

## **Training, Recruitment and Selection Process – Insights from Arthashastra**

### **Introduction**

Any Organisational needs should have a vision and a well-defined strategy on hiring for the future. Organisation should have the right talent to attract and retain the best available talent for which a number of measures for talent management are required. [Karthikeyan,2007]. Emphasis has been paid on initiatives that can be put in place to help organization to retain and nurture the talent (Pandit, 2007). Today Human Resource Management is expected to identify potential talent and also comprehend, conceptualize, and implement relevant strategies to contribute effectively to achieve organizational objectives. Hence a serious concern of every HR manager in order to survive this 'War for Talent' is to maximize the competitive advantage of an organisation's human capital.

The present scenario with abundant opportunities has triggered a wave of employees, continuously "on the move", forever seeking better opportunities, wherever and however they can. What is behind the restlessness of these hard to keep employees? By focusing on productivity, organizations are realizing that it is very important to hire employees who can do the job and be successful at it. The organization no longer wants to just hire to hire, in fact they are striving to find the right people, bring them into the organization and try to retain their services. The competition for today's top talent is intense. A great candidate's agreement to accept a role at your company no longer guarantees they'll be eagerly waiting at reception on their first scheduled day of employment.

From signing an employment offer to their first day of work, it's important to communicate and engage with your new hires. This transitional time period is called preboarding — the stage that comes after hiring but before onboarding. Preboarding offers the organization a chance to start aligning new hires with its mission, vision, values, and culture. It's also a great time to begin introducing new hires to their peers through virtual or physical meetings with teammates. An early sense of alignment and inclusion is critical in keeping the momentum going around a new hire's choice to join your organization. "As recruitment consultant, at some point of a time or other in your career, or may be many a times, I am sure you would have had a critical resource not joining your organization in the last minute and how embarrassing the situation was. Having no face to show up to your boss, you would have cursed the candidate mercilessly"(Arvind Jain, 2016).

Preboarding is the time between signing a job offer and starting the job, and it can make or break your new-hire experience. Left unattended, 80% of workers struggle with anxiety while waiting to start a new job, a feeling that lingers after their start date and damages enthusiasm, productivity, and longevity (Federica Giupponi, 2021).

### **Training**

Training can include everything from teaching employees basic reading skills to conducting advanced courses in executive leadership. Here we discuss four general skill categories—

basic literacy, technical skills, interpersonal skills, and problem-solving skills—and ethics training (Robbins, S. P. & Judge, T. A., 2013). Any planned efforts designed to facilitate the acquisition of job-relevant skills, knowledge, and/or attitudes by organizational members is part of training and development.

HRM practices that encourage high skills and abilities, for example careful selection and high investment in training; high motivation, for example employee involvement and possibly performance-related pay; and an appropriate role structure and role perception, for example job design and extensive communication and feedback (David E. Guest, 1997). India has a huge demographic dividend compared to many emerging economies and MNCs need to understand the Indian psyche and also localize the best practices of the West. MNCs need to identify executive search firms that would help them to hire quality personnel. Investments have to be made in training employees and helping them develop their career. Further hiring, training, performance management, compensation, retention, and employee engagement need to be understood in a cross-cultural context (Gupta, S. and Bhaskar, A.U. 2016).

### **Indian Management thought on Training, Recruitment and Selection**

The Kautilya's Arthashastra provides a brief account of delegation on duties of the state. The structure and organization of the six internal elements; the king, the ministers, the people, the fortified city, the treasury, and the army (Rangarajan, L. N. 1992). It is a classic example of detailed account of business administration by controlling, managing, and coordinating a complex series of societal tasks (Kumar, A., 2005). In Arthashastra the relationship between governance and management of state power is multidimensional. The objective is to achieve internal peace and harmony is prerequisite in the attainment of economic wealth, trade, military powers, and foreign policy (Niaz, I., 2008).

The Arthashastra also prescribed management controls for selection, promotion, evaluation, incentives, and the development of kings and subjects alike. Starting with selection, the Arthashastra specifies character and conduct which includes social, cultural, and individual factors to be considered when appointing officials (Murthy, V., & Rooney, J., 2018). In the context of Indian Management, Arthashastra is more of an administrative manual and advice on policy making. It reflects on collective Indian management thought of livelihood. According to Arthashastra "The science which is the means of acquiring and protection of that earth is Arthashastra" 15.1.2 (Kangle, R. P. 1972).

manuṣyāṇāṃ vṛttirarthaḥ manuṣyavatī bhūmiritarthah || 15.1.01 ||

In Chanakya's Arthashastra, the major focus on Artha, The source of the livelihood of men is wealth, 15.1.1. Hence it is more about regulating the livelihood, community, and ecosystem. What the King (leader) should do? How should the whole kingdom (ecosystem) should work? At individual level, how employee Artha & Kama should be regulated? What kind of Organisation ecosystem is required to regulate Artha & Kama collectively? Because the

unregulated indulgence towards Artha and Kama results in conflict, comparison, influence of power, politics, and contradictions across the levels of organisation.

At personal level Chankaya focuses more on Kings life. Importance of Ethics in both professional and personal life of king, achieving perfect balance in Dharma-Artha-Kama is the central part of training, selection, and recruitment. Hence training for the king includes self-control, four domains of knowledge, chaturshahsti vidya (64 occupational skills), ashta dasha vidya prakarha etc., Chanakya explicitly observes that the King should be equipped with four domains of knowledge.

- Trayee (Rig, Yajur and Sama Veda) – Conventional Knowledge
- Aanvikshaki – Analysis & Overview which includes reasoning/observation/ decision making/sense of discrimination on time.
- Varta – Knowledge about cattle-breeding and trade, it also constitute skill sets, aptitudes, Artisan works catering to livelihood, trades, resource management etc., The word “Varta” is derived from vritti “Livelihood”.
- Dandaniti – Law & Order, Includes defence system and Internal Security

### Concept of Training

According to Chankaya there are two types of training, one is natural and second one is acquired training. Kritika vidya is new form of knowledge acquired by training, knowledge acquired through training, and Svabhava vidya, here learning is inborn which is an innate capacity for self-discipline 1.5.03 (Kangle, R. P. 1972).

kṛtakaḥ svābhāvikaśca vinayaḥ |1.5.3 |

कृतकः स्वभाविकाश्च विनयः

Chankaya observes an individual can be trained only when a person has a substance or potential to learn 1.5.4. This verse highlights the importance of qualities of a learner, one who is open minded, listening, mastery over senses, and associations of experts. The absence of these qualities in an individual the training is not suitable. This indicates importance of selecting right people for training who are ready and potential.

kriyā hi dravyaṃ vinayati nādravyam |1.5.4 |

क्रिया हि द्रव्यं विनायति नाद्रव्यम्

### Self-Control

Dhanda is very important aspect of training which essential for self- control. It is the basis of knowledge and discipline. The control of senses is acquired by giving up lust, anger, greed, conceit, arrogance, and foolhardiness. The over-indulgence of all sensory pleasures like hearing, touch, sight, taste, and smell will result in lack of self-control (Rangarajan, L. N. 1992).

vinayamūlo daṇḍaḥ prāṇabhṛtām yogakṣemāvahaḥ |01.5.02 |

## विनायमूलो दण्डः प्राणाभूताम् योगक्षेमावाहः

### Association with Experts

The fundamental part of training is “Vinaya” (learner dependent on discipline) and “Vrudhasamyoga” (Association with the Aged). The key attributes of Vinaya are Desire to listen (Sushrushaa), Listening (Shravana), Retention (Grahana), Through understanding (Vignayana), Reflection, Rejection (Oohaapoha-tathwa), Intentness on truth (tatvAbhiniveshah) and not to any other person (Kangle, R. P. 1972).

śuśrūṣā śravaṇagrahaṇadhāraṇavijñānohāpohatattvābhiniṣṭabuddhiṃ vidyā vinayati  
netaram |1.5.5 |

शुश्रूषा श्रवणग्रहाधारणविज्ञानोहापोहतत्वाभिनिविष्टबुद्धिं विद्या विनायति नेतरम्

As part of training “Vrudha Samyoga” Chanakya emphasises upon constant association with elders as integral part of learning and training 1.5.11 there are three types Vrudha (i) Vayo Vrudha – An individual is elderly by age (ii) Jyana Vrudha – A person having key domain knowledge and (ii) Anubhava Vrudha – Somebody who have gained knowledge through their lived experience.

nityaśca vidyāvṛddhasamyogo vinayavṛddhyartham tanmūlatvādvīnayasya |1.5.11|

नित्याश्च विद्यावृद्धसंयोगो विनायवृद्ध्यर्थं तनमूलत्वद्विनायस्य

In today’s organisational context, creating a learning ecosystem through leadership, expertise and succession planning is fundamental. The growth and future success of organisation is dependent on having the right leadership at right time. Succession Management in today’s organisations are passive, most of the companies are concerned to know “is the person ready” rather than “how do we get them ready” (Rosenthal, J., Rutch, K., Monahan, K., & Doherty, M., 2018). Hence earning wisdom from the domain experts, experienced people with age and exposure need to be essential part of training.

### Listening

Listening is an important quality of a trainee. By being in the company of noble people and accompanied by learned people leads to awareness. The consultation with people of expertise is one of ways to develop sharp intellect through observation and reflection. Chanakya observes that one who has mastery of the mind is the mark of learned person (vidyasamarthayam).

śrutādd hi prajñopajāyate prajñāyā yogo yogādātmaṃvatteti vidyānāṃ sāmāthyam |1.5.16|

श्रुताद् हि प्राज्ञोपजायते प्रज्ञाय योग योगदात्मवत्तेति विद्यानाम् सामर्थ्यम्

King who is well trained with all the of self-control, four domains of knowledge and consult Nobel people, elders and accompanied by learned persons can lead his people with good example. According to Chanakya with help of all learning ecosystem king can achieve welfare of all.

vidyāvinīto rājā hi prajānām vinaye rataḥ  
ananyām pṛthivīm bhunkte sarvabhūtahite rataḥ |1.5.17|

विद्याविनीतो राजा हि प्रजानाम् विनये रतः अनन्यं पृथिवीं भुङ्क्ते सर्वभूतहिते रतः

### **Mastery over senses**

The mastery over senses is “Vidyavinaya”. The control over the senses which is motivated by training to restrain self from lust (kama), anger (krodha), greed (lobha), conceit (mana), arrogance (mada), and foolhardiness (harsha) which is commonly referred as six enemies. The ignorance and indiscipline are the barriers of effective training. *Lust* is overindulgence of sensory pleasure. *Anger* makes one the object of hatred, creates enemies and brings suffering on oneself. There are three kinds of anger (a) Inflicting verbal injury (b) Causing injury to another’s property and (c) Inflicting physical injury. Excessive *greed and lust* bring about humiliation, loss of wealth and association with undesirable person (Rangarajan, L. N. 1992).

vidyā vinayaheturindriyajayah kāmakrodhalobhamānamadaharṣatyāgātkāryah | 01.6.01 |

विद्याविनीतो राजा हि प्रजानाम् विनये रतः अनन्यं पृथिवीं भुङ्क्ते सर्वभूतहिते रतः

*Conceit* is feeling of the exaggerated opinion about oneself, *Arrogance* is resultant of arrogance due to power and *Foolhardiness* is state of exposing oneself to danger more than required by good sense, which is also feeling adventurous, daredevil, daring, rash, reckless, and venturesome. The proper indulgence of sound, touch, colour, taste and smell by the training and practice of his strength and goodness (Kangle, R. P. 1972).

### **Qualities of the King**

According to the Chanakya the king should have mastery over senses, earn wisdom from experts, gain vision(perspectives) from spies, earn & secure that through endeavour, achieve the welfare of subjects(by administration so that they pursue their respective svadharma) , earn popularity by earning prosperity, character from good company. An ideal king is one who has the highest qualities of leadership, intellect, energy, and personal attributes like strong memory, trained in all the arts forms, dexterous, valorous, just, foresight, observation, sweet in speech, and dignity (Rangarajan, L. N. 1992). The four-fold duties of the king quoted in Arthashastra are as follows.

- **Raksha** – literally means protection, in the business context it can be equated with the risk management aspect.

- **Vridhhi** – Referred as growth, in the corporate context it can be equated to stakeholder value enhancement.
- **Palana** – Referred means maintenance/compliance, in the business context it can be equated to compliance of the law in letter and spirit.
- **Yogakshema** –literally means wellbeing and welfare of the community (Bharati, P., & Das, D. S., 2012).

### **Qualities of Minister (Amatya/Recruiting officers)**

Amatya refers to minister or Head of Department depending on the context and mantriparishad as council of ministers. Mantra, or counsel is an important and comprehensive concept in the Arthashastra, it is not giving advice rather than it is collecting right information for good policy advocacy, inferring the correct facts and analyse all the relevant factors, evaluating them giving each one its due weight and then arriving at the right judgement on the course of action. A Minister of the highest rank is the native of the state. He is intelligent, persevering, dexterous, eloquent, energetic, bold, brave, able to endure adversities and firm in loyalty. He should neither be haughty nor fickle. He should be amicable and not excite hatred or enmity in others (Rangarajan, L. N. 1992).

### **Strategic Role of Rajpurohit (Chaplin)**

To facilitate the work of the state which is diversified and is carried on simultaneously in many different places, selection of ministers and monitor the recruitment process Chanakya advocates appointment of expertise who thoroughly trained in Veda, auxiliary sciences (Jyotisha, nimitashastra) and science of polity (dandaniti). Chanakya highlights the importance consultation with advisers by the king depending on the nature of work and circumstance maximum of three or four advisers were recommended. The characteristics of deliberation on issues with ministers are as follows (Rangarajan, L. N. 1992).

- The objectives to be achieved.
- The means of carrying out the task
- The availability of men and materials
- Deciding on the time and place (of action)
- Contingency plans against failure

### **The criteria of recruitment of counsellors.**

There are different approaches advocated by Vishalaksha, Parasara, Kaunapadanta, Vatavyadhi and Bahudantiputra on selection of a councillor. They are based on candidates' citizenship, born to noble family, wisdom, integrity, bravery, and loyalty. Chanakya considers all these aspects but emphasises highly on personal qualities and warns former approaches & methods will fall into the control of people who might know the intent and purpose of recruitment. In today's organisation context hiring bias in recruitment is a concern. The use

testing as methodology based on purushartha pursuits of life for recruitment and selection process is indigenous to Indian Management.

### Recruitment and Selection of Minister

Chankaya lists out the virtues of a Ministerial candidate, they include both physical, behavioural attributes and competencies. The aspirant who is citizen by birth (janapado abhijatah), having good relations or social capital (svavagrahaḥ), trained in arts & adept eye for worldly affairs (kṛtaśilpaścaḥśuśmān), intelligent or wise (pragnyaha), persevering (dharayishu), dexterous (dakshah), eloquent or able to articulate proper use of words (vagmi), bold & able to bear troubles (pragalbha), witty & quick decisions (partipattiman), enthusiastic, motivated & influential (utasaha prabhavayuktah), patience to tolerate difficulties (Kleshasaha), clean handed or upright (Shuchi), friendly (Maitrah), loyalty or firmly devoted (drudhabhaktih), endowed with character, strength, health and spirit (śilabalārogyasattvayuktah), devoid of stiffness, disconnected and fickleness (stambhacāpalahīnaḥ), behaves pleasantly (sampriyo) and doesn't make enemies or create animosities (vairāṇāmakartetyam).

jānapado abhijātaḥ svavagrahaḥ kṛtaśilpaścaḥśuśmānprājño dhārayiṣṇurdakṣo vāgmī pragalbhaḥ  
pratipattimānutsāhprabhāvayuktaḥ kleśasahaḥ śucirmaitro

जनपदोऽभिजातः स्वावग्रहः कृतशिल्पाश्चक्षुष्मान्प्राज्ञो धरायिष्णुर्दक्षो वाग्मी प्रगल्भः प्रतिपत्तीमनुत्सहप्रभवयुक्तः  
क्लेशसहः शौचिर्मैत्रो

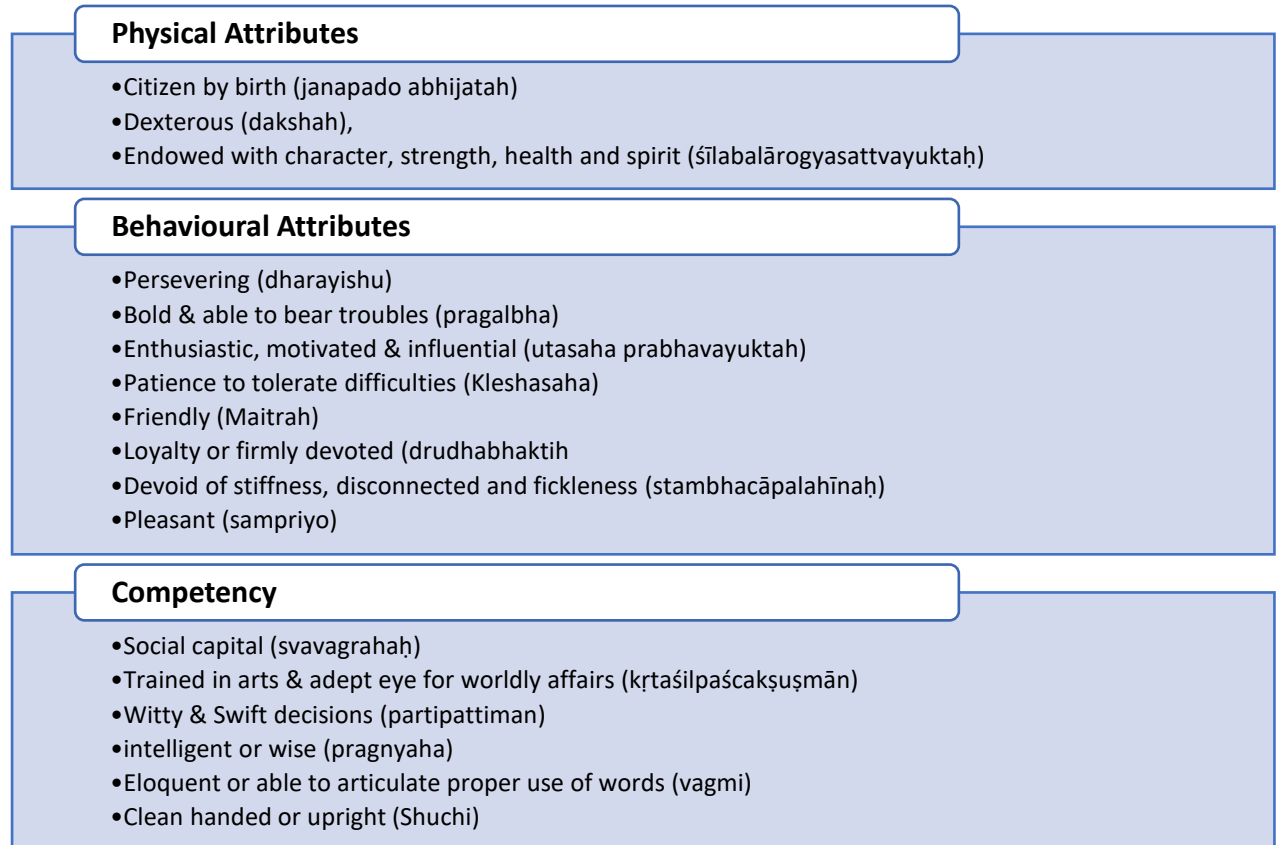
dr̥ḍhabhaktiḥ śilabalārogyasattvayuktaḥ stambhacāpalahīnaḥ sampriyo  
vairāṇāmakartetyamātyasampat |01.9.1|

दृढभक्तिः शीलाबालारोग्यसत्त्वयुक्ताः स्तम्भाचापालहिनः सम्प्रियो वैराणामकर्तेत्यमत्यसंपत्

According to Chankaya an individual having more than 3/4<sup>th</sup> of the virtues (see figure 1) is considered as best candidate (Utama) are eligible for the appointment of ministers and envoy. Candidates having less than 3/4<sup>th</sup> of virtues are considered to be mediocre or average candidate (madyama), these candidates are recruited for directors (nigamas) for various departments of the state, messengers etc., and candidates less than 1/2<sup>nd</sup> of virtues are below average (Avarah) 1.9.2 will be selected for forest, agriculture, mining etc., (Kangle, R. P. 1972).

ataḥ pādārghaguṇahīnau madhyamāvarau |1.9.02 |

अतः पादरघुगुणहिनौ मध्यमावरौ

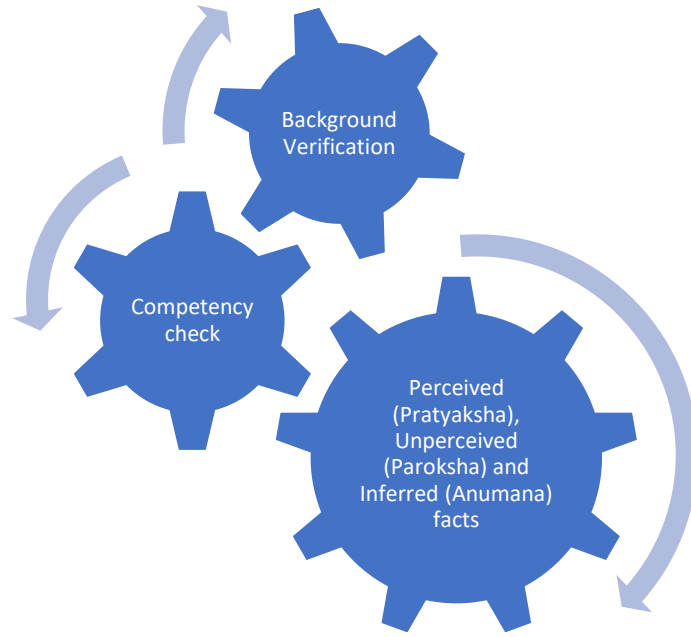


**Figure 1:** Showing the List of Virtues required for Ministerial Candidate

### Preboarding Process

Before the recruitment of candidate, king need to keep track and validate the information about the candidate. The qualities like Physical attributes king need to inquire through family clan & trustworthy people. The candidates' competency and scholarship in Arthashastra and Shilpa need to be inquired from the equally qualified person, capabilities through observation, eloquence through conversation. Behavioural attributes likes leadership, character, loyalty are tested through mock adversities and simulated environments by amatyas or spies. The candidate's popularity. pleasantness and accommodative nature through personal observation. Chankaya emphasises that king & recruiters must resort to directly perceived (Pratyaksha), unperceived (Paroksha) and inferred (Anumana) facts about the candidates 1.9.4.Hence, the recruiters were trained for direct observation, indirect observation, and situational assessments. Delegated on how to network, observe, and record the behaviours (Kangle, R. P. 1972).





**Figure 2: Preboarding Process**

### Testing (Upadha)

Post recruitment of ministers in consultation with counsellors and the Rajpurohita testing (upadha) during the probationary or preboarding period, key characteristic of the test are (i) one who is tested may never get to know and (ii) test based on trivarga component of purushartha. There are four kinds of tests based on Dharam, Artha, Kama, and Fear pursuits through spies 1.10.16 (See table 1).

trivargabhayasaṃsuddhānamātyān sveṣu karmasu  
adhikuryād yathā śaucamityācāryā vyavasthitāḥ | 1.10.16 |

**Table 1:** Illustrates the testing methods, Attributes, Medium and outcome

Testing	Attributes	Medium	Outcome
Dharma Upadha	Test of honesty, ethics, loyalty	Spies pretending to be resentful to leader/king	Appointed into the Judiciary, law, and order
Artha Upadha	Test of clean handedness / greed	Through trusted aids pretending to be corrupted	Appointed in Administration, Chancellor, treasurer, and director of stores
Kama Upadha	Test of weakness for the opposite gender	Social experiments through spies	Appointed in guarding recreation places
Bayo Upadha	Test of Courage	Spy posing as a prisoner in prison	Appointed as bodyguard

Based on the outcome of the test candidates are appointed. One who succeed all the test will be appointed to the highest office of councillor and one who fails every shall be appointed to mines, forest, factories etc. (Rangarajan, L. N. 1992).

### Recruitment of Spies (Gudapurshah)

For the purpose of testing and investigate the integrity of minister Chankaya emphasises the need of outsider object of reference as spies 1.10.20 Chankaya provides a detail account of appointing people in secret service. There are two categories of spies: Resident Spies (Samstyotpatih) and Roaming Spies (Sancharotpati). Agents based in one place such as intelligence officer, spies under the monks, householders, merchants are resident spies. This can be considered as internal and external sources of recruitment today context. The appointment of spies like teekshna, rasada, bikshuki who are adept in many languages, communication, sharp intellect, bravery, palmistry, knowledge of herbs, medicines, and animal intelligence.

**Table 2:** Showing the list of spies used for Testing.

<b>Resident Spies (Samstyotpatih)</b>		<b>Competency</b>
Kapatika	Guise of an elderly student of Gurukula. Implying the idea of beggar.	Courage, Sharp Intellect, doing/learning higher studies
Udasthithah	Given up Sanyasa, now 'pursues' agriculture, business, etc.	Interact with business class, merchants and gather ideas (Varta)
Gruha Patika	Guise of a 'failed agriculturist', wins over people through gifts	A gossip monger, street smart and gather information from ordinary people (Varta)
Vaidehaka	Guise of a 'failed businessman', wins over people through gifts	Gather information from local people through discussion,
Tapasa	Guise of a sanyasi practicing tough vows, surrounded by disciples	Austerities, ascetic and palmistry.
<b>Roaming Spies (Sancharotpati)</b>		<b>Competency</b>
Satri	Related to the king and conformity of loyalty with councillor, chaplain, commander in chief, director, and administrator	Interpretation of signs & marks, palmistry, magic, illusions, and the science of omens (Nimittashastra). dharma shastra, pakshishastra, kamashaastra and dance
Tikshna	Working as bearers, water vessel, shoe, and carriage.	Bravery, Adventures, Animal Intelligence , encounter elephant, tiger etc.
Rasada	Working as waiters, cooks, bath attendants, barbers, actors, dancers, singers, and Musicians	Adept in languages, drugs, herbs, plants, and use of chemicals. To poison enemy

Bikshuki	Poor, but mature, widowed, brahmin woman, close to harem and ministers.	Adept in languages communication, recitation, writings concealed in musical instruments
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### Recruitment of Envoy

The selection of Envoy (Dhoota) candidates who clears 3/4<sup>th</sup> of Ministerial attributes and one who demonstrates half of the ministerial attributes will be appointed as messenger. The Envoy should have sweet speech, focused on planning, observe the terrain, time sensitive, track of information, esteem of words, respectful, remembering pleasant occasions, observant and courage com. The Envoy need to observe the words gestures, responses, and hospitality.

aṭavyantapālapurarāṣṭramukhyaīśca pratisaṃsargaṃ gacchet |01.16.07 |

अतव्यान्तपालपुराराष्ट्रमुख्यैश्च प्रतिसंसर्गं गच्छेत्

anīkasthānayuddhapratigrahāpasārabhūmīrātmanaḥ parasya cāvekṣeta |01.16.08 |

अनीकस्थानयुद्धप्रतिग्रहपसरभूमीरात्मनः परस्य चावेक्षितः

durgarāṣṭrapramāṇaṃ sāravṛttigupticchidrāṇi copalabheta |01.16.09 |

दुर्गराष्ट्राप्रमाणाम् सरावृत्तिगुप्तिच्छिद्राणी कोपलाभेत

Chanakya list outs way of presenting himself at enemy's place.

- Stay on if not permitted to leave.
- Cautious to be pampered.
- Analyse the reasons for delay in permitting him to go-
- Tolerance to harsh words and not to speak disagreeable words.
- Sleep alone (to avoid possibility of over hearing of sleep talk)
- Observe the peoples' loyalty, who can and cannot be allured, gather inputs from spies, (guised as physicians /hermits)
- Convey coded message through beggars, drunkards' insane persons or through pictures in temples, coded scripts, symbols on wall, etc,
- Gather information of employed spies.
- Leave without permission in case of life risk.
- Avoid women and alcohol.

### Recruitment and Selection Process

The recruitment process emphasises in Chanakya's Arthashastra is multidimensional At first the recruitment of "Raja purohit"(Chaplin) who will act as advisory, recruiter and counsel for

the king. Followed by the recruitment of Ministers through background verification and competency check at three levels (see figure 2). The third stage is testing (upadha) based on trivarga component of candidates' personality. Based on the outcomes of upadha the predominance of purushartha pursuits of livelihood is determined among the candidate. Methodology used for tests were based on real life situations, role play and indirect observations. The importance given to personality attributes and qualities demonstrates the careful consideration of Individual attributes, personal abilities, and steps to check hiring bias.

This is also in line with the Thriukkural from Kundkundacharya's era, dharma (religion), artha (Money), Kama(to fulfil the desires) and praana bhaya (fear of life) need to be tested before recruiting an employee in an organization. The yard stick used for recruitment is based on background check, character, experience, skill set, testing, alertness, and physical examination. It is observed that Thirukkural emphasises the non-materialistic approach for recruitment (Jain, A., 2014). Sivakumar, N., & Rao, U. S. observes that steps of selecting appropriate personnel, the rewarding of ethical behaviour, checks on unethical behaviour, training the members in the values of the organisation and inspiring the members to practice ethics through value-based leadership from the Kautilya's Arthashastra, Manu smriti, Valmiki Ramayana, Viduraniti and Shanthi Parva of Mahabharata. The process of building the value-based leadership culture involves developing close reciprocal relationships with the stakeholders, socially responsible stake holder policies and value-based decision making (Sivakumar, N., & Rao, U. S., 2010).

Contemporary organisations for talent pooling rely heavily secondary sources of information from external sources like mediated platforms, agents, and Job fairs. This have resulted increased Candidate ghosting recruiters are struggling to innovate new strategies. Sudhakar G.P (2008) observes the recruitment strategy of IT firms in India are internal and external sources. The internal sources includes employee referral program, customer referral, contract basis and Internal candidates. The external sources includes advertisements, job boards and job fairs. (Sudhakar G.P., 2008). The cultural crisis of today is because of a purely left-brain oriented education and training. This has led to an intense imbalance between the two modes of consciousness namely right and left brain. The need of the day is ethical integration, which is the central essence of Indian ethos .

## **Conclusion**

Given the high level of interest in the concept of training, recruitment and selection over the past decade and contributions from ancient management thought, it is somewhat paradoxical that it remains relevant to contemporary organisation recruitment challenges. This review of the current body of literature suggests that from a theoretical point of view, draws researcher interest and scope for application with evidence-based practices.

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## **Comprehensive overview of the literature that is referred and cited in the study:**

1. Bharati, P., & Das, D. S. (2012). Contemporary Corporate Governance: In the Eye of Kautilya. Business Spectrum

**About the reference:** The present research article highlights, Kautilya has provided guidelines for governing the monarchy of Mauryan Empire with special emphasis on maintaining strict public governance. According to him, attainment of good governance ensures that the objectives of the state are fulfilled and realized. It is evident that the state had exercised a strong control over the governance and every activity was monitored and controlled by the administration. Kautilya's view regarding governing a monarchy is equally applicable in successfully running a corporate sector in modern business context. A company following strict governance system and doing business in an ethical manner can easily win the confidence of the government, customers, employees, and other stakeholders. Eventually these companies are better placed in the market in terms of brand value, equity value and market value having more advantages than its competitors. Well-defined and enforced corporate governance provides.

2. Gupta, S. and Bhaskar, A.U. (2016), "Doing business in India: cross-cultural issues in managing human resources", Cross Cultural & Strategic Management, Vol. 23 No. 1, pp. 184-204. <https://doi.org/10.1108/CCSM-09-2014-0112>

**About the reference:** Given the increasing global significance of Indian markets, multi-national corporations (MNCs) are keen to do business here; however, cross-cultural issues can be barriers in managing human resources (HR) in international businesses. The purpose of this paper is to understand how MNCs can successfully do business in India, with special reference to cross-cultural issues and management of HR. The Findings reveal that MNCs wanting to do business in India need to have a long-term business focus, a well-defined expatriate policy and deep pockets to experience growth and payoffs on investments. In order to be successful, they need to understand India culturally and geographically, build trusting relationships with HCNs, partner with local players who are familiar with domestic challenges and localize the best practices of the west. Attrition and retention being the major challenges in India, compensation alone is not enough to attract and retain talent. Understanding Indian psyche and offering individuals a unique value proposition such as challenging roles and professional growth is imperative for creating an attractive employer brand in order to win the war for talent.

3. Kumar, A. (2005). The Structure And Principles of Public Organization In Kautilya's Arthashastra. The Indian Journal of Political Science, 463-488.

**About the reference:** Based on the famous Indian treatise on administration, Kautilya's Arthashastra, the paper attempts to describe and explain the concept of public organization in ancient India. Unlike "The Prince " of Machiavelli, Kautilya's bureaucratic welfare state presides over the vast range of public activities from the duties of kings, ministers, and officials to regulation of commerce, diplomacy, and even marriage and divorce activities. Based on the idea of a clear chain of command. Arthashastra gives a fairly decent account of Weberian elements of bureaucracy such as hierarchy, formality, professionalization, and record -keeping. Contrary to the popular view of Kautilya as an apologist for unethical statecraft, this paper portrays him as a remarkably astute thinker on the theory and practice of organization. Defining the highest goal of public organization in terms of social welfare (yoga-kshema), Kautilya emerges as one of the earliest precursors of modern concept of value based organization and leadership.

4. Jain, A. (2014). Recruitment Model Rediscovered in Thirukkural: Its Relevance in Modern HRM. IOSR Journal of Business and Management Ver. I, 16(12), 2319-7668.

**About the reference:** The study attempts to describe the historical background of recruitment and selection process in ancient Tamilian India. It discusses essential skills managers need in their emergent role as a recruiter. The study starts with understanding recruitment and selection as HR role of a manager. It analyses Thirukkural's theory of recruitment with the help of translation of the verses of chapter 51 and 52 in Thirukkural. Modern management theories by Gary Dessler, Gareth Roberts are also discussed. Big Five theory is also looked at from Thirukkural point of view. Relevance of verses of Thirukkural is established by seeing their reflection in modern HRM literature. This may prove useful in developing more sophisticated model of recruitment eradicating all flaws being practiced by today's managers.

5. Rosenthal, J., Routh, K., Monahan, K., & Doherty, M. (2018). The holy grail of effective leadership succession planning. Deloitte Insights, 1-11

**About the reference:** While the organisation realise that success planning is an important priority, few manage to orchestrate it well. The solution may lie in an approach that better melds data driven and people centric elements in process

6. Rangarajan, L.N. (1992). Kautilya—the Arthashastra. New Delhi: Penguin Books

**About the reference:** Kautilya: The Arthashastra, is the English edition of the classic treatise on classical economics and political science by the ancient Indian philosopher Kautilya. The books include topics like the law, the king, foreign policy, discipline, capturing a fortress, and the duties of the government rulers. The descriptions include a breakup of what the ideal king should do during the course of the day and how the king should behave in typical situations. The other important sections of the book include maintenance of law and order in the state, forests and wildlife, and economic ideas. The book discusses how the Mauryans protected forest wealth, including trees and animals. The importance of maintaining law and order for smooth functioning of the state is also given importance.

7. Sivakumar, N., & Rao, U. S. (2010). An integrated framework for values-based management—Eternal guidelines from Indian ethos. International Journal of Indian Culture and Business Management, 3(5), 503-524.

**About the reference:** The practice of values-based management requires an integrated framework. The foundation for values-based management is the philosophy or vision of the organisation. Further, the leadership of the firm must adhere to values and the corporate culture must promote ethical behaviour. Values-based management also involves developing welfare-oriented policies towards various stakeholders which aid in values-based decision making. Indian ethos has provided detailed guidelines for all these aspects of values-based management. This paper delineates these guidelines. The scriptures studied include Kautilya's Arthashastra, Manusmriti, Valmiki Ramayana, Viduraniti and Shanthi Parva of Mahabharata and literature on economic organisations and educational institutions in ancient India. This paper also integrates the guidelines into a framework for effective values-based management.

8. Niaz, I. (2008). Kautilya's "Arthashastra" And Governance As An Element Of State Power. Strategic Studies, 28(2/3), 1-17.

**About the reference:** The Arthashastra's explanation of the relationship between governance and the overall power of the state is multidimensional. One of these dimensions is the paramount importance

of internal peace, which is regarded as the prerequisite for all other attainments. Of these attainments, economic wealth and military power count for much, and constitute the material dimension of state power. These “hard” aspects of state power, however, need to be guided by solid intelligence. Combined and balanced, these dimensions constitute sound policy.

9. Sudhakar G.P (2008). Recruitment Strategies of Indian IT Firms. Indian IT Industry and HR Perspectives, The ICFAI University Press, 2008. PP 85-2 ISBN: 978-81-314-1566-5

**About the reference:** With the increasing IT workforce in India, managing these engineers and HR issues of this manpower are increasing day by day. With the growth of IT industry in India, there is a huge demand for skilled workers in Indian IT industry. Majority of Indian IT firms are recruiting in thousands. What these companies look for in a candidate while recruiting? What are their recruiting strategies? What are their sources of human talent? From where these companies get the candidates? How do they interview candidates? What kind of selection methods do they follow? The answers to these questions are furnished in this article.