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Qualities and Skills of Leaders (With Reference To Kautilya Arthashastra)

Authors

Prof. (Dr.) Subhasish Chatterjee, Mrs. Sneha B Vyas

Principal/Director

Department Of Management

Sumandeep Vidyapeeth (Deemed To Be University), Vadodara.

, Higher Secondary Teacher

Parth School Vadodara

Abstract

Qualities and Skills are the most decisive factors for any leader to direct any organization systematically. In this article researchers made an endeavour to understand the viewpoint of Acharya Chanakya relating to the qualities of leaders. Resercher also attempted to analyze the standpoint of Kautilya described in his book Arthashastra in the perspective of 'management and administration'. Authors additionally made an attempt to examine couple of essential qualities to be borne by the leader in these complex structural systems of the organization and to what extent those qualities are relating with description provided by Acharaya Chanakya in his evergreen book Arthasastara.

Entire research was directed in light of information accessible through the secondary source like books, research paper, website and voice of few veteran organizational leaders.

Key Words: Rajarshi, Leader, Communication, Ethics & Justice, Discipline & Rewards and Competency mapping.

Introduction:

"Rajarshi" was exceptionally gigantic phrasing at the time of "Chanakaya". This word used to enlighten by Chanakaya for his king Chandragupta Maurya, However, always question comes as a main priority that; who was the genuine 'Rajarshi'? Whether Chandragupta Maurya or Chanakya self, since, there is a typical saying that 'the man who rules the ruler, he is the actual ruler'. Whatever it was, but Chanakya never ruled Chandragupta Maurya. He used to believe on proper exercise of genuine standards of administration, and rational communication & judgment with the people. Most of the time, he used to give an idea with respect to the bonafide norms of effective administration. These ideas are relating to the principles of an administration, which has finally turned out as a book named 'ARTHASHASTRA'.

Kautilya has self-possessed science of economics in the shape of art of governance. Economics is

considered to be the mirror of Indian society of Mauryan. Kautilya's Economics, in which, 15 tribunals, 180 episodes, 150 chapters, and about 6000 verses on 180 topics are consisted. In fact, the historical significance of Kautilya's economics increases with the view that he was also the political consultant of the first Mauryan ruler, Chandragupta. His political experience was also reflected in his book, which is detail description of the subtle and business complexities of the administrative system. Economics Kora is not an idealist text, but it is a practical treatise.

According to Dr. Altekar, "Kautilya's economics is not a theoretical treatise of state science, in which the basic principles of administration or political science have been discussed, rather it is a guide, was written for the administrator".

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them is also reflected in the detailed description of the subtle and business complexities of the administrative system described in economics. Economics Kora is not an idealist text, but it is a practical treatise.

Unquestionably, the evergreen principles of Arthashastra is very much relevant to the modern management principles, sometimes these principle are more genuine as compare to the modern management.

We are now on the process of accepting the participative leadership in place of autocratic leadership, we also decide the mission and vision before beginning of any business enterprise. But, it is surprising to know that the thought of Probhu Shakti (Vision) Mantra Shakti (Mission) and Utsha Shakti (Motivation) was described in Kautilya Arthashastra, which was written at the time of Maurya dynasty of 4th century before Christ.

Back to front strategy is one of the significant strategy of the leader to become a good leader in relation that Kautilya said, the king should be self disciplined first and his self-discipline attitude will transmit to his subordinate, more precisely he said that self administration should be first priority before entering into the other administration process. Kautilya in his Arthasahtra very correctly explained the various pattern of management process of organization to strengthen that process. He had also given the touch of strategic management, human resource management and financial management. Internal (self) control should be given the first priority before going to control external factors i.e. few of the internal enemies like anger, arrogance, ego, infatuation, envy, pride, greed should be controlled by the king and accordingly his self-disciplined attitude will be the ideal of his subordinates.

Objective:

To understand about qualities and sills of a leader described in Kautilya Arthashastra and to what extent those qualities and skills are valuable in the modern management.

Literature Review:

B K Chaturvedi in his book Kautilya's Arthashastra told that it is a work of exceptional interest and value, his book is known as the guidance of the king of proper maintaining the earth. He had also tried to compare with Mahabharata and as per his version that Kautilya more precisely demonstrated the lord Krishna's Gita. The book 'Good Governance & Media in Bihar' closely examined the role of media in promoting good governance; she also tried to highlight the relationship of good governance of Bihar and the rule of governance explained by Chanakya in his book Arthashastra.(Dr. Sikha Jain). In the book Corporate Chanakya (Telugu) the author Radhakrishnan Pillai simplifies 3 sections of Leadership, Management and Training Corporate Chanakya include tips on various topics like -organizing and conducting effective meetings, dealing with tricky situations, managing time, decision making and responsibilities and powers of a leader that is the age old formula for success for leaders of the corporate world where (Radhakrishnan Pillai). N. Siva Kumar, U. S. Rao in their research paper 'Guidelines for value based management in Kautilya's Arthashastra' built up the value based management guidelines. He discussed that few components such as organizational philosophy, value based leadership, internal corporate culture, accomplishment of corporate purpose and feedback from stakeholders in Kautilya's Arthashastra are having great significances to guide any organization in a hasty manner. S D Chamola, Kautilya Arthasatra and the science of Management, relevance for the contemporary society, Hope India Publications, 2007. The book is divided into four parts out of those the important part is third part where explained the relevance to Kautilya athasatra with the present day science of business management. Dr. Anil Naik is a Mumbai based Management Consultant shared his thoughts in his write-up in the name of 'Arthashastra Lessons for Management Theory Kautilya' "Kautilya was interested in establishment and operation of the

machinery through which the king preserves the integrity and solidarity of the State and generates power.” So far as Kautilya’s work is concerned it is surprising to know that quite a lot of concepts current management theories have been explicitly explained him.

Research Methodology:

There are many resources of study are available to understand the Chanakya’s Arthasatra and its comparison with the modern management. The researcher assembled various secondary sources such as books of renowned writers and published research papers & articles relevance to the topic found in different journals and magazines. Researcher also gathered much information from different web source and from the voice of veteran organizational leaders as well.

Discussions:

Qualities and skills of leaders:

Undoubtedly, present leaders have many qualities, out of those qualities the self-confidence is the most important one. When group or subordinates began accepting their leader, or alternatively, when leader build the trust in their group than it is certain that leader can accomplish any objectives. Commitment for achievement of work is another quality ought to be possessed by leader.

Kautilya told that Leader must possess these five qualities 1. Drudhachitta (Power of concentration).2. Shilavan(Character), 3. Pragna (Thinking Capability), 4. Vangmi (Communications Skills), 5. Daksha (Observation/Vigilance).

A councilor or minister, who is acquired uppermost rank, should be a native of the state, born in a higher level family and must be controllable by the king. Kautilya told that he should have been **trained in all the arts and have logical ability to foresee things**. Kautilya also told that he should be **intelligent, persevering, dexterous, eloquent, energetic, bold, brave, and able to endure adversities and firm in loyalty. He should neither be haughty nor fickle. He also said that minister should be amicable and not excite hatred or enmity in others.** 3 {1.9.1}

Though he told only about the qualities of Mantri, but the time he wrote all these facts, that time Mantri was the main leader of King. Ministers’ diplomatic capabilities had helped the entire kingdom to keep in a secure condition.

In the present time, same qualities posses by organizational leaders but in other terminology, such as skills, rational thought, intuition, attitude, patients and efficiency, soft skills, in addition to that modern leaders must possess the confidence level, positive attitude and commitment but the most important is that leader has to have the ability to delegate the team.

Appropriate Communication is one of the important skills of any leaders in the organization. Most of leaders cum managers of organization always keep themselves away from the subordinates. This skill is not only confined to the leaders of organizations but also available to the political leaders especially who become the ministers and acquire power.

Timeline of communication process is shown above but that is the general communication system has been followed in each and every era but here we are discussing about the communication system of leader i.e. Rajarshi (the term was given by Chanakya).

Ramesh Chandra Majumder in his book ‘Ancient India’ described that as per Chanakya when in the court, he shall never cause his petitioners to wait at the door, for when a king makes himself inaccessible to his people and entrusts his work to his immediate officers, he may be sure to engender in business, and to cause thereby public disaffection, and himself a prey to his enemies.

So it is understood from the Chanakya’s concept that leaders should always keep the door open for communication and to discuss with the subordinates and to provide right solution of any problems. If the leader entrust the officers next to him for communication, then they can move for wrapping up the matter as per their will, which may or may not be as per the interest of leader. In that subject, it is also very important to understand that maximum employee always look for the suggestion from the top.

In addition to that quality, leader should not be suffering from the fever of fear. They should manage not only their **stress** but also reduce the stress of the workers working under his purview. Chanakya said that when fear approaches near,

attack and destroy it. Fear always gives inverse result.

When any person failure due to his fear then it should not be considered his actual failure because most his skills and talents he could not use due to stress. Had he been utilizes his full talent than he could have touched the height of success. So, stress management is one of most important criteria to become a good leader.

Chanakya also quoted in his book that “Once you start working on something, don’t be afraid of failure and don’t abandon it.”

No one should think of failure before starting any work. It also reminds the quotes of Bhagbad Gita that failure before beginning of work always wipes out the half talent. This type of thinking may lead to discard the ongoing works, which will not only dissipating the time but also obliterate the dynamism, precisely, Lord Krishna advised in Bhagbad Gita that “You have the right to work only but do not expect for fruits”.

While discussing the **Ethics and Justice**, why a King should be Ethical: P (Discourse, 204): “Princes should not complain of any failings to be found in the people over whom they rule. For such, failings are likely to be caused either by their own negligence or they themselves have the same faults

According to Kautilya, ethics (Dharma) and Justice (Nyay) are the significant subject of any kingdom. To become a good leader, rajarshi should have the knowledge of ethics and dharma and its proper implementation.

So far as Judicial Fairness is concerned, Kautilya told that “A king *who* observes his duty of protecting his people *justly and according to* law will go to heaven, whereas one *who* does not protect them *or* inflicts unjust punishments will not.” (*Arthashastra 3-1-41*). He also told that it is the power of punishment alone, when exercised impartially in proportion to the guilt, and irrespective of whether the person punished is the King’s son or an enemy, that protects this world and the next. (3.1).”

It is really surprising fact to understand that on 4th century before Christ, Kautilya told to discard the autocratic type of leadership and also uttered that

the leader should have the insight ability to find out the weak elements of Senapati (Commander), Mantri (Minister) & Priest (The Pujari).

B S Singh mentioned in his research paper Kautilya and Machiavelli on Justice, Prosperity and National Security, “Why a King should be Ethical: (p 121): “A king endowed with the ideal personal qualities enriches the other elements when they are less than perfect (6.1).” (p 123): “Whatever character the king has, the other elements also come to have the same (8.1).”

Sometimes, the executives are executing their power in a wrong direction. That type of behavior will directly affect to the dignity of the leader (Rajarshi). So, leader must understand the deficiencies of the officers working next to him. He should also understand that whether his subordinates are working as per ethics and justice or not.

Kautilya said that a rajarishi should be like a sage and should have the self control attitude; he should also develop the intellect by associating with seniors. He must have the supporting role for the proper security and welfare of the people. He should have the attitude for doing well of the people and should avoid fabrication and fickleness and falsehood of work.

So far as **Discipline and Reward** is concerned in Kautilya ’s Arthashastra “The scepter on which the well being and the progress and the progress of the science of Anvikshaki, the triple Vedas, and Varta depend is known as Danda (Punishment). Kautilya mentioned that Danda is nothing but considered as law of punishment or the ‘Dandaniti’ i.e. science of government (Dandaniti). It is a means to make acquisition, to keep them secure, to improve them, to distributing among the deserved the profits for improvement. The entire progress of the world was depending on the science of government i.e. Dandaniti.

Kautilya advises the restraint in excessive use of this Dandaniti, for whoever imposes severe punishment becomes repulsive to the people; while he who awards mild punishment becomes contemptible. But whoever imposes punishment as deserved becomes respectable. Kautilya also wrote that for punishment(Danda), when awarded with due consideration, makes the people devoted to righteousness and to works productive of

wealth and enjoyment; while punishment, when ill-awarded under the influence of greediness and annoyance or owing to ignorance, excites fury even among hermits and ascetics dwelling in forests, not to speak of householders. But when the law of punishment is kept in abeyance, it gives rise to disorder; for the absence of a magistrate, the strong will shallow the weak, but under his protection the weak resists the strong.”

It is a factual learning to the leader of present era that the punishment is required, but control of punishment is also necessary. According to the Dandaniti of Chanakya, punishment with due consideration may give good result, if the punishment is maximum, than there is a possibility of adverse result in the work.

Everyone in these competitive circumstances is accountable to his duty, until and unless workers are accountable to their work, they will not develop the responsibility of his own. But the reporting authority should always have proper care of his subordinates.

As per the guidelines framed by the employer, each employee should be accountable to his duty, but if we see the other aspect then employer should also responsible to give them proper safety and should also make an environment where employees can work safely. Carrying out the duties effectively is possible if both the parties are effectively working together and are committed to support one another.

. Addressing the needs of the organization and keeping employees happy Chanakya quotes in his book Arthasastra, Book I, Chapter XIX, 39 that is in the satisfaction (happiness) of his subjects lies his joy (happiness); in their welfare his welfare; self happiness or self welfare of king is not considered good king, but if the king justifies the subjects matter by avoiding his own will than he will consider as a great king.

That is the happiness of the king in the pleasures of the people, the interest of the people is his interest.

The king should think of the subjects only, the king's self-happiness is not the happiness of others, He should think only on the subject-matter. He should think such things by which he can analyze the subject-matter in a proper manner. The king is the supreme authority of the kingdom but, as he deals with different types of people, so, in that circumstances he must take care of the subject, It is also obvious that he cannot make

happy each and every individual, but, he can make his followers happy, if he judges the subject-matter with proper obedience and honesty.

Kautilya wrote in his book Arthasatra, Book V, Chapter, III, 247,249 ‘The king should look into the bodily comfort of his servants by providing such emoluments as can infuse in them the spirit of enthusiasm to work. He, the king should always increase the wages and other substances of his servants, shall not only maintain his servants but also keep himself away from violate course of righteousness and wealth.’ He also told that “A wise king can make even the poor and miserable elements of his sovereignty happy and prosperous; but a wicked king will destroy the most prosperous and loyal elements of his kingdom.”

Matured leaders should keep their employee happy by keeping aside their own preferences and happiness. In modern time every industrial leader should think about the livelihood of employee. Employers must pay their employees a good remuneration that can make their lifestyle better; otherwise, there is a possibility to make them demoralized in their work. It is really surprising that chanakya gave suggestion 3000 years back. But unfortunately, many leaders of industry still exist in the conventional process. Every employee in the industry should be considering as an important asset of the industry. It is very easy to engage the general employee but it is very difficult to hire the suitable employee who is always measured as one of the assets of the organization. As Chanakya told that any wise leader (King) can make happy even in poor and miserable conditions also by using little resources, a wise employer makes his employee happy by utilizing the quality of charismatic leadership.

It is also surprising to know by understanding the Kautilya's law and administrative suggestions that there was no cast based reservation about high post except the Raj Purohit that post used to allot only to the Brahmins and soldiers used to allot only to the people from Kashatriys. But promotion on the job was possible based on skills of the officer and the skills used to measure almost like a ‘**competency mapping**’ process of the modern management system. Kautilya told that no public

sector can be successful if there is no proper accountability & transparency which are very important key points for the advancement of industry even in the present day.

While discussing relating to the **competency mapping** in Kautilya's Arthashastra, King should investigate the incumbent properly before appointing as minister under him. So far as qualities are concerned, the family background of the incumbent is the most important one; nationality is also one of the important criteria, because, as per views of Chanakya, people of the same kingdom are more perceptive about their own land as compare to the people from other land. It is also required to be understood about the attitude and discipline of the incumbent. The candidates' knowledge in the various fields shall be tested by the experts in their respective field. Perseverance attitude and intelligence perseverance are to be examined properly. The incumbent is going to get the position which is considered to be the most significant one and having diverse responsibility, so dexterity and agility shall also be tested by enquiring his past work profile and following his performance. The king may enquire about the incumbent's character, potency and health from his personal companion. Personality of the incumbent should also consider as one of the prime criteria for selection, for that examiner should test the presence of mind, examiner should also test the eloquence boldness which will also be established the candidate's personality. Observing how he manages others, will demonstrate his vitality, perseverance, capacity to endure misfortunes, dedication, trustworthiness, temperament and responsiveness.

Conclusion:

It is known to everyone that Kautilya Arthashastra is the oldest deed tied with Indian social, political and economic factors. It is true that in the present era many management theories have been developed by many numbers of management scholars, but fundamentals of maximum theories had already been written by Acharya Chanakya in

320 BC. A little advancement has been observed by different management and social scientist after introducing quantitative, operational, and contingency and many more methods on the process of management development in different industry. Chaney's Arthashastra is the evergreen ancient treatise of statecraft in the social and political arena, but it was lost its value at the time of of Mughal and British Dynasty. *We know that the glittering of gold will never spoil; accordingly, the value of Kautilya's Arthashastra is still universally accepted as a pioneer in the evolution and history of management concept.* Leaders should consider the principles of Chanakya's Arthashastra (3rd century BC), when they are on the process in formulating policies to lead the organization. Considering the principals of Chanakya's Arthashastra, leader should implement four significant processes i. Should apply the ethical strategy ii. Exclusion of conflict costs iii. Reduce problems relating to develop moral hazards. iv. Should look after the welfare of the employee.

At the end we should believe that Chanakya's theory is unchanging and dependable texts to develop the leader self as well as subordinates too

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