

**KAUTILYA'S INSIGHT ON HUMAN RESOURCE MANAGEMENT AND ITS  
RELEVANCE TO MODERN HUMAN RESOURCE MANAGERS****Dr. Praveen A Kashyap**

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**Abstract**

In ancient India, Chanakya's Arthashastra is a guiding force for successful business administration. His explanation about Human Resource is incredible and very close to the role of HR department in today's modern enterprises. HRM is an essential spark in an organisation to foster its effectiveness and efficiency. This study paper gives an insight on the fact that Kautilya's Arthashastra should be emulated in every organisation for its smooth functioning and betterment of employees.

**Key words:** business, HR department, employee betterment, wages.

**About Kautilya**

Kautilya was the boss pastor to the ruler Chandragupta, the leader behind the Mauryan Rulership. The Arthashastra is an Ancient Indian Sanskrit work on Diplomacy, Ministerial Philosophy, Monetary arrangement and Military skills. Kautilya is widely credited as the creator of the script.

He was also a scholar at Takshashila and, a teacher and mentor of Ruler Chandragupta Maurya. Kautilya's work was authoritative until the 12th century and eventually vanished. It was revived in 1905 by R. Shamasastri, who spread it in 1909 through Sanskrit and English commentary in 1915 by Kangle. The Arthashastra can be interpreted as "Political theory" or "Monetary science" or principally "statecraft". It highlights directive principles for government, criminal court frameworks, fiscal matters, markets and Human Resource Management.

The work integrates Hindu way of thinking and reminds ancient fiscal and social subtleties for agriculture, mining, animal husbandry and natural life.

Kautilya has described Leadership, principles of Recruitment, and principles of Preparation and Selection procedures that are closely related to modern human resource management. In Kautilya's Arthashastra there is a mention of about 20 features of a Good Minister. These features resonate with the essential features of a Good Manager today and some of these features are considered in this work.

## **CHARACTERISTICS REQUIRED FOR A GOOD HUMAN RESOURCE MANAGER**

He should be a person with the eyes of economics: Apart from various battle or war-related skills, one must be aware of the country's financial position. For instance, if the country is attacked by the enemy when it least expects or faces unfavorable events like natural calamities, the minister must be able to safeguard the country's people by providing them with essential resources. This is possible only when he has the eyes of economics.

**Intellect:** a noble leader or minister should be an intelligent and practical thinker. Say for instance, knowledge and perception must be supporting to each other, otherwise, Visnugupta will show disagreement with recruitment for the ministers or leaders position.

**Subject grip and presentation of the learned skills for real circumstances:** The candidate must retain enough information and understanding, and aspirant must be in a place to virtually apply the understanding in any specified condition.

**Passionate:** The candidate should be prepared to do anything and everything for his sovereign. He should not be lazy and reckless; he must have the energy and readiness to accept new challenges and difficulties. He must not be provoked by his enemies quickly and must act like a go-getter every time. His spirit must be very high and he should always be motivated to motivate his subordinates.

**Friendly:** He should be very friendly with his subordinates, in other words, irrespective of his position, he must show humanitarian consideration to his subordinates. When he is friendly, his subordinates will not feel inferior to him; rather, they respect him and feel like an important member of the team. More trust can be gained by the subordinates only through this technique.

**Dedicated:** this specific feature is vital for an aspirant of minister's position according to kautilya.

Dedication or devotion is nothing but being loyal and faithful to his sovereign. A soldier or warrior who give-up his life for the fortune of his country in a battle field is a better example for the concept of devotion. If a leader or minister is completely devoted for his mentor, then the king can take them in to the confidence and can share classified information's with them. Earning the king's trust requires this feature of devotion, thus, Chanakya considers dedication to be the critical qualities of a minister.

**Good character:** This feature may consist of important qualities like kindness, compassion, understanding, honesty, sincerity and others which help the king to make worthy and useful decisions when required. The accurate information provided by the minister to his king will contribute to proper decision-making and will be appreciated by the country's people as well.

**Non-egoistic:** This nature also can be called Selflessness; in today's world, it is highly challenging to discover a person with a selfless attitude as Selfishness rules most humans. In this situation, finding a nonegoistic or selfless person is truly a huge task. According to

Chanakya, only if a minister is nonegoistic, his service will be completely devoted and dedicated to his king.

**Lovable:** A minister aspirant must be lovable by the individuals who work under him. It can be attained either by favoring his subordinates continuously even though the workers are not accomplishing their duties duly or by following strict rules under any circumstances. Gaining love through the second method will stay forever.

**Non-envious:** In other words, the aspirant must be enemy-less. If he has enemies, then it leads to a lot of complications, but if he is a non-envious person, automatically, most of the problems would be avoided. Non-envious status can be achieved through knowledge and wisdom.

### **LET US CRITICALLY EVALUATE MODERN HUMAN RESOURCE MANAGEMENT**

According to Pulapa Subba Rao, “human resources management (HRM) is managing (planning, organizing, directing and controlling) the tasks of employing, developing, rewarding and utilizing human resources, ensuing in the creation and development of human and industrial affairs which would shape the forthcoming policies and practices of human resource management, with a view to contribute fairly to the organisational, individual and social goals”

“HRM is the function performed in organizations’ that facilitate the maximum possible use of people (employees) to attain organizational and specific goals.” -Ivancevich and Glueck.

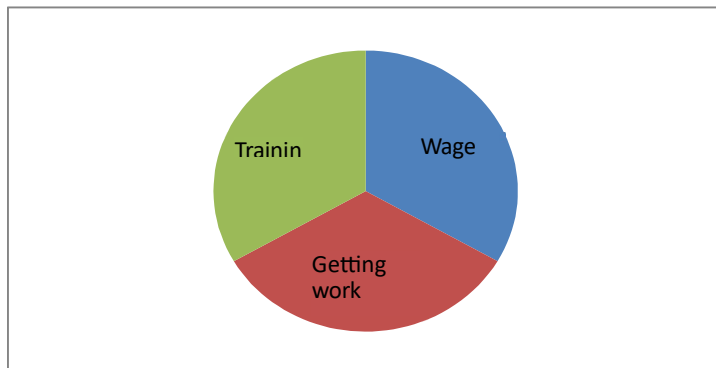
All the above-mentioned definitions of Modern H R M clarify the tactful management of Human resources of the company to ensure organisational objectives along with the growth of an employee. It also reveals that identifying the talent of an employee results in benefitting the employee and also the organisation.

**The above definitions of HRM highlight the 3 major components of HRM.**

Training

Wage Management

Getting work done by the employees



### **What is Training and why is its role crucial in HRM?**

Training is the procedure of teaching an employee a talent that can help employee to accomplish his job more successfully and efficiently. Training enables employees to know the right techniques to perform their jobs, increasing their awareness and skills connected to their positions in the organisation.

In this step, the probability that the workers may leave their occupations soon after their training period if they keep their personal interests ahead of the organization's interest.

To manage such situations wherein the organization's economic resources may be wasted, the manager must have the eyes of economics as Chanakya has mentioned. Chanakya mentions a test

That checks a person's ability to handle fearful situations and other tests of Dharma, Artha and Kaama that test his ethics.

If a similar evaluation process is implemented during the selection process, most organisational problems that occur due to an employee's attitude and values can be prevented to a great extent.

### **What is Wage Management?**

Wage Management or Salary Administration includes the procedure of managing employees' wages/salary, compensation and benefit programs.

Wage management is one of the significant aspects because, it is known that every employee should give more priority for the organisational objective over his personal objective, in spite of that principle, employees also think that salary plays an important role in the society and lifestyle is also determined by the salary or the wages they draw.

If an employee is satisfied with the salary or the wage he gets will put more efforts in work completion.

Hence wages play a pivotal role and it can be used as a perfect motivator for workers to execute their task better

Wage can be decided either by grading or differentiating standard and substandard works.

Similarly, Henri Fayol's Piece Wage Management System ensures that each worker receives wages as per their performance.

Piece wage management technique conveys that the worker should be paid more wage for the articles or units manufactured is above the pre-determined standards and they should be paid lower when their accomplishments are below than the preset standards.

With the above mentioned situation the person or a worker who thinks to achieve positive results or more wage will always accept more responsibility to complete the tasks.

### **Getting work done by workers.**

The appointed workers must fulfill the organisational objective by performing their task promptly. Eventually workers are expected to work with pleasure not with pressure. It can be achieved when workers' competencies are matching with their job. If it is assured or synced, more productivity can be achieved.

Training and wage management tools can be used effectively to inform, educate and developed the required skills of the employees to achieve more competency with the job they perform and to enable them work with pleasure.

By considering these two aspects, the manager's involvement plays a vital role in the process of getting work done by the employees. Only a manager, who is friendly, enthusiastic, lovable, and non- egoistic and possesses a good character as mentioned by Chanakya, can help his subordinates unlock their maximum potential. With these qualities, the manager can understand his subordinates and build a good rapport with them.

### **Conclusion:**

All the 3 components are interrelated and highly influence each other. In simple words, Training enables the employees to perform the job skillfully, Skillful performance increases work efficiency and effectiveness and contributes to an increase in the opportunity for earning better wages, and Fair wages help in getting work done by the employees.

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