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### RESEARCH ARTICLE

## HUMAN RESOURCE CONCEPT OF INDIAN KNOWLEDGE SYSTEM

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### Abstract

Management refers to maximise or proper utilisation and make best use of limited and a scarce resource. The success of any organisation depends upon how it manages its resources. While several resources are nonhuman resource such as land, capital and equipment, it is the human resource and its management which is at the heart of an organization's success. Human refers to the skilled workforce in the organisation and Resources refers to limited availability or scarce. An organisation's human resources are its most important assets. In any organisation, resources can be categorised into two types: human and non-human (financial). In Asian human resource management, the focus is on the organisation's people (i.e. management) so that the right people are employed and used at the right time and place. Kautilya's Arthashastra, an ancient Indian text (4th Century B.C.), can be related to human resource management today. Kautilya takes an inside-out approach to management. He advised prospective organisational managers and leaders to first "conquer" the enemies within, i.e. anger, greed, arrogance, desires, infatuation, foolhardiness, pride or ego, and envy. Kautilya often said, "He who conquers the self, conquers all." It is possible to examine Kautilya's Arthashastra to gain insights into other aspects of organisational management, specifically human resources management.

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### Introduction:-

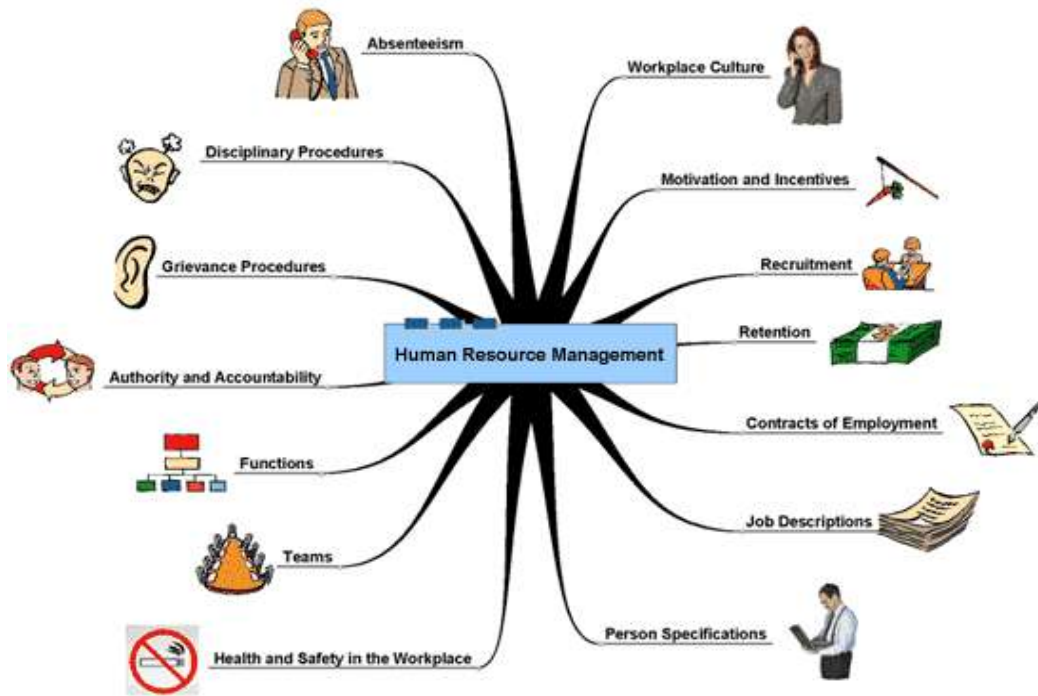
**Yogyah puruṣaḥ kāryeṣu niyojyaḥ syāt samāhitaḥ |  
kāryasiddhiḥ hi yuktena bhavati na tu mūḍhataḥ ||**

A competent and focused person should be entrusted with responsibilities.

Success in any work comes through the capable, not through the foolish." – Smarter work, not blind optimism, determines the success and efficiency of the work, and this comes from choosing the right people for the right jobs, not through availability or favouritism.

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**ELEMENTS OF HUMAN RESOURCE MANAGEMENT:-**

The first thing that you need to understand about the nature of an organization is that the people that make up the organization are the most important resource. People need to be involved in all of the activities encompassed in the various functions of the organization, be it in production, marketing, finance, etc. With respect to production, the most important resource is people. Without the active involvement of people it is impossible to add any value to the other resources. Without the involvement of people it is impossible to add value to any of the other resources. People are the only resource that make other resources functional, because they are the most important resource. The most important resource is people. Armstrong's is a succinct definition of human resource management. "The management of human resources entails the strategic management and harmonious combination of the most valued assets of an organization – the people who constitute the organization, both individually and collectively, and who contribute to the accomplishment of the objectives of the organization." The unequivocal objective of human resource management is the employment and management of human resources, such that an organization has the correct people, at the correct place, and at the correct time.

**Work Place Culture:-**

Human resource management qualifies as first point is work place culture. The meaning of culture is growth. So the growth of organizational functions which are

1. Discipline and Rule-Based Work Culture
2. Duty Consciousness and Professional Ethics
3. Punctuality and Time-Bound Work Culture
4. Supervision and Accountability
5. Fair Reward and Motivation
6. Fear-Free but Responsible Environment
7. Cooperation and Collective Responsibility
8. Integrity and Transparency

These shlokas from Kautilya's Arthashastra reflect the principles of Work place culture.

**Discipline and Rule-Based Work Culture:-**

Arthashastra Chapter 1 Sloka 9

Śāsanād vinayaḥ sidhyati |

vinayāt kāryasiddhiḥ |

**Meaning:-**

Discipline arises from proper governance and rules from discipline comes Successful execution of work. Workplace culture must be rule-oriented and Disciplined.

**Duty Consciousness and Professional Ethics:-**

Arthasastra Chapter 2 Sloka 9

Svadharme sthitaḥ kāryaṁ sādhayati |

**Meaning:-**

An employee who remains steadfast in his duty accomplishes organizational goals.Emphasizes professional responsibility and ethical conduct.

**Punctuality and Time-Bound Work Culture:-**

Arthasastra Chapter 2 Sloka 8

Kāle kāryānuṣṭhānaṁ kuśalatā |

**Meaning:-**

Performing work at the right time is efficiency. Time discipline is a core part of workplace culture.

**Supervision and Accountability:-**

Arthasastra Chapter 2 Sloka 7

Karmacāriṇāṁ kāryaṁ vyavahāraṁ ca parīkṣet |

**Meaning:-**

The supervisor must examine both work performance and conduct of employees.Culture includes ethical behavior, not just output.

**Fair Reward and Motivation:-**

Arthasastra Chapter 1 Sloka 13

Karmaṇā yuktaḥ puruṣaḥ sammānyamānaḥ vardhate |

**Meaning:-**

An employee who works sincerely grows when properly rewarded and respected.Recognition and rewards strengthen positive workplace culture.

**Fear-Free but Responsible Environment:-**

Arthasastra Chapter 1 Sloka 7

Nātyarthaṁ daṇḍaḥ na

ca adaṇḍaḥ |

**Meaning:-**

Punishment should be neither excessive nor absent. Balanced control creates a healthy, non-toxic work environment.

**Cooperation and Collective Responsibility:-**

Arthasastra Chapter 9 Sloka 1

Samavāyena kāryāṇi siddhyanti|

**Meaning:-**

Tasks are accomplished through collective effort. Encourages team work and collaboration.

**Integrity and Transparency:-**

Arthasastra Chapter 2 Sloka 9

Gūḍhācāraḥ kāryavināśakaḥ |

**Meaning:-**

Secretive and unethical behavior destroys organizational work. Promotes transparent and ethical workplace culture. Since human resource management is also a work place culture, it incorporates a lot of management concepts, principles, and techniques and applies them in the management of human resources. These shlokas from Kausalya's Arthashastra reflect the principles of work place culture.

**Motivation and Incentives:-**

Human resource management is a motivation and incentives approach. These approaches which are used in human resource management are psychology, sociology, anthropology, economics, and law. Knowledge of relevant aspects of these approaches is very important to become an effective HR management.

These shlokas are related from Kautilya's Arthashastra are directly related to Motivation and Incentives. Following these approaches are helps to motivation and incentives technique,

1. Appointment of Competent and Motivated Persons
2. Reward According to Work (Performance-Based Incentive)
3. Timely Payment of Salary
4. Promotion and Recognition
5. Encouragement through Honour and Respect
6. Incentives for Extra Effort
7. Fear and Discipline as External Motivation

**Appointment of Competent and Motivated Persons:-**

Yogyaḥpuruṣaḥ kāryeṣu niyojyaḥ syāt samāhitaḥ |  
Kāryasiddhir hi yuktēna bhavati na tu mūḍhatā ||

**Meaning:-**

A competent and attentive person should be appointed to tasks; success in work comes from capable individuals, not from the incompetent.

**Reward According to Work (Performance-Based Incentive):-**

Arthasastra Chapter 5 Sloka 3  
**Yathārham vetanaṁ dadyāt**

**Meaning:-**

Wages should be given according to merit and work.

**Timely Payment of Salary:-**

Arthasastra Chapter 5 Sloka 3  
**Kālātikramaṇe vetana bhraṁśaḥ prajā-kleśakaraḥ**

**Meaning:-**

Delay in payment of wages causes distress and dissatisfaction among employees.

**Promotion and Recognition:-**

Arthasastra Chapter 1 Sloka 9  
Guṇa-karmānusāriṇī niyuktiḥ

**Meaning:-**

Appointments and promotions should be based on qualities and performance.

**Encouragement through Honor and Respect:-**

Arthasastra Chapter 1 Sloka 19  
mānapūrvam kāryasiddhiḥ

**Meaning:-**

Work is accomplished effectively when done with respect and honour.

**Incentives for Extra Effort:-**

Arthasāstra, Chapter 2 (Adhyakṣa-pracāra),  
adhikaṁ utpādayet tasya bhāgaḥ dātavyaḥ

**Meaning:-**

One who generates additional revenue should be given a share (reward).

**Fear and Discipline as External Motivation:-**

Arthaśāstra, Chapter 1 Sloka 4

daṇḍasya bhayāt sarvaṃ jagad bhogāya kalpate

**Meaning:-**

Because of fear of punishment, the world functions properly.

**Recruitment:-**

In Human resource management the Recruitment refers to the systematic process of determining manpower needs, searching for suitable candidates, attracting them to apply, creating a pool of qualified applicants

- Recruitment → Attracting candidates
- Selection → Choosing the best candidate

Arthaśāstra, Book 1

guṇa-karma-anusāriṇīnyuktiḥ

**Meaning:-**

Appointment should be according to a person's qualities and abilities.

**Arthaśāstra, Book 1 Chapter 10:-**

dharmopadhābhiḥ arthopadhābhiḥ kāmopadhābhiḥ bhayopadhābhiḥ ca parīkṣet

**Meaning:-**

Officials should be tested through temptations of righteousness, wealth, desire, and fear.

**Arthaśāstra, Book 1 Chapter 8:-**

śrutavantaṃ dākṣiṇya-yuktaṃ smṛtimantaṃ arthajñāṃ ca mantriṇāṃ kuryāt

**Meaning:-**

One should appoint as minister a person who is learned, capable, intelligent, and knowledgeable in statecraft. parīkṣitān eva niyojayet

**Meaning:**

Only those who have been tested should be appointed.

These slokas are related from Kautilya's Arthashastra are directly related to Recruitment.

**Retention:-**

Employee retention refers to an organization's ability to keep its employees for a long period by creating a positive, supportive, and rewarding work environment. It focuses on reducing employee turnover and maintaining stability in the workforce. Retention is the process of keeping talented employees, reducing voluntary turnover, increasing employee satisfaction and loyalty, ensuring long-term organizational success. In simple terms, retention means preventing valuable employees from leaving the organization. Objectives of Employee Retention is to reduce recruitment and training costs, to maintain organizational stability, to improve productivity, to build employee commitment, to enhance organizational reputation. Importance of Retention is saves cost of hiring and training, Maintains experienced workforce, Improves team morale, Ensures continuity in performance, Strengthens company culture.

**kālātikramaṇe vetanabhraṃśaḥ prajā-kleśakaraḥ**

**Meaning:-**

Delay in payment of wages causes distress among employees (subjects).

**kārya-sāmarthyānusāraṃ vetanaṃ dadyāt**

**Meaning:-**

Salary should be given according to the capacity and performance of work.

**satkārya-kṛtāmmāna-pradānam**

**Meaning:-**

Those who perform good work should be honored.

**daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate**

**Meaning:-**

Order is maintained through discipline (fear of punishment).

**bhṛtyānām yoga-kṣemaṁrakṣet**

**Meaning:-**

The welfare and security of employees must be protected.

These slokas are related from Kautilya's Arthashastra are directly related to Retention.

**Contracts of Employment:-**

A contract of employment is a legally binding agreement between an employer and an employee that defines the terms and conditions of employment. It establishes the rights, duties, and responsibilities of both parties. A contract of employment arises when One person agrees to work for another, The employer agrees to pay wages/salary in return, There is mutual consent and lawful consideration.

Employees must faithfully perform assigned duties.

**Svakarmaṇi sthitaḥ sevakaḥ:-**

**Meaning:** A servant must remain devoted to his assigned work.

The Arthashastra prescribes penalties for negligence, fraud, or misconduct.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate :-**

**Meaning:** Fear of punishment ensures order.

These slokas are related from Kautilya's Arthashastra are directly related to Contracts of Employment.

**Job Discription:-**

A job description (JD) is a formal written statement that clearly defines the duties, responsibilities, qualifications, reporting relationships, and working conditions of a particular job in an organization. It is a key function of Human Resource Management (HRM) and is prepared after conducting job analysis. A job description explains What work is to be done, How it is to be done, Why it is to be done, Under whom the employee works. It focuses on the job, not the person. A standard job description usually includes: Job Title, Department, Reporting Authority, Job Summary, Duties and Responsibilities, Qualifications (Education & Experience), Skills and Competencies, Working Conditions, Salary Range.

**Samāhartā sarvaṁ rājasvaṁ saṁharati.**

**Meaning:** The Samāhartā shall collect all state revenues.

**Sannidhātā koṣaṁ rakṣet.**

**Meaning:** The Treasurer shall protect and manage the treasury.

These slokas are related from Kautilya's Arthashastra are directly related to Job Description.

**Person Specification:-**

A Person Specification is a formal document that outlines the qualifications, skills, experience, knowledge, and personal attributes required for a person to perform a particular job effectively. It is prepared after job analysis and alongside the job description in Human Resource Management (HRM). A person specification explains the type of person needed to do the job. It focuses on the employee, not the task. A person specification is: "A statement of the minimum acceptable human qualities necessary to perform a job satisfactorily."

**Śrutavantaṁ buddhimantaṁ dhṛtimantaṁ anasūyakam.**

**Meaning:** One who is learned, intelligent, firm, and free from envy should be appointed.

**Artheṣu anasūyakāḥ śucayaḥ.**

**Meaning:** Officials must be honest and pure in financial matters.

**Indriya- nigrahaḥ pradhānaḥ**

**Meaning:** Control over senses is essential.

**Dakṣaḥ kāryeṣu.**

**Meaning:** Efficient in performing duties.

These slokas are related from Kautilya's Arthashastra are directly related to Person specification in Management.

**Health and Safety In The Workplace:-**

Workplace health and safety refers to the policies, procedures, and practices adopted by an organization to ensure the physical, mental, and social well-being of employees at work. It is a key responsibility of management and an important part of Human Resource Management (HRM). Workplace health and safety involve in Preventing accidents and injuries, maintaining safe working conditions, protecting employees from health hazards, Promoting physical and mental well-being. It reduce workplace accidents, prevent occupational diseases, comply with legal requirements, improve employee morale, and increase productivity. Health and safety in the workplace are essential for organizational success. Effective safety management protects employees, improves efficiency, reduces costs, and ensures legal compliance. A safe workplace leads to a productive and motivated workforce.

**Akarādhyakṣaḥ karmasu dakṣaḥ syāt rakṣaṇa-parah.**

**Meaning:** The Superintendent of Mines must be efficient and focused on protection.

**Agnibhayāt nagaraṁ rakṣet**

**Meaning:** The city must be protected from the danger of fire.

**Śucitāra kṣaṇīyam.**

**Meaning:** Cleanliness must be maintained.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate.**

**Meaning:** Fear of punishment ensures discipline.

**Rakṣaṇaṁ pālanaṁ ca kartavyam.**

**Meaning:** Protection and proper maintenance are duties.

These slokas are related from Kautilya's Arthashastra are directly related to health and safety in the work place .

**Teams:-**

A team in management is a group of individuals who work together to achieve a common organizational goal by combining their skills, knowledge, and efforts. Teams are essential for coordination, innovation, problem-solving, and improved performance in organizations. A small number of people with complementary skills who are committed to a common purpose, performance goals, and mutual accountability. Unlike a group, a team works collaboratively with shared responsibility. Teams are a vital element of modern management. When properly managed, they enhance efficiency, innovation, and employee satisfaction, leading to organizational success.

**Mantriṇām mantramūlaṁ hi rājyaṁ.**

**Meaning:** The root of the state lies in counsel (collective deliberation).

**Ekasyabuddhiḥ na paryāptā kāryasiddhaye.**

**Meaning:** The intellect of one alone is not sufficient for accomplishing tasks.

**Samavāyaḥ kāryasiddhiḥ.**

**Meaning:** Cooperation leads to accomplishment of work.

**Sahāya-sampanno rājā balavān bhavati.**

**Meaning:** A king endowed with capable assistants becomes strong.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate.**

**Meaning:** Discipline ensures order.

These slokas are related from Kautilya's Arthashastra are directly related to Teams.

**Functions:-**

Management functions are the basic activities that managers perform to achieve organizational goals efficiently and effectively. These functions provide a systematic approach to managing people, resources, and operations. Planning is deciding in advance what to do, how to do it, when to do it, and who will do it. Organizing involves arranging tasks, resources, and authority to achieve plans. Staffing is the process of recruiting, selecting, training, and developing employees. Directing involves guiding, motivating, supervising, and leading employees. Controlling is ensuring that actual performance matches planned performance. Coordination is the essence of management and integrates all other functions. Decision-making runs through all management functions. The functions of management provide a logical framework for achieving organizational objectives. Effective management requires proper planning, efficient organization, competent staffing, strong direction, and continuous control.

**Mantra-pūrvāḥ sarvārambhāḥ.**

**Meaning:** All undertakings should begin with deliberation.

**Guṇakarmānusāriṇī niyuktiḥ.**

**Meaning:** Appointment should be according to merit and work.

**Śrutavantam buddhimantam dhṛtimantam anasūyakam niyuktayet.**

**Meaning:** Appoint one who is learned, intelligent, firm, and free from envy.

**Sahāya-sampanno rājā balavān bhavati.**

**Meaning:** A king with capable assistants becomes strong.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate.**

**Meaning:** Discipline ensures proper functioning.

**Mantriṇām mantramūlam hi rājyaṁ.**

**Meaning:** The foundation of the state lies in counsel.

These slokas are related from Kautilya's Arthashastra are directly related to Functions.

**Authority And Accountability:-**

Authority and accountability are two fundamental principles of management that ensure proper functioning, discipline, and goal achievement within an organization. Authority is the formal right or power given to a manager to make decisions, give orders, and allocate resources to achieve organizational objectives. According to Henri Fayol "Authority is the right to give orders and the power to exact obedience." It is attached to a position (not a person), involves decision-making power, flows downward in hierarchy, necessary to perform assigned duties. Accountability is the obligation of a subordinate to report, explain, and justify the results of assigned work to a superior. It cannot be delegated completely, arises from responsibility, ensures answerability, promotes discipline and control. Authority provides the power to act, while accountability ensures responsibility for outcomes. Both must go hand in hand for effective management and organizational success.

**Rājā rājyasya mūlam.**

**Meaning:** The king is the root (foundation) of the state.

**Guṇakarmānusāriṇī niyuktiḥ.**

**Meaning:** Appointment should be according to merit and work.

**Mantriṇām mantramūlam hi rājyaṁ.**

**Meaning:** The foundation of the state lies in counsel (ministers).

**Svakarmaṇi sthitaḥ sevakaḥ.**

**Meaning:** An official must remain devoted to his assigned duty.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate.**

**Meaning:** Fear of punishment ensures proper functioning.

**Koṣaṁ rakṣet sannidhātā.**

**Meaning:** The Treasurer shall protect the treasury.

These slokas are related from Kautilya's Arthashastra are directly related to Authority and Accountability.

**Grievance And Procedure:-**

A grievance is any dissatisfaction, complaint, or feeling of injustice that an employee experiences in relation to work, working conditions, salary, supervision, or policies. It may arise due to unfair treatment, Wage issues, Poor working conditions, Disciplinary actions, Harassment or discrimination, Violation of company policies. A grievance can be defined as "Any real or imagined feeling of dissatisfaction or injustice which an employee experiences about his job and expresses formally." Causes of Grievances are Wage and salary disputes, Promotion issues, Working conditions, Poor supervision, Disciplinary action, Workload or overtime, Interpersonal conflicts. Grievance handling is a vital function of management. A well-structured grievance procedure ensures fairness, builds trust, and maintains industrial peace. Proper grievance redressal leads to higher productivity and better organizational climate.

**Prajā-sukhe sukhaṁ rājñāḥ prajānām ca hite hitam.**

**Meaning:** The king's happiness lies in the welfare of his subjects.

**Na vilambayet kāryāṇi.**

**Meaning:** Matters should not be delayed.

**Sākṣyaṁ parīkṣet dharmataḥ.**

**Meaning:** Evidence must be examined justly.

**Adharmaṇa na kāryāṇi.**

**Meaning:** Actions must not be done unjustly.

**Svakarmaṇi sthitaḥ sevakaḥ.**

**Meaning:** An official must remain devoted to his assigned duty.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate.**

**Meaning:** Fear of punishment ensures proper order.

These slokas are related from Kautilya's Arthashastra are directly related to grievance and procedure.

**Disciplinary Procedure:-**

A disciplinary procedure is a systematic process followed by an organization to address employee misconduct, violation of rules, or poor performance in a fair and lawful manner. Disciplinary procedure to correct undesirable behaviour, maintain workplace order, ensure fairness and justice, prevent future misconduct, and protect organizational interests. A proper disciplinary procedure ensures justice, transparency, and consistency. It balances organizational authority with employee rights, contributing to a stable and productive work environment.

**Svakarmaṇi sthitaḥ sevakaḥ**

**Meaning:** An official must remain devoted to his assigned duty.

**Sākṣyaṁ parīkṣet dharmataḥ.**

**Meaning:** Evidence must be examined justly.

**Adharmaṇa na daṇḍaḥ.**

**Meaning:** Punishment must not be unjust.

**Daṇḍasya bhayāt sarvaṁ jagad bhogāya kalpate.**

**Meaning:** Fear of punishment ensures proper functioning.

**Koṣaṁ rakṣet sannidhātā.**

**Meaning:** The Treasurer shall protect the treasury.

**Doṣe padacyutiḥ bhavet.**

**Meaning:** On fault, removal from office shall occur.

These slokas are related from Kautilya's Arthashastra are directly related to disciplinary procedure.

**Absenteeism:-**

Absenteeism refers to an employee's habitual or unauthorized absence from work. It affects productivity, team morale, organizational costs, and overall performance. Absenteeism occurs when employees fail to report for duty as scheduled without valid reasons or proper approval. It may be: Authorized Absence – Leave approved by management (sick leave, maternity leave, earned leave, etc.). Unauthorized Absence – Absence without permission or valid justification Causes of Absenteeism are Personal Causes, Illness or health issues, Family responsibilities, Stress or burnout, Lack of motivation. Absenteeism in organisational causes are Poor working conditions, Low job satisfaction, Poor leadership or supervision, Lack of employee engagement, Unsafe work environment. In organisation effects of Absenteeism are Reduced productivity, Increased workload on other employees, Delays in project completion, Financial loss to organization, Poor team morale, Reduced customer satisfaction. Absenteeism is a serious managerial issue that requires a balanced approach. Effective management combines discipline with employee welfare. By improving working conditions, motivation, and organizational culture, absenteeism can be significantly reduced.

**Aniyuktaḥ kāryeṣu niyojyaḥ |  
niyukto'pi kāryam na kuryāt daṇḍyaḥ syāt |**

**Meaning:-**

An employee who is not properly engaged should be assigned work. Even after being appointed, if an employee does not perform his duty, he must be punished.

**Kāle kāryānuṣṭhānam pramādaḥ |  
pramāde daṇḍaḥ |**

**Meaning:-**

Not performing duties at the proper time is negligence. Negligence deserves punishment.

**Svārthasaktaḥ kāryam tyajet cet sa daṇḍyaḥ |**

**Meaning:-**

If an official, out of self-interest or laziness, abandons his duty, he should be punished.

**Karmacāriṇām upasthitim kāryam ca parīkṣet |**

**Meaning:-**

Supervisors must check both the attendance and the work of employees.

These slokas are related from Kautilya's Arthashastra are directly related to Absenteeism.

**Conclusion:-**

The evolution of mankind, the sleaziest of all, taking generations to develop and few more to refine the aspects of it, was the most spectacular thing to witness in the history. However, more desirable was the evolution of the thought of the cognitive progresses of mankind in the times for which very less is known and yet more disguised. Armstrong has defined human resource management West kept on bragging the thought of Human resource for the ideas of Armstrong had long found recognition and the glory economic thought of the westerns was spread throughout world. Discovery of Arthaśāstra might have been one of the most remarkable moments of the year 1905, if not the whole decade. A treatise which not only limited to the vocation of human resource but went far beyond the spheres of religion, philosophy, art, statesmanship and many more disciplines that govern the life of individuals were judiciously dealt with by Kautilya. It attracted appraisals and critiques equally. Even Science were not left untouched by Kautilya; in the text there are numerous references where Kautilya speaks about the prediction of weather, measuring rainfall using a device called a rain gauge, smelting metals, and involving experts in metallurgies.

Kautilya's predecessors attempted to give prominence to different sciences but Kautilya understood that they were interpenetrated and interrelated. Kautilya speaks about the science of Vārtā. Kautilya embodied many concepts that were never spoken about by earlier preceptors, nor were they in practice anywhere else in the world. The concept of social integration of all classes of society was one such heretic concept, assimilated by Kautilya, setting aside the

fixated notions, which was the common tendency of ancient Indian masters. Kautilya is a contrast on the canvas of past especially the period of Mauryans. For tracing the roots of human resource activities in the Mauryan period, we have to depend on Arthaśāstra. It indicates towards the different orientations of economic traditions. Arthaśāstra is obviously a multidimensional work of human resource, economics, politics, and sociology. Arthaśāstra has elaborately discussed the unending responsibilities of the state. The scholars trained in different schools of history have diverse views about it. Kautilya was the keen observer of social, political, management, and economic developments in the state. Kautilya represented the matured development of the science of politics in ancient India, and therefore, he attempted to adopt the middle path. Kautilya did not adopt either of the two extremes and adopted the middle path. Kautilya attempted to mix the power of the king, local traditions, and the ideals of 'dharmashastra' in order to bring about the integration of the state and society on a new foundation.

The Kautilya Arthaśāstra can be classified into three sections, and these sections were distributed throughout the text. The first section dealt with the political theory, which included his views on four sciences and three aims of life, education of the king, seven constituent elements of the state, 'vyasanas' of the constituents, and theory of power. The second section dealt with the problems of administration, which included the duties of the heads of departments; judicial administration, duties of civil and criminal courts, duties of ministers, administration of espionage, and management of finances of the state. The third part was related to the relations between the states or Mandala theory - in the context of policies of war and peace to be adopted by 'Vijigishu' King. It covered three kinds of power, four expedients, six principles of foreign policy and administration of army. Kautilya has the most miraculous thought on agriculture, forestry, mines and industry, trade and commerce and urbanization. The seed of human resource management thought is eternal but the germination of such thought would require the indispensable ingredients; for the innovative ideas flourish in the fertile terrains of conscious minds. The human resource management thought was empowered by Kautilya to produce, generate and control the sources and resources for the state and by the state.

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