

Chanakya's Legacy: Navigating Leadership and Management through Ancient Wisdom

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Abstract: *This paper examines the knowledge and wisdom of Chanakya an Indian polymath who lived in 300 BCE who was an ancient philosopher, scholar, strategist, jurist, economist, and politician and so on. As his work Arthasasthra which is a treasure of various aspects of leadership and human resource management, and examines their relevance to contemporary leadership and management practices. The main goal of this study is to present a thorough grasp of the timeless wisdom that can improve managerial and leadership abilities of dynamic modern world by comparing Chanakya's ideas with current theories of management. By studying Chanakya's ancient theories we can attain a fresh perspective on leadership and HR management using conventional wisdom to guide and improve contemporary leadership techniques.*

Keywords: Arthasasthra, Chanakya, Human resources, Leadership, Modern management techniques

1. Introduction

In the dynamic world of modern management, a general tendency is there to show extreme contempt towards Ancient wisdom about the management. Ancient Indian texts such as Valmiki Ramayana, Bhagavat Geetha, Bheeshmopadeshm, Viduraniti all such books which consist in Mahabharata, the puranas, Smritis like Vishnu Smriti, Arthasasthra etc offers Several management lessons which are even relevant to modern context some of these texts are written 5000 years ago. Due to language barrier, prejudice or biased thoughts, lack of modern commentary, academic emphasises to reject ancient knowledge etc scholars are not recognising any of the ancient management practices much.

Through this paper we hope to explore more into the leadership skills and Human resource management principles espoused in Chanakya's Arthasasthra and the relevance of such ancient knowledge in today's management theories. By this study we can also explore the Rich heritage of Ancient Indian management theories and the relevance of Arthasasthra will be highlighted and deeper understanding of India's intellectual contributions to global management also discourses Moreover this study will shed light on Chanakya's great legacy and its applications in modern world

Objectives

- To evaluate Chanakya's leadership principles and their relevance in modern management contexts
- To understand leadership and management theories in Chanakya's Arthasasthra

Research Methodology

The study is based on secondary data obtained from various sources. Various intellectual publications, such as books, periodicals, journals, reports, and official regulatory bodies' websites, are carefully examined.

2. Literature Review

Chanakya's Arthasasthra

In the Chronicles of human history, there are very few precious gems like Chanakya, who was also known as Kautalya, Vishnugupta great polymath, political thinker, scholar, philosopher, scholar, strategist, jurist, economist etc who lived in 300 BCE he played a prominent role in the foundation of Maurya empire he was the guru of the great king Chandragupta Maurya who founded Mauryan empire and his son Bindusara. He had an encyclopaedic knowledge in fields such as management, leadership, economics, personal, spiritual life and so on. There are two major books are attributed to him one is Arthasasthra which deals with the necessary issues and functions connected to internal and foreign relations and other is Chanakya Niti which deals with the political and moral aphorisms.

Arthasasthra is a Sanskrit word can be translated as statecraft in English a wide meaning is there for the word artha in Sanskrit. It includes 6000 sutras have been classified into 150 chapters, 15 books and 180 topics by Chanakya himself. The work deals with broad topics such as nature of government, law, market and trade, leadership, diplomacy, criminal court, ethics, motivation, Hindu philosophy, ancient details of agriculture, mining metals, medicine, forestry and so on

Management in Arthasasthra

Management is a broad topic which contributed by several departments such as psychology, sociology, social sociology, anthropology, economics and finance (Muniappan, 2005: b) Kautalya's Arthasasthra deals with the management techniques based on the Finance management, Human resource management,

Chanakya provides sutras from his text which give an insight of the fundamentals of management he says "Sukhasya mulam dharmah, Dharmasya mulam arthah, Arthasya mulam

rajyam Rajyamulam indriyajayah, Indriyajasya mulam vinayah” which means the happiness or bliss will come from dharma which is righteousness its basis is resources its basis kingdom, its basis is rooted in conquering senses its basis is training and discipline. [1]

Chanakya says this about the kingdom which can be applied to the contemporary organizational management here as every Indian texts says the bliss will only obtain from the ethics.

If an organization made its assets or wealth in an unfair method it won't run peacefully so for peace the company should be run in a right way. Artha refers to the wealth Artha means material prosperity in Sanskrit for that we have to obtain kingdom, in today's world kingdom refers to the organization without an organizational setup or asset organization can't make any wealth. Then he states the organs or indriyas of the organization are the building blocks of an organization, here the organs refers to the people in the organization, process, activities, and functions. By the same word Indriya Chanakya give the reference of “indriya nigraha” of ancient texts which refers to the control over all these organs according to yoga a person who want to attain the moksha (salvation) he have to be done indriya nigraha indriya has the meaning of the 6 enemies of mind they are desires (kama), anger (krodha), greed (lobha), arrogance (mada), infatuation (moha), envy (matsara).

In modern management studies we mention the same topic as organizational behavioral management (OBM) which is the intersection between behavioral science and improvement in organizational environment. [6] OBM is based on the field of applied behavioral analysis which analyze individual as well as group behavior this process organization can be modify the environment and improve the performance. As well as in traditional managerial system without controlling the organs mentioned by Chanakya and the issues inside and outside the organization properly, it won't attain its success. The organs will be effectively work and bear the fruit by proper training and development by the word Vinaya he not only says about the training which is for a short term goal he refers to the complete career growth of the employee too. Learning and Development plays the vital role in the modern management too with out these employees unable to accomplish their tasks with their complete potential. It is not only about the performance management it will also make them more efficient productive, motivated and innovative. The proper selection of training opportunity for employees will help the organization to attain its competitive position in this dynamic world [7].

Human Resource Management

In Human resource management attrition is a vital part which causes several impact in the organization, talent, financial productivity are some of them. Attrition or employee turnover is the departure of employees from the organization based on different reasons. Chanakya suggest how to stop or control attrition he says [2] “He should favor those contented, with additional wealth and honor, He should propitiate with gifts and conciliation those who are discontented, in order to make them contented” (1.13.1617)

There are two types of employees they are contented and discontented here Chanakya deals with both contented employees are those employees not asking for rewards and more promotion management have to be give the additional rewards and promotion and to be recognized. Discontented employees are the opposite of contented do favor for them too to make them contented. The rewards and recognition are so important in every organization for the employee performance and job satisfaction the performance is based on motivation and it can be improve by the compensations. [8]

Organizational Structure

Organizational structure is very crucial for every organization for the coordination, efficiency rules and regulation etc for every organization. Chanakya had the crystal - clear knowledge about the importance of an organization in his time. He classified the organization into 7 pillars such as The king, minister, country, fortified city, the treasury, the army, and the ally he says these are the seven constituent elements in the state. In modern world of management king will be the leader, minister is the manager country will be the market, treasury will be the finance department, army will be the team and ally will be the stake holders. The weakness of any of these pillars will be badly affect the organization.

In modern management we have theories of FW Taylor who is the father of scientific management and Henry Fayol who is the father of management in both theories we can see the organizational structure. Taylor postulates that decision making authority is centralized at the top and work divide and distribute to the workers which is a “bureaucratic” or “mechanistic” organizational structure. Fayol having a comprehensive account sand describes “scalar chain “and “unity of command” in the organizational structure. Moreover In the view point of FW Taylor he observed management from the top to bottom and Fayol worked at management from the bottom to up [9]. However the entire organization is divided into top level middle level and lower level employees in modern management theories.

Top level employees such as CEO, managers will set the goal and supervise the entire organization. Middle - level managers are engaged in diverting organizational activities to attain the goals set by top management. The lower - level employees run every organizational work unit and carry out the essential tasks. They are the foot soldiers of the company. Chanakya not only says about the hierarchy between them but also he refers the importance of all these factors to an organization.

Leadership

Leadership is the ability of a manager to motivate, inspire, direct, and guide a team to achieve a common goal of the organization. An effective leader will improve the organization as well as the employees. Chanakya meant the leader should be knowledgeable, good decision maker, should monitor and supervise, energetic, problem solver, respect and protect the women, multitasker, righteous and alert. Chanakya not only simply says about the needed skills he also gives the balanced daily routine for the leaders, he says leader should be involve activities such as defense planning, interacting with citizens, financial management have to be take care, administrative oversight, scholarly consultation and future

planning

In modern management these principle can be applied as Identical to defense planning and future planning, manager should be engage in strategic planning in modern world it will help the leader to achieve long term goals by analyzing the SWOT. Interacting to the citizens refers to the interaction with stake holders to analyze their needs and concerns for the progress of organization. Financial management is relevant in every time as Chanakya told leaders should effectively manage the budgets, expenditure, and ensure financial stability of the organization. Administrative oversight refers to the organizational process monitoring and by that ensuring the efficiency in operations. Chanakya said the scholar consultation is important for a successful leader in contemporary world it is to seek advises from stakeholders, consultants, other people who are specialists to help in decision making and problem solving. Future planning is the same which Chanakya said forecasting is very crucial in every organization.

Leaders have to be appreciate and recognize his employees to maintain a good work environment

, enhances the employee morale for the success of an organization Chanakya says that in his sutra “when grown in strength he should bring about the liberation of the hostage” (7.17.32) Which means the leader should support and empower the employees who are marginalized or need assistance when he get power. Leader should take care of the people who marginalized or in a bad condition who spend their energy and money for the company. In modern management terms the word ethical leadership refers to this those leaders who prioritize fairness in decision making which provides benefits for others too it is also a social responsibility of a leader.

The essence of leadership, he stresses, lies in its acceptance by the subjects. He therefore, advises the Swamy never to forget the two pillars of the art of governance: Nyaya, the justice and Dharma, the ethics. He also decries autocratic behavior as a leader is visible and people follow the leader. Hence he advises the Swamy to introspect and to identify his athma doshas, i. e. deficiencies to improve or develop himself. He further advises his Swami to study deficiencies of his cabinet members and take steps to improve upon them. He states that Mantris could be incompetent, Senapati could be over ambitious, and Purohit may not consider the present day practices or traditions while enacting laws or justice, which might lead to injustice (Gupta, 1987).

The major two pillars of leadership are Nyaya and dharma Chanakya postulates that the king shouldn't forget these two main essence. Nyaya refers to the justice and dharma is the ethics. (4)

He also asking his swamy (king) to introspect and identify his atmadoshas that is deficiencies as well as himself and his subordinates to rectify himself and improve others. He states that Mantris could be incompetent, Senapati could be over ambitious, and Purohit may not consider the present - day practices or traditions while enacting laws or justice, which might lead to injustice (Gupta, 1987). Kautiliya had a holistic approach in the case of values he believed that inner cleansing

and self - purification are very important for a leader. We can see the same opinion in Niti sara too both Arthasasthra and Niti sara gives importance for self - purification as well as leadership qualities [5].

In 3.1.41 Chanakya says that “carrying out his own duty the king who protects the subjects according to law, leads to heaven; one who does not protect or who inflicts an unjust punishment, his condition would be the reverse of this” the heaven here mentioning is the state of mind in modern management techniques ethical fairness and justice should be there for the fair progress of an organization it include the treatment of employee, ethical decision making, and loyalty to laws and regulations. Analysis of strengths and weakness of every employee in the organization will improve the optimization of resources the introspection will help the leaders to improve and develop him selves. Social responsivity which mentioned as CSR in modern times are very crucial. Social responsivity will provide the employee satisfaction in their wellbeing dimensions such as health, education, economic stability, recognition etc. and Organizational ethics will also improves the wellbeing of people by producing ethical behavior and attitude [10]

Chanakya's welfare state and modern world

Chanakya's welfare state refers to government and citizens sharing a common goal of promoting happiness and prosperity [3] His concept is not to make control of wealth of the state like modern socialism he states that to make new economic policies like making high tax to harmful substances and tax free for beneficial substances. Welfare state denotes the concept of welfare state denotes the state's consent to accountability for advancing the overall welfare of its citizens. According to the welfare state, satisfying individual's socioeconomic demands should be the primary objective of every human effort. [11]

This method will be beneficial for both state and people This strategy of Chanakya is fulfilled by some Indian companies like Tata Steel under TATA group they developed one of the modern city in India which is in Jamshedpur. The organization which consist of one of the biggest steel plant in India provides wellbeing of their employees successfully. It is the one of the cleanest, safest, high living standard city in India. Hospitals, colleges, schools are raised in high standard and employees can raise their children irrespective of their class which we see in India. There is no discrimination between labors and management the equality is encouraged [3].

They practicing this theory indirectly along with social responsibility, ethical governance which mentioned in Arthasasthra and other ancient texts. In Jamshedpur it provides the wellbeing of the employees who works and live in Jamshedpur. It made a prosperous community there. TATA steel having the best TQM and HR policies in the country the employees working in TATA steel are very satisfied and motivated by the management to achieve the company's goal.

3. Conclusion

Arthasasthra which was written by the great ancient Indian scholar Chanakya who lived in 4 centuries before Christ

giving the insights for management practices and so many other fields that even relevant today. In the field of contemporary management, conventional wisdom is frequently met with suspicion or contempt. The ancient texts which provides a lot of wisdom regarding to management and other fields.

The study of this paper shows how the ancient management theories are relevant to modern management world.

It proves that India processed as an intellectual capital of the world in its glorious past. Study provided more understanding and knowledge about the Arthasasthra of Chanakya.

This study shows Chanakya's concepts on leadership, human resource management, organizational structures, and the welfare state in order to highlight the timeless principles that can direct contemporary organizational practices. Modern leaders who want to achieve long - term organizational success can seek the help of Chanakya Arthasasthra as a guide in Indian scenario.

To summarize this study highlights the continued applicability of the concepts of Chanakya Arthasasthra. This study provides useful insights for organizational leaders looking to navigate the complicated business environment of today while remaining rooted in the age - old ideas of sound governance and moral leadership by comparing ancient wisdom with modern management techniques.

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