

HRM - PANCATANTRAM

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ABSTRACT

Human Resource Management: A Human Resource Management refers to the systems and processes at the intersection between human resource management and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning software. The main objective of this paper is to reduce the effort of Administrator to keep the daily events such as attendance, projects, works, appointments, etc. This paper deals with the process of identifying the employees, recording their attendance hourly and calculating their effective payable hours or days.

HRM In Pancatantram: Human Resource Management plays a Major Role in the didactic fable Pancatantram. The title of one of the Pancatantram fables is Mitralabha which means Bondage of Friendship. In accordance to the industry, Employer and Employee is viewed as the Bond of Friendship. The Pancatantram emphasizes that right persons should be employed at right places. The aim of this paper is to highlight some of the human resource management principles prescribed in Pancatantram related to employee qualities and work, leadership, motivation, employee turnover and retention, research and development personnel, conflicts, and employee care. It will of great interest to both scholars and practicing human resource managers to note that the human resource management principles found in Pancatantram are not only easily practicable but also look as if they were written for today. The Employees must be given not only Financial Incentives but also to be served Non Financial Incentives. A new Indigenous Orientation could be given to students in HRM as suited to Indian Conditions so that our managers can serve the society in a better way.

AI Tools Of HRM: AI in HRM provides a competitive edge to organizations by enhancing the performance of the employees. The outcome of term co-occurrence analysis highlights majority research related to AI in HRM focuses on resource allocation, talent acquisition, and training and development. Systematic literature review addresses the intersection of AI and HRM, elucidating AI-driven tools and techniques that optimize recruitment, performance management, and employee engagement. Rooted in the recognition that conventional HRM approaches can be time-intensive and biased, AI's integration promises to enhance decision-making efficiency and accuracy. The implementation of AI in HRM also raises concerns regarding ethical issues, data privacy, and the potential displacement of human roles. The study concludes by emphasizing the need for HR professionals to balance technological advancements with human-centric values, ensuring AI serves as a complement to, rather than a replacement for, human decision-making in HR practices.

Keywords: Data Processing System, Leadership, Motivation, Decision Making, Recruitment, Human Centric Values.

1. INTRODUCTION



The Pancatantram is the oldest collection of fables now preserved and it was probably composed in the 2nd century A.D. Pancatantram is composed before 4th century A.D. The Author of Pancatantram is Vishnu Sharma. The work is divided into five sections called tantras and hence the title is called Pancatantram. The Pancatantram, a collection of ancient Indian fables, emphasizes the importance of team building through stories of animals working together. These tales highlight the values of cooperation, trust, and effective communication. They demonstrate how diverse skills and unity can lead to success, even in challenging situations. The stories serve as timeless lessons in building strong, cohesive teams. The five tantras are:

- **सुहृद्भेदः** -Estrangement of friends deals with a policy of divide and rule which is illustrated by the story of a lion and a bull which were friends for a long time were divided by two cunning jackals.
- **मित्रलाभः**:- It deals with value of friendship and mutual alliance .
- **काकोलूकीयम्**- The tale of crows and owls deals with war, its causes and possibilities of peace.
- **लब्धहृप्रणाशः**:- It illustrates the story of a monkey and a crocodile how one loses what he has owing to carelessness.
- **अपरीक्षितकारकम्**- It shows how inconsiderate action brings ruin.

2. RELATIONSHIP - EMPLOYEES

अरैः सन्धार्यते नाभिर्नाभौ चाराः प्रतिष्ठिताः ।

स्वामी सेवकयेरेवं वृत्तिचक्रं प्रवर्तते ॥

Pancatantram I.89

Many spokes support the hub which keeps them all in grip. Only this way, rolls the wheel of master-servant relationship.

The master servant relationship will be a healthy one, only if both the parties realize that their relationship is a mutually beneficial bond. An organization needs people who are productive. The best selection methods employed for hiring employees does not guarantee that the selected person will be able to deliver the desired results. Even the best of training and development opportunities made available to the hired personnel fails to provide the clue as to what will activate the potential of the people. Even the most extraordinary people with high competence and abilities need to be provided what is termed as 'stimulus' which can convert the talent into successful performance on job. Hence, the missing link is the motivation which energizes the potential to perform. Performance on job of an employee is based on the interaction between his ability and the motivational factor available.

Motivation may be defined as the willingness to do or act which is conditioned by the ability of the action to satisfy some needs of a person. Motivation is the propensity of a person to behave in a particular manner at a point of time and at some place. Motivation of a person depends upon his needs, wants, drives and impulses. A motive is directed towards goal which may be conscious or subconscious. Motive explains the reasons behind a person's behaviour. Motive or needs are the mainsprings of a person's behaviour in a particular manner and situation.

An unsatisfied need leads to tension in people's mind which stimulates drives within the individual engage in some act to achieve the desired goal and satisfy the need. Once the need is satisfied the tension is reduced.

3. LINKING HR STRATEGY WITH BUSINESS

Employees are valued assets of an organization. This is the acknowledged experience in HRM this belief led to the philosophy that corporate culture should be so managed as to make it congruent with the needs of corporate strategy. The organization also has to pursue the goal of securing employees' commitment rather than obtaining their competence by control/processes but, commitment needs to be nurtured through appropriate organizational interventions. People have own values and a sense of belonging to the bodies they belong to, trade unions, professional. Therefore, appropriate attitudes values need to be ingrained in people through various methods. Further, commitment is also retained to mutuality of interests, mutual goals, respect, rewards and responsibilities to make commitment more meaningful. But, mutuality of interest may, at times, be in conflict with employers' needs. For instance, an issue like short notice to an outstation transfer of a staff member needs to be dealt with carefully. Likewise, when one talks of commonness in approach while talking of the organization and the people, there may be conflict of interest. Such a situation will lead only to conflict of interest. One very significant outcome of HRM interventions is the '**development appraisal**' approach. This may be termed as an enabling process to encourage the staff to contribute significantly to the goals of the organization. This also includes the areas of developmental needs of the staff to attain those goals.

4. STRATEGIC HRM

Strategic use of human capital is the sole responsibility of the top management in the backdrop of the turbulent market ambience in order to achieve its goal. Development of strategy is a significant step from the point of view of optimum utilization of human resource. At this stage, the management begins to plan strategic use of human resources for achieving business goals.

Strategic use of human resources depends upon the top management and, therefore, it stands to reason that unless the top management takes a decision in this regard, one cannot see a strategic plan for HRM. Therefore, once a carefully defined strategy exists at the top for HRM, the tone is set for harmonizing HRM planning with corporate strategic planning. The key areas of acquisition are assigning, rewarding, as well as developing are duly linked to the corporate plan.

RECRUITMENT

स्थानेष्वेव नियोक्तव्याः भृत्याश्चाभरणानिच ।

न हि चूडामणिः पादे प्रभवामीति बध्यते ॥

Pancatantram I.136

Servants ,horses and gems have to be placed at the appropriate places only. A crest jewel is not tied to the foot just because you can afford.

The Pancatantram emphasizes that right persons should be employed at the right places. It may not always be possible to get the right people for the right places. By proper training, motivation and encouragement even ordinary people who would have been mediocre in the beginning may turn out to be useful employees. A person who is found as a misfit at a particular position may shine in another department. It is for the employer to unearth the talent of each and every person, accommodate him at the appropriate place and derive the best out of him.

Recruitment is a process of attracting a pool of candidates against vacant positions. Selection is a process of choosing the best candidate out of the stock of available persons. Recruitment and selection occupy attention of employers since these activities involve: (a) addition of manpower and hence, and (b) additional cost. Costs are incurred right from the time the advertisements are released and prior to the advertisement, the managers start investing their productive time in job specification exercise and subsequently, in screening of applications of applicants when the applications are received. Screening is the process of matching the job specifications advertised with each applicant's qualifications and experience, as also the expertise. Sometimes, a candidate selected does not match performance-wise or is not able to fit into the organizational culture. Normally, HR functionaries are very careful in the selection phase of fresh candidates, but in case such an incident occurs, it is a total loss to the company.

Recruitment and selection are planned activities through which an organization is able to interface with the external supply of labour. External recruitment provides opportunities to organizations to inject new blood into the system and utilize the skill. A good mix of fresh blood with the existing is found to be a healthy practice for any progressive organization and each organization is free to decide its own policy on the subject.

Employee resourcing is a process of acquisition and utilization of human resources. It involves a number of specialized activities, namely, human resource planning and recruitment as well as selection which together aim at acquiring the right quantity.

5. RESPONSIBILITIES

Job description provides the outline of the job that is the tasks, the responsibilities and the conditions of working. Job

description is the basic foundation for all human resource function commencing from selection to determination of wages and training and career growth. This implies use of a flexible job description which will by outline the nature of the tasks and mention the competencies and skills required for job-holders. It will not specify the group which a future employee will have to work with or even describe the precise nature of the responsibilities. The logic for the open-ended nature of the job responsibilities is to give flexibility in the event of changes in the work.

Selection is the final stage in recruitment activity. A good selection is based on objective assessment of candidates. It matches the organizational needs for required standard of manpower with the availability of potential candidates.

6. COMPONENTS OF SALARY&WAGE TO EMPLOYEES

A salary and wages are cash payment made to an employee for the defined implied work to be carried out by him as per the terms of his employment. The payment becomes due only on fulfillment of the terms of employment.

- The basic pay
- Dearness allowance and other allowances
- Value (rent) of house accommodation or free supply of coal or light, water and medical benefits or supply of food grains.
- Travel concession benefits (LTC)
- Payment of cash or commission on sale
- perquisites
- Concessions.

7. THE EMPLOYER REMUNERATION

फलार्थीनृपतिलोकान्यालयेद्यत्रभास्थितः ।

दानमानादितोयेनमालाकारोङ्करानिव ॥

Pancatantram I.223

An employer expecting good results must care for and nurture the employees with money and honour, as a gardener would the seeds, with water and manure.

The CEO and his top team must realize that the objectives of the organizations' wages and salaries policy should be to recognize the value of all jobs in relation to others and ensure stable earning to all the staff working for the company. Further, the policy must allow all the staff to reach their full potential earning. It must allow them all a share in the organizations' prosperity as a result of efficiency/effectiveness. And, to this extent, the CEO and his top team must guard against the kind of wrong overtime payments that may occur during the peak production periods. The line managers will have to be made clear of the consequences of the wrong practices, if any, entertained by them will be viewed seriously. Such wrong practices must not be allowed to creep into the organization. The Slokas are extracted from the first tantra of the Pancatantram सुहृद्भेदः (MITRABHEDA).

OTHER SANSKRIT SOURCES ON HRM:

ARTHASASTRA - HRM

मन्त्रो मन्तफलप्राप्तिः कर्मानुष्ठानं आयव्ययकर्म दण्डप्रणयनं ।

अमित्राटवीप्रषेधो राज्यरक्षणं व्यसनप्रतीकारः ... ॥

Arthasastra,8.1.8

- (1) Deliberation in counsel,
- (2) Securing the fruits of deliberation,
- (3) Carrying out undertakings,
- (4) Managing income and expenditure,
- (5) Taking steps against a possible setback.

Kautilya speaks of five aspects of a deliberation. They are: (i) means of starting the undertaking, (ii) the excellence of men and material, (iii) suitable appointment in relation to place and time, (iv) provision against failure, and (v) accomplishment of the work.

Kautilya concludes the discussion by saying that the best of all these arguments must be taken. The capacity for doing a work is important and other considerations should not intervene in the appointment of suitable people. All these people may be appointed but they should be assigned appropriate duty depending upon their calibre.

They should be given ranks accordingly and posted for a particular duty, place and time. Kautilya also gives a series of tests for the appointment of secret agents. Some of these may not be relevant for the present-day situation. But it may be noted that politicians and administrators seek the services of secret agents even today. Kautilya emphasizes the importance of counselling since all undertakings should be preceded by consultation. An administrator should despise none and should listen to the opinion of every individual.

HRM - VIDURA- NITI



"Viduraniti," part of the Mahabharata, offers practical wisdom on governance and personal conduct, emphasizing the importance of planning. Vidura advises on strategic foresight, prudent resource management, and careful consideration of actions. His teachings highlight the necessity of planning to avoid pitfalls, achieve goals, and maintain ethical integrity. He explained that an Organisation can never succeed in implementing complex tasks without the help of quality employees. An Employee should be clearly appraised using various HR policies of the Organisation at the beginning itself.

षट्दोषाः पुरुषेणेह हातव्या भूतिमिच्छता ।

निद्रा तन्द्रि भयं क्रोधं आलस्यं दीर्घसूत्रता ॥

Vidura-Niti, I.85

The six evils are:

- (1) Excessive sleep
- (2) Carelessness
- (3) Laziness
- (4) Fear
- (5) Anger
- (6) Procrastination.

8. HRM INNOVATION - AI

AI has offered a broad appreciation to several industries. AI has created a variety of opportunities for HR functions. AI for HR empowers HR professionals to leverage this potential.

As AI technology continues to grow and develop over time, companies can expect to see more automation, personalization, and data-driven decision-making in human resource management. Artificial intelligence will continue to help in the improvement of human resource practices such as job posting, candidate screening, and employee performance management. As AI technology continues to grow and develop over time, companies can expect to see more automation, personalization,

and data-driven decision-making in human resource management. Artificial intelligence will continue to help in the improvement of human resource practices such as job posting, candidate screening, and employee performance management. Significant investments in AI-driven HR technologies have led to more sophisticated machine learning algorithms in recent years. That enabled systems to learn from data, adapt, and improve over time, giving rise to predictive analytics and intelligent insights.

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