial capital, social capital, political capital, cultural capital, prominence capital and environmental capital. Economic capital refers to command over and access to economic assets such as land, property, entrepreneurial ability and other productive resources. It highlights economic intelligence of a person and can be enhanced with the help of economic literacy. Financial capital denotes to control over financial resources such as funds to spend in the form of cash, liquid securities, credit lines, income, savings, credit, remittances transfers, insurance and the like. It shows the financial intelligence of an individual and can be developed with financial literacy. Social capital refers to control over and access to resources based on valued or significant social relations, contacts, trusts, strategic location, better social standing, reciprocity, social support and social norms or values. It is an investment in social relations,

networks or group membership with expected returns in the marketplace. It denotes social quotient or intelligence (SQ) and can be formatted with the help of social literacy.

Political capital refers to the command over and access to resources that raises political abilities of an individual that command votes and know where the power lies within the system and how to grab some of it. It is an investment in political skills, public relations or understanding to plot a path to the top. It demonstrates the political intelligence (PQ) and can be developed with the help of political literacy. Cultural capital refers to accumulated cultural ideas and knowledge conferring power and higher status in society that people draw upon as they participate in social life. Cultural capital can be inherited or acquired from one's surrounding culture and plays most prominent role in labour market. It can be sub-typed as: embodied, objectified and institutionalised (Bourdieu, 1986). Examples of cultural capital are one's way of dressing, rules of etiquette, ability to speak and write effectively, language, habits, traditions, and the like. Prominence capital refers to the attainment of resources available to an individual on the basis of fame, honour, celebrity status or recognition.

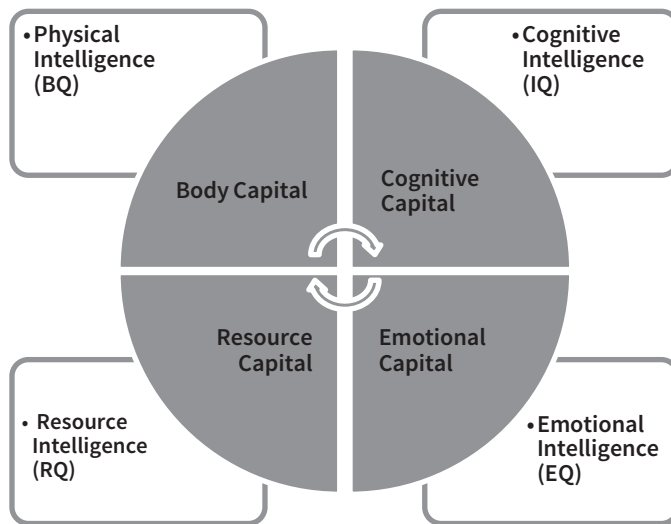


Figure 1. Cyclical Matrix of Human Contestability

Source: Chopra (2014).

Figure 1 reveals that BPSE system contains body capital, cognitive capital, emotional capital and resource capital that are interdependent and cannot be separated, but at the same it must be recognized that the link between them is far from simple. These constructs of human contestability are not independent of one another, but form the components of the total equation. A healthy body keeps healthy mind. Lifelong exercise, physical activities and healthy diet keeps

the brain working better, prevents cognitive decline, improves emotional health, and improves command over resources through better job performance and active social networking. Similarly, an improvement in cognitive functions and intelligence help the people to adapt to their environmental circumstances and to do better work, perceive, learn, remember, represent information, reason, make right decisions and solve problems. Through various ways, cognitive abilities can be increased throughout the life span. Moreover, emotional capital is inter-related with other dimensions of human contestability. Emotional intelligence can be used to improve body capital by preventing emotional over-eating, to promote intellectual growth by regulating emotions and avert loss of resources by mitigating emotional attachments with value-losing assets and so on. In the same way, resource capital helps to improve body capital, cognitive capital and emotional capital. Evidence reveals that social capital promotes health (Campbell et al., 1999).

People have different desires and needs and, therefore, differ with respect to acquiring or learning different abilities and skills. At the same time, people also differ with respect to their ability to convert their financial and non-financial resources into human contestability to function and achieve. Thus different individuals will require different resources to achieve basic human contestability. However, an investment in body capital assets enhances physical intelligence or body quotient (BQ). Similarly, an investment in cognitive capital assets improves cognitive quotient or intelligence (IQ); an investment in emotional capital boots emotional intelligence (EQ) and finally and most importantly, an investment in resources capital develops resource intelligence and hence command and access to resources (RQ).

10. Human Contestability Conceptual Model

There is a need for a robust framework to holistically assess the phenomenon of human contestability and its implications for quality management and business excellence in all types of organisations and businesses. For the first time, the present author is coined for the first time the idea of human contestability in 2003 in his second Doctoral thesis and linked it with poverty measurement and management. However, the present work extends that research to assess the place of human contestability in positive management based on systems thinking to take into consideration all possible and important dimensions/factors. Moreover, it is also highly significant to determine the causation of these considered factors as it is a fact that these factors are highly correlated in real life. The human contestability model provides a mechanism by which human contestability can be communicated through the whole system. It is a vehicle for communication, bringing out factors such as body capital, resource capital, emotional capital that might not be otherwise considered. The model further provides a means

for identification, classification and analysis and then a response to enhance human contestability. A highly complex phenomenon like human contestability, one of the key challenges facing global countries, i.e., how to develop human contestability at individual, group, organisation and country level, requires a multidisciplinary approach for its conceptualisation, measurement and analysis. The human contestability conceptual model has been presented in Figure 2.

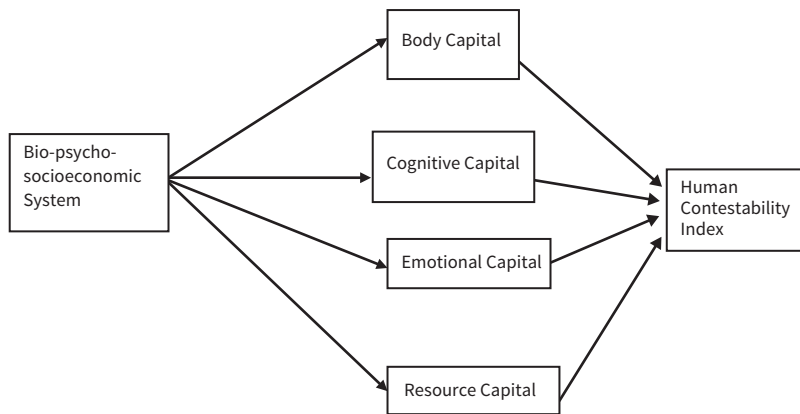


Figure 2.
The Human
Contestability
Conceptual Model

Source: Chopra
(2014).

A latent variable structural equation model of human contestability using systems modelling approach (Kanji and Chopra, 2007, 2009, 2010 and Chopra and Kanji, 2010) can be developed and analysed to represent the causal relationships among latent variables. The purpose of the approach is to estimate the strength of the causal connections among the latent variables and to test the goodness of fit of the structural model. In this model, bio-psycho-socioeconomic system provides the foundation for body capital, cognitive capital, emotional capital and resource capital to determine the level and magnitude of human contestability as indicated by the arrows in the Figure 2. The way these are developed and supported will determine the degree of the human contestability, thus a major challenge for individuals, organisations and national economies to effectively manage the relationship among the human contestability components. Structural equation modeling (SEM) provides a means by which relationships can be tested. Partial Least Square (PLS) method can be applied in the simultaneous estimation of the weights of the constructs of the human contestability system. It calculates these weights in a way that maximizes the goodness of fit of the models and thus the ability to explain human contestability as the ultimate endogenous variable. However, the measurement and management of human contestability is beyond the scope of this chapter and have been discussed elsewhere (Chopra, *A Theory of Human Contestability*, forthcoming).

11. Human Contestability Approach to Positive Management

The article endeavours to explore a new approach to positive management called '*Human Contestability Positive Management*'. In order to achieve this, there is a need to enhance human contestability within organisations as the relationships among human contestability and positive management appear to be economically large and statistically robust. Positive management is a practice to achieve organisational goals that motivates workers, increases returns on investment, enhances productivity, and creates positive relationships among all individuals working together in an organisation. It is all about creating a positive environment in organisations wherein human behaviour and relationships. The HCPM approach is based on six transformation mechanisms: abilities enhancement, creativity, capital formation, intelligence, flexibility, community spirit and positivity. Building upon these shifts and their influences in positive management in organisations lead to wellness, satisfaction, success and happiness both at individual and macro levels. The HCPM approach is based on these six dimensions: (1) developing the bio-psycho-socio-economic dimensions of individuals simultaneously, (2) fostering physical and mental wellbeing, (3) enhancing cognitive abilities and skills building through creative and innovative schemes and projects, (4) forming emotional capital (soft skills) by forming community spirit to build positive relationships via an investment in emotional literacy and activities, (5) promoting people empowerment through individual attention on resource capital initiatives, and (6) developing holistic positive competitive spirit through of flexibility by mingling thinking and intelligence with emotions. The HCPM model is explained through these six dimensions with an emphasis for organisations to invest in people to enhance their positive human contestability in order to remain competitive and successful in the current era characterised with uncertainty, complexity and inevitable change.

Human contestability is a catalyst for positive leadership and excellence. The importance of human factors in quality management and organisational development [5] can hardly be exaggerated. Human behaviour is a vital force in the development of various theories. In fact, researchers use theories as a tool for understanding, studying, and predicting human behaviour. Ergo, there are various strands in the development of management science including human behaviour approach [6] that subsumes human relations approach [7] and behavioural science approach [8]. Human behaviour is extremely imperative in the analysis of diverse facets of positive management. Thus, to a greater extent organisational behaviour is also determined by human behaviour since every stage of organisation is managed by human beings. The focal point of a management action is the behaviour of human that includes the capacity to understand oneself, to appreciate one's feelings, fears and motivations being in the organization. This also includes to 'manage' oneself, a pre-requisite to attempting to manage others.

Positive management and people go hand in hand. In fact, people create positive environment. People are leaders, management, shareholders, suppliers, consumers, and team workers. As a result, human element is the key factor in the success or failure of an organization. Systems, sub-systems, standards and technology do not mean anything if people involved are not aware and committed to positivity, excellent results, and continuous improvement. The organisations have to simultaneously enhance human contestability skills and abilities of its management and employees by encouraging individual and organisational learning, creating a supportive environment for enhancements in body capital development, cognitive capital formation, emotional wellbeing, resource capital including trust, respect and a culture where human contestability can be created, shared and applied. Higher productivity, positive management and human contestability are inter-linked.

Knowing what to do, how to do it and getting feedback on performance is one part of encouraging people to take responsibility for the quality of their own work. The lessons learnt by the Western world-class quality companies and the strategies of Japanese excellent companies are very similar: both emphasize the human aspect of management (Kondo, 1995). No management system works unless people are empowered and committed to take responsibility for every act as an ongoing process. People with appropriate skills bring change in the organisations by running projects, injecting new ideas, focusing intensively on customers, by breaking into new industries, by matching the competitors and by bridging between businesses. The old way of running a corporation as a machine has lost its place and validity and a new people-centred management has emerged that operates as a community. Considering the complex and capricious human nature, relationships are now more important in businesses than ever before. It is all about winning the hearts. Moreover, management has come forward as multi-disciplinary, cross-functional and interdepartmental, where vertical chains of command are supplemented or superseded by horizontal relationships.

Human contestability of individuals or groups is the ultimate resource for sustaining the competitive performance of an organisation over time. Human being is an evolutionary total system with complex and ever-changing nature, process-dependent and is always evolving with more collective knowledge and smartness. In such a highly competitive world, human contestability resource needs to be incessantly developed and sharply honed in the light of a firm's changing business environment and the logic of creating customer-valued outcomes. A human contestable organisation is characterised as a storehouse of business expertise; a growing pool of cutting edge competencies, skills, best practices, techniques, and tools; a collaborative collectivity of autonomous and peak performing employees; an exemplar of speed and brain power in all domains of its activity;

an alert player responding quickly to market swings; and a bearer of a culture of constant innovation and system value creation.

Putting an emphasis on human contestability in organisations is in fact reinforcing the view that market value depends less on tangible resources, but rather on intangible ones, particularly knowledge [9], competences, intelligence, skills, soft skills, and the like. Human contestability is vitally important for an organisation's success. An organisation has to leverage the physical ability, knowledge, capabilities, soft skills, and command over resources of its leaders, managers and employees by encouraging individual and organisational learning and training and creating a supportive environment where all these attributes of human contestability can be created, shared and applied.

Let us now view the contributions of each construct of human contestability separately in making human contestable teams, organisations and leaders who drive positive management. Investment in body capital of its employees of an organisation reduces and prevents stress as well as the time off from work due to sickness. It increases efficiency and productivity, physical capital, mental health, and longevity. Apart from acquiring abilities and skills at schools and higher education, on-job knowledge, skills and abilities encourages independent thinking, problem solving and producing good quality products. Knowing improves your ability to develop real discernment, greater associations, wise insight and better decision making. IQ correlates positively with occupational prestige, educational attainment, creativity, innovation, job performance and improving quality (Cote and Miners, 2006). Emotional capital matters. Emotional awareness and abilities to handle feelings will determine your success and happiness in all walks of life. It encourages strong relationships at work that enable people to achieve effective collective results. The most competitive market is the labor market and to attract the top talented people, organizations and businesses must focus on building exceptional workplace cultures where passionate people can innovate and drive change. Resource capital is an indicator of empowerment, socioeconomic status and a proper resource planning improves business performance.

12. Conclusions

Our world has seen an upsurge from *band societies* to the modern age of superfast communication, information revolution, globalisation, knowledge-driven organisations, with never-ending changes. A successful and balanced integration and development of all four constructs of human contestability can lead to far greater wellness, success, satisfaction and happiness in all walks of life, including positive management, relationships, business and corporate performance. Every individual, being a four-dimensional entity, needs to develop and maintain these four highly inter-connected and inter-dependent dimensions of life namely body, cognitive, emotional and resource capitals simultaneously. Our body is an

extremely important asset, so an investment in lifelong regular exercise, stress management and healthy eating keeps the body and brain working better towards maintaining optimal health status. Moreover, the ‘selection hypothesis’ reveals that the poor health in childhood and adolescence leads to poor adult socioeconomic position (resource capital). Research shows that cognitive intelligence or ability of an individual leads to both better socioeconomic position (resource capital) and health (body capital). Research into aging highlights that an accelerated decline in cognitive function is an indicator of disease or accelerated biologic aging and, thus, related to health. It has been convincingly concluded by many research projects that cognitive intelligence is the ‘‘fundamental cause’’ of social inequalities in health of men and women. Similarly, research on emotional intelligence divulges that EQ is more important than IQ in almost all the walks of life. Psychological research pinpoints that understanding, controlling and managing own emotions and of others play momentous role in gratifying one’s life and work environment. Resource capital including social capital plays an important role in health status and human capital. Social capital is good for health. Similarly economic capital and financial capital are also advantageous for body capital, human capital and emotional capital. Thus, all four constructs of human contestability are greatly mutually dependent and should be developed together to attain excellence. An investment in one dimension also improves other dimensions of human contestability.

To sum up, human contestability strategy in organisations cannot be ignored. In any organisation, the leaders need possess the right abilities, skills, values and emotions to develop a system that encourages and facilitates the environment of human contestability formation that will best and most rapidly achieve the ambitions of the entire organisation and the people it employs. Human contestability is a strategy of winning the hearts and minds. A focus on it contributes knowledge to several human dimensions simultaneously that are of central importance to positive management. Firstly, it empowers people by helping them in focusing on being the best and contestable. Secondly, it helps in staying open to feelings, blend them with thinking and enhance their decision-making abilities. Thirdly, highly contestable individuals will be able to boost their own as well as their colleague’s morale. Fourthly, a person with higher level of human contestability is full of energy and ideas, and ultimately believes in motivation, creation and progress. Fifthly, it involves new people-based values in new ‘learning, caring, involving, and sharing environment, i.e. to involve fully’. It reinforces people-based management instead of culture of control, inward-looking and obsessive vision. The difference between success, poor results or failure is the level of human contestability. Thus, human contestability is one of effective ways for businesses to improve their competitive advantage over their competitors through positive management. We can conclude in the words of

a renowned English biologist Charles Darwin (1809–1882), “It is not the strongest of the species that survives, or the most intelligent, but the one most responsive to change”.

Notes

[1] The conceptual notion of ‘human contestability’ was first introduced, developed and applied in relation to poverty analysis by Chopra (2003; 2007) to identify the characteristics of the poor in contrast to the non-poor people.

[2] Entering flow depends on establishing a balance between perceived action capacities and perceived action opportunities. This balance is fragile. If challenges begin to exceed skills, one first becomes vigilant and then anxious; if skills begin to exceed challenges, one first relaxes and then becomes bored.

[3] A.K. Sen, in his editorial to *World Development*, Vol. 25, No. 12, pp 1959–1961, has commented on the connection and contrast between two distinct but related areas of investigation in understanding the processes of economic and social development: the accumulation of human capital and the expansion of human capability.

[4] The words ‘emotions’ and ‘feelings’ are used interchangeably although in reality a feeling is the response part of the emotion.

[5] Organisational development is an ongoing, systematic process of implementing effective organisational change. It is considered as both a field of applied behavioural science and as a field of scientific study and inquiry.

[6] Social system approach, socio-technical systems approach, decision theory approach, quantitative measurement approach, systems approach, contingency or situational approach, operational or management process approach.

[7] In the human relations approach, managers must know why their subordinates behave as they do and what psychological and social factors influence them. Advocates of this approach try to show how the process and functions of management are affected by differences in individual behaviour and the influence of the groups in the workplace.

[8] Behaviour science uses research and the scientific method to determine and understand behaviour in the workplace.

[9] The term ‘competence’ is broader than the term ‘knowledge’ since it includes cognitive ability (intelligence), motoric and artistic abilities. The term ‘skill’ stands for narrow, domain-specific ability. However, the broader terms ‘ability’ and ‘competence’ are interchangeable.

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