

## **Indian Perspective of Anti-Corruption Institutions for Combating Corruption in Sustainable Development: A Scorecard**

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### **Abstract**

Corruption has become major threat to good governance all over the world, and India is no exception. The United Nations has transformed the Millennium Development Goals (MDGs) into Sustainable Development Goals and published “Transforming our World: The 2030 Agenda for Sustainable Development”. The agenda consists of 17 Goals and 169 Targets to demonstrate the scale and ambition of new universal agenda which was signed by members of United Nations. The Goal No.16, has stressed the need to substantially reduce corruption and bribery; promote the rule of law; develop effective, accountable and transparent institutions; ensure responsive, inclusive, participatory and representative decision-making at all levels; strengthen relevant national institutions and ensure equal access to justice for all. Over 50 years ago, Himachal Pradesh established Vigilance Department in 1965 to investigate cases involving corrupt public servants and those who misuse their official position for pecuniary benefits. The institutions of anti-corruption governance instead of controlling corruption, are succumbed to the problem or sometimes directly or indirectly, get involved in the corrupt practices and become the major stumbling block in arresting the malpractices in the administration. In such environment, to ensure transparency, accountability and integrity, a series of research questions arise like, Can Anti-Corruption Institutions perform their role and functions effectively in accordance with the expectation of the people? What challenges are they facing now? What factors are responsible for dissatisfaction among citizens’ towards Anti-Corruption Institutions? What strategies are needed to be taken for sustainable development of these institutions?

The present research paper analyses and measures the level of satisfaction among different groups of stakeholders towards Anti-Corruption Institutions. The study examines performance of State Vigilance and Anti-Corruption Bureau (SV&ACB) in state level with long range perspectives applicable in macro level to the world communities for eradication of corruption. The study has also focused on evaluation of various dimensions responsible for building trust and satisfaction among general citizens’ in the socio-political, economic as well as administrative environment and attempts to recommend suitable revitalizing strategies for rebuilding trust towards the governance of State Vigilance and Anti-Corruption Bureau (SV&ACB) in Himachal Pradesh.

Geographically, Himachal Pradesh has been divided into twelve districts. Out of these 12 districts, selection of three districts namely; Shimla, Kangra and Mandi districts was made on the basis of highest number of registered corruption and trap cases. The present study is based

upon stratified random sampling from public respondents and police officials who are directly dealing with the corruption cases in the SV&ACB of Himachal Pradesh. The data set include, primary data collected through interview method using a structured questionnaire and secondary data were collected from previous records, reference books, reports, discussion papers and internet. The data collected through the various sources has been converted into readable data, tabulated and analysed for logical status using appropriate statistical methods. In this study, descriptive statistical analysis has been employed to interpret the data and SPSS package used for processing the data. Chi-square test has been applied to test the hypothesis.

**Keywords:** Anti-Corruption, Combating Corruption, Institutions, Public Trust, Sustainable Development

## Introduction

Corruption is a major challenge for sustainable development in the developed and developing nations. International institutions, national and state governments have been initiated anti-corruption strategies and promulgated Acts and resolutions for eradication of corruption at global, country and regional level. The widespread disease of corruption has seeped into the system of governance so deep that the common man has lost trust in public institutions (Bedi, 2012). There are greatest obstacles before the nations to check corrupt behaviour of the individuals working in the government institutions. Corruption in public offices has grown worse over the years and has become a threat to the stability of governance and democracy in India and the world over. It may destroy people trust in the governmental institutions. Every office is a position of trust (Rajshekhnan, 2011). The psychological phenomenon envisages that individuals perceive others with queries and questions on integrity particularly in officials positions. However, in order to determine the values and facts related to the realities, there arises a need to evaluate the performance on the basis of the balance scorecard. It is worth noticing that balance scorecard is a successful strategic instrument to find out the answers of such issues as Kaplan and Norton (1992) have already implemented it in context to four perspectives, that is, financial, customer, internal process and learning and growth as a link between strategic objectives and operational goals through identifying targets. The research emphasises upon identifying clear performance targets and satisfaction of public and employees towards the Anti-Corruption Institutions in Himachal Pradesh. Citizens expect public servants to serve the public interest with fairness and to manage public resources properly (Mathur, 2014). The adverse effects of corruption on the society, polity, economy and public administration are manifold. Corruption is one of the most common as well as the most dangerous form of ethical failure in government and administration. In one form or another it has existed in all societies at all times of history. But in recent years in India, it has assumed frightening proportions. It has not only spread to every part of the governmental machinery, but has had a more rapid growth amongst the professional politicians and the party men, both at central and state levels.

## Objectives of the Study

The main thrust of the study is to measure level of performance of Anti-Corruption Institutions using Balance Scorecard for eradication of corruption in Sustainable Development. The overall objectives of the study are as follows:

1. To study the Anti-Corruption Strategies at Global, National and Regional level for combating corruption in Sustainable Development.
2. To measure the performance of Anti-Corruption Institutions for implementation of Anti-Corruption Strategies for building trust and satisfactions among different groups of stakeholders in the state of Himachal Pradesh.
3. To analyse the participation of Civil Society and Media for curbing corruption.
4. To examine the suitable measures to strengthen institutional effectiveness for effective implementation of Anti-Corruption Initiatives for combating corruption in Global perspectives.

## Hypotheses of the Study

To achieve the above objectives, the following Null ( $H_{01}$ ) and Alternative ( $H_{a1}$ ) Hypotheses have been formulated :

**$H_{01}$**  : Lackadaisical Anti-Corruption Strategies for combating corruption at Regional and Country level to strengthen Anti-Corruption Institutions has no association with building trust and satisfaction among different groups of stakeholders in the Global perspective.

**$H_{a1}$**  : Lackadaisical Anti-Corruption strategies for combating corruption at Regional and Country level to strengthen Anti-Corruption Institutions has association with building trust and satisfaction among different groups of stakeholders in the Global perspective.

## Research Methodology

This study is based upon stratified random sampling from public and police officials who are directly dealing with the corruption cases in the State Vigilance and Anti-Corruption Bureau of Himachal Pradesh. The data set include, primary data collected through interview method using a structured questionnaire designed five point Likert scale and secondary data were collected from previous records, reference books, reports, discussion papers and internet. The sample consisted of 360 public respondents and 85 police officials who are directly dealing with corruption cases in the three districts of Himachal Pradesh. The data collected through the various sources has been converted into readable data, tabulated and analyzed for logical status using appropriate statistical methods. In this study, descriptive statistical analysis has been employed to interpret the data and Statistical Package of Social Science Research (SPSS) (IBM, version 20) used for processing the data. Chi-square test has been applied to test the hypothesis.

### **Anti-Corruption Initiatives at Global Level**

International institutions and organizations have increased their focus for eradication of corruption. Institutions like United Nations, World Bank, International Monetary Fund, Transparency International, Asian Development Bank, European Union and World Trade Organization are engaging in anti-corruption efforts. The World Bank acknowledges that corruption is one of the greatest obstacles to economic and social development. United Nations is playing an important role in curbing the menace of corruption in international business. The United Nations Declaration against Corruption and Bribery in International Commercial Transaction deals with the issue of corruption in international business transactions, International Code of Conduct for public officials and specifies anti-corruption measures for public officials. The United Nations Convention against Transnational Organized Crime, in its Article-45 also envisages the criminalization of corruption when an organized criminal group is involved. The United Nations Convention Against Corruption is guided by the objectives of preventing and combating corrupt practices, transfer of funds of illicit origin, and return the same to the countries of origin. It also recognizes that corruption is a threat to the stability and security of societies, undermining the institutions and values of democracy, ethical values, jeopardizing sustainable development and the rule of law.

The United Nations has merged Millennium Development Goals into Sustainable Development Goals and published the 2030 Sustainable Development Agenda. The Goal No.16, has stressed the need to “substantially reduce corruption and bribery; promote the rule of law; develop effective, accountable and transparent institutions; ensure responsive, inclusive, participatory and representative decision-making at all levels; strengthen relevant national institutions and ensure equal access to justice for all” (United Nations, 2015). UNDP’s Global Programme on Anti-Corruption for Development Effectiveness (2008-2013) has ended on 31<sup>st</sup> December 2013 and was succeeded by UNDP’s Global Anti-Corruption Initiatives (GAIN) (2014-2017) which has adopted the following strategy as a lead role in strengthening UNDP’s policy and programme as under :

- i) Expanding the political and normative agenda on anti-corruption to development plans by integrating anti-corruption in service delivery .
- ii) Strengthening state/institutional capacities to prevent and combat corruption
- iii) Promoting civic engagement and social accountability through participation of civil society and media
- iv) Improving result-based management and institutional effectiveness of anti-corruption initiatives and monitoring their results.

“Transparency International” has been conducting surveys and compiling information relating to corruption across countries. The corruption Perception Index (CPI) ranks countries according to perception of corruption in the public sector. Transparency International’s Global Corruption Barometer is the largest cross-country survey to collect the general public’s views on and experiences of corruption (Ghuman et al. 2012). The 2015 Corruption Perception Index (CPI) showed that India is ranked 76<sup>th</sup> with a CPI score 3.8. In the CPI

2014 Report, India's Rank was at 85 out of 175 Countries with a CPI score, that is, 3.8. However, the CPI 2014 report reveals that the corruption rank of India was 85<sup>th</sup> out of 175 countries which was better than that in the year 2015 despite of similar score in both the year (Transparency International Report, 2015). Hence, it is revealed from Transparency International Report that the rate of corruption is still as it was in the year 2014.

### **National Anti-Corruption Strategies in India**

The Government of India was expressed the various stakeholders to develop, adopt and maintain a National Anti-Corruption Strategies (NACS). The Central Vigilance Commission with the endorsement of Vigilance Advisory Council has decided to assist the government in formulating an Anti-Corruption Policy. The National Anti-Corruption Policy is a multi-step process which involves the following:

- a) Assessing the status of corruption at various levels of governance;
- b) Diagnosing its causes;
- c) Understanding the expectation of all stakeholders; and
- d) Proposing various strategies to combat corruption in an effective and efficient manner.

### **Objectives of National Anti-Corruption Strategies:**

The major Anti-Corruption Institutions created by the governments within the legal and institutional framework are including Central Vigilance Commission, Central Bureau of Investigation and Lokpal at the National level; and Vigilance Departments, Anti-Corruption Bureaus and Lokayuktas' at the State level. In addition, the institution of Comptroller and Auditor Generals of India (C&AG) also plays a significant role in bringing out the facts about embezzlement and wastage of funds in the public domain (Ghuman et al., 2012).

To ensure adherence to ethical standards and integrity in the functioning of the Indian Republic by engaging all stakeholders by:

- a) Raising public awareness to promote zero tolerance towards corruption;
- b) Undertaking effective preventive measures to minimize the scope for corruption;
- c) Strengthening legal and regulatory framework and capacity building of the institutions of accountability as well as enforcement agencies;
- d) Creating sustainable deterrence against corruption by strict and prompt enforcement of anti-corruption laws and regulations;
- e) Enhancing collaboration amongst all stakeholders in ensuring that corruption cases are detected, reported and prosecuted properly.
- f) Reducing opportunities of investment and utilization of wealth earned through corrupt means.

### **Anti-Corruption Initiatives at Regional Level**

In order to fight against corruption from Himachal Pradesh, two major Anti-Corruption Institutions, that is, Lokyukta and State Vigilance and Anti-Corruption Bureau (SV&ACB) have been established for dealing corruption matters in the State. Lokayukta institution has come

into existence in different years across the States of India. Orissa was the first state to present a Bill on establishment of Lokayukta in 1970. However, Maharashtra was the first state to have established the institution in 1972. In Himachal Pradesh the Institution of Lokayukta has been set up in 1983 to investigate corruption charges leveled against bureaucrats as well politicians. Vigilance departments and Anti-Corruption Bureaus in various States are also functioning to fight against corruption. As per Himachal Pradesh Government Notification No. Per(Vig.)A(4)-2/99 dated 15<sup>th</sup> November 2006 the existing Vigilance and Enforcement Departments have been merged to form one new Department namely “State Vigilance and Anti-Corruption Bureau” (SV&ACB) with its Headquarter at Shimla. The Bureau is headed by an officer of the rank of Director General of Police/Additional Director General Police. Presently, SV&ACB is functioning under the Additional Director General of Police. He is assisted by the Inspector General of Police (IGP), Deputy Inspector General of Police (DIGP) and Superintendent of Police. For preventing corruption and effective control on all the districts, they have been grouped into three zones, viz. Southern Range, Central Range and Northern Range. out of twelve districts of Himachal Pradesh, three districts viz., Shimla, Kangra and Mandi districts have been chosen for collecting first hand data on the basis of highest number of registered corruption and trap cases

### **The Prelude:**

Corruption cannot thrive without participation (willing or non-willing) by the citizens. Their perception about this phenomenon would affect whether and how much they contribute to promote or check corruption. The extent of corruption in Himachal Pradesh has been identified on the basis of sample survey among different groups of general public and employees who are directly involved in the investigation of corruption cases at State Vigilance and Anti-Corruption Bureau of Himachal Pradesh. Himachal Pradesh is a young state of the Union of India divided into 12 districts. All of these districts vary from the point of view of climate, population, literacy, crime and corruption rate etc. The scope of the present study is limited to the building trust and satisfaction of Anti-Corruption Institutions in Himachal Pradesh in general and to the three districts of Shimla, Kangra and Mandi of Southern, Northern and Central Ranges in particular.

The present study has been undertaken mainly with the purpose to analyze the level of satisfaction and trust among different groups of stakeholders on Anti-Corruption Institutions in Himachal Pradesh. The focus of the study is to find out to measure performance and building a strategy-based scorecard for creating high level of performance in Anti-Corruption Institutions in Table 1 to 3.



Table : 1

## Performance Measurement of Anti-Corruption Institutions using Balance Scorecard: Descriptive Statistical Analysis

Public Respondents

N=360

Strategy	Very High Extent	High Extent	Moderate Extent	To Some Extent	Not at All	Total	Mean	S.D	C.V	Skw	$\chi^2$	P.Value
Public Cooperation and Participation during Investigation of Corruption Cases	129 (35.8)	86 (23.9)	45 (12.5)	75 (20.9)	25 (6.9)	360 (100)	3.60	1.339	37.19	-.482	96.750	<0.01
Political Interference in Anti-Corruption Institutions	78 (21.7)	204 (56.7)	71 (19.7)	07 (1.9)	0 (0.0)	360 (100)	3.98	.70190	17.63	-.313	226.556	<0.01
Media in Reporting matters of Anti-Corruption Bureau	09 (2.5)	34 (9.4)	05 (1.4)	168 (46.7)	144 (40.0)	360 (100)	1.75	1.040	59.42	1.552	106.646	<0.01
Role of Civil Society to promote participation in Anti-Corruption activities	212 (58.9)	90 (25.0)	24 (6.7)	31 (8.6)	03 (0.8)	360 (100)	4.32	.98594	22.82	-1.443	398.194	<0.01
Performance Rating of Anti-Corruption Institutions	01 (0.3)	55 (15.3)	67 (18.6)	182 (50.6)	55 (15.3)	360 (100)	2.34	.92504	39.53		246.444	<0.01

Note: Figures in parentheses depict percentage, S.D. - Standard Deviation, Skw – Skewness P. Value – Probability Value

**Table: 2**

**Performance Measurement in Anti-Corruption Institutions using Balance Scorecard: Descriptive Statistical Analysis**  
**Police Officials** **N=85**

Strategy	Very High Extent	High Extent	Moderate Extent	To Some Extent	Not at All	Total	Mean	S.D	C.V	Skw	$\chi^2$	P. Value
<b>Public Cooperation and Participation during Investigation of Corruption Cases</b>	25 (29.4)	19 (22.4)	11 (12.9)	29 (34.1)	01 (1.2)	85 (100)	3.44	1.26779	36.78	-.040	29.647	<0.01
<b>Political Interference in Anti-Corruption Institutions</b>	28 (32.9)	20 (23.5)	17 (20.1)	20 (23.5)	0 (0.0)	85 (100)	3.65	1.17060	31.99	-.211	3.141	.370
<b>Media in Reporting matters of Anti-Corruption Bureau</b>	14 (16.5)	10 (11.8)	06 (7.1)	47 (55.3)	08 (9.4)	85 (100)	2.70	1.28010	47.41		68.235	<0.01
<b>Role of Civil Society for Combating Corruption</b>	03 (3.5)	03 (3.5)	05 (5.9)	39 (45.9)	35 (41.2)	85 (100)	1.82	.95340	52.38		79.059	<0.01
<b>Performance Rating of Anti-Corruption Institutions</b>	0 (0.0)	04 (4.7)	67 (78.8)	13 (15.3)	01 (1.2)	85 (100)	2.87	.48276	16.82		135.000	<0.01

*Note:* Figures in parentheses depict percentage, S.D. - Standard Deviation, Skw - Skewness, P. Value – Probability Value



## **Perceptions regarding Public Participation and Cooperation**

Prevention and proper investigation of corruption is an important aspect of Anti-Corruption Bureau. Scientific and meticulous investigation can lead to booking of the real culprits and thereby increasing the level of trust and satisfaction among people. The success of Anti-Corruption Institutions depends on support and cooperation of people. A healthy relationship between the public and Anti-Corruption Bureau is vital to secure the desired public involvement and cooperation with Anti-Corruption Bureau. It is meaningful and acceptable in society for eradication of corruption. Behaviour of police officials of SV&ACB can be judged well when the public has interaction while they are at work. This aspect has been placed before public and police officials and their reactions have been recorded into Table 1 and 2.

From the Balance Scorecard of Table 1, it is found that majority of the public respondents have reported that the behaviour of police officials towards public as rude, unsympathetic during investigation of corruption cases. They have also stated that public is unnecessarily harassed by the SV&ACB officials. It is revealed from statistical analysis that significant number of public respondents (35.8%) have replied that there is unnecessary harassment in SV&ACB. The mean score of the responses is 3.60. It is above standard score (3) and points out that majority of the respondents have agreed with the statement that unnecessary harassment by the police officials in SV&ACB is responsible for non-cooperation and non-participation during the investigation. The value of standard deviation is calculated as 1.339. It infers that the distribution of their opinion is shifting towards high extent to very high extent. The  $\chi^2$  value is much more than the table value at 1 percent level of significance. Thus, the null hypothesis is rejected. It reveals that the opinion of public respondents are not equally distributed over the issue.

The responses of the police officials with regard to lack of public cooperation have been tabulated in Table 2. It is found that majority of respondents (51.8 percent) have opined that public do not cooperate during investigation of corruption cases. The mean score of the responses is 3.4471. It is above standard scores (3) and points out that majority of the respondents have been found highly agreed with the statement that there is lack of public cooperation with the officials of SV&ACB. The value of standard deviation has been found 1.267. It can be inferred that the distribution of their opinion is shifting towards high extent to very high extent. On applying  $\chi^2$  test, the value of  $\chi^2$  is much more than the table value at 1 percent level of significance. Thus, the null hypothesis is rejected. It reveals that the opinions of respondents are not equally distributed over the issue. Thus, it can be exhibited from the above statistical analysis that non-participation of public at the time of investigation has eroded the level of trust among officials towards anti-corruption institution in the State.

## **Political Interference in Anti-Corruption Institutions**

Political interference with the government institutions has bearing on the performing duties to check anti-corruption in any state. Generally, it is believed that politicians can get the work done from police officials what they want. Here an attempt has been made to test this hypothesis with

the help of responses from the general public and police officials who are directly dealing with combating corruption from the State.

It is found from Table 1 that the mean value (3.9806) of the views of public respondents' regarding corruption among politicians in Himachal Pradesh is much higher than the standard average score. The Standard Deviation and Skewness are .70190 and -.313 respectively. It indicates that the distribution of their opinion is shifting towards higher side of mean that is most of the politicians are corrupt. The respondents of the official survey presented in Table 2 reveals a very dismal picture when about 66.4 percent of them have opined either to very high extent or high extent level of political interference in the SV&ACB. It is found from Table that the mean value (3.6588) of the respondents' views regarding political interference in the Anti-Corruption Bureau in Himachal Pradesh is much higher than the standard average score. The Standard Deviation is calculated as 1.17060. It indicates that the distribution of their opinion is shifting towards higher side of mean that is high level of political interference in the SV&ACB.

The  $\chi^2$  value (48.128) on the views of public respondents is much more than the table value at 1 percent level of significance and the null hypothesis is rejected. It reveals that the opinions of respondents are not equally distributed over the issue. While applying  $\chi^2$  test on the responses of police officials, its calculated value (3.141) is insignificant at 5 percent level of significance which signifies that views of respondents are similar about the political interference of Anti-Corruption Bureau irrespective of their ranking hierarchy. Thus, it is clear from the above statistical analysis that political interference is much higher in Himachal Pradesh in the functioning of Anti-Corruption Bureau which lead to decline in the level of trust among the public towards these institutions

### **Role of Media for Curbing Corruption**

The Indian media is increasingly responding to the needs of democracy. Its role in democratic society is to inform, to expose and to educate the public. The media has a significant role to play in shaping and molding the attitude of the public. Though the image of any service or organization is ultimately based on the quality of service it renders, the important role of the press in brightening or smearing its image cannot be overlooked (Parmer, 1992). For improving communication and building the bridges of trust and understanding with the people, the Anti-Corruption Institutions require the constant cooperation of the media.

Approximate one half of the public respondents, that is, 46.7 percent have reported that media distorts the facts while reporting corruption cases to some extent whereas 40 percent do not find any distortion of facts by the press (Table 1). The mean value of responses has been worked out to 1.75 which is less than the mid score at five point scale again indicating that public is of the view that media distorts facts of the corruption cases to some extent. The calculated value of standard deviation is 1.040 and coefficient variation is 59.42 which disclose high variation in the responses of the sample. Positive value of Skewness (1.552) denotes the variation in the response which tends to fall below the mean. It was also found from Table 2 that majority of police officials that is 55.3 percent opined that media distorts the facts regarding the action taken by

SV&ACB to some extent followed by 11.8 percent to moderate extent and 16.5 percent to large extent. While 7.1 percent have stated indifferent opinion on the above statement. Only 9.4 percent respondents believed that there is no distortion of facts of State Vigilance and Anti-Corruption Bureau. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  has been found to be 106.646 and 68.235 respectively which is significant at 1 percent level of significance which leads the conclusion that media distorts the facts to some extent while reporting the matters of corruption cases as per the perception of public as well as police officials.

### **Role of Civil Society to Promote Citizen's Participation in Anti-Corruption Activities**

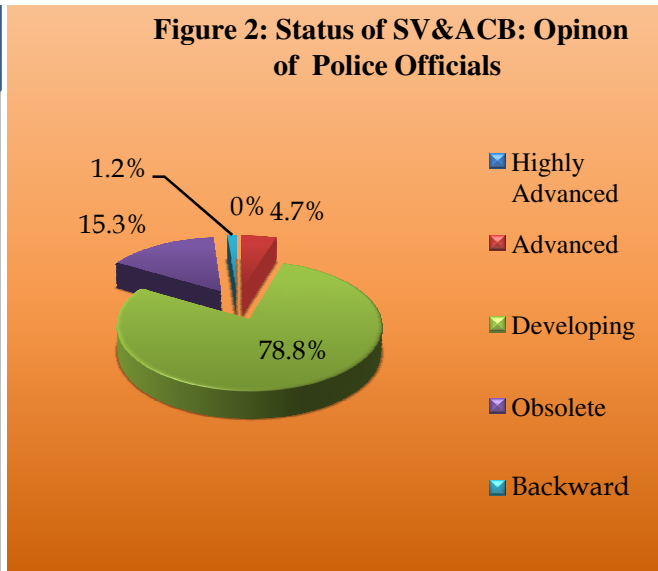
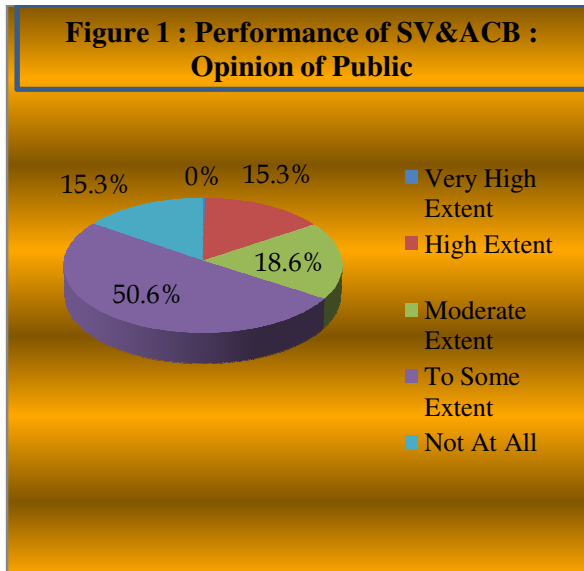
Strong civil societies can initiate in controlling corruption. Societies and reformers have agreed that citizens; both individual and organized, should be involved in the process of making reforms. It is hypothesized that sometimes civil societies are weak, divided and impoverished resulting in failure to initiate bold steps in curbing corruption. Civil society has been widely recognized to be an essential "third" sector. Along with the state and the private sector, civil society is instrumental in promoting good governance and trust in public institutions. They play a pivotal role in promoting democracy and good governance, which in turn, can contribute to trust in government. Once democratic governance institutions are introduced, civil society organizations continue to play an important role in ensuring the accountability of political leaders and public officials and in promoting the interest of the poor and marginalized groups (Cheema, 2010). The contribution made by civil society to good governance is essentially concerned with the means by which organized interests seek to influence and engage with state institutions. Civil society helps to strengthen legitimacy and relations of trust between public officials and ordinary citizens (Bhattacharya, 2009).

In order to know the views of public and officials relating to role of civil society towards Anti-Corruption Bureau in Himachal Pradesh, it is evident from Table 1 that 59.4 percent public respondents have opined that civil society can play an important role to a large extent for making good governance and combating corruption from the State. The mean value supports the above opinion. The standard deviation is .92790 and Skewness is -1.675 which shows that the variation in their opinion is changing towards higher side of the mean standard score. On contrary, the perception of police officials concerning to the pressure from civil society in the functioning machinery of Anti-Corruption Administration in Himachal Pradesh has been tabulated in Table 2. It is revealed from table that significant number of police officials (45.9 percent) have reported that to some extent level, there is pressure from civil society. The mean value of responses has been worked out as 1.8235 which is near to some extent level at five point scale. The calculated value of standard deviation is .95340 and coefficient variation is 52.2840 which disclose high variation in the responses of the sample. Positive value of Skewness (1.630) denotes that the variation in the response tends to fall below the mean. Further, calculated value of  $\chi^2$  on the statements are found significant at 1 percent level of significance and null hypothesis is rejected. It shows that their opinion is not equally distributed. It can be concluded that the role of the civil society is most important for building trust amongst people and also to pressurize the Anti-Corruption Institutions to eradicate corruption from public life.

### Performance Rating of Anti-Corruption Institutions

The functioning of Anti-Corruption Institutions is not generally known to a common man. An attempt has been made to know the views of the respondents regarding role and performance of SV&ACB for building trust to fight against corruption effectively. It is clear from the Table 1 and Figure 1 that majority of public respondents (51.6 percent) have reported that the role of SV&ACB is to build trust among public to some extent whereas only one respondent has opined that it builds trust to large extent on the statement. On the contrary, 15.3 percent public respondents have reported that SV&ACB is not playing any role to build trust for curbing corruption in Himachal Pradesh. It is also clear from Table 2 and Figure 2, a large number of respondents (78.8 percent) have reported that the status of SV&ACB is at developing stage while 1.2 percent have viewed that the level of SV&ACB is placed at advanced stage. Further, 15.3 percent respondents have said the SV&ACB is obsolete and only one respondent opined it “backward”. No one has reported the status of Anti-Corruption Institutions as “highly advanced”. The calculated value of  $\chi^2$  is significant at 1 percent level of significance. It shows that opinion of public and police respondents are not equally distributed. Thus, it can be concluded that the low level performance of SV&ACB adversely affects to build trust among public for combating corruption from the State.

1



**Perception regarding Employees' Satisfaction on State Vigilance and Anti-Corruption Bureau (SV&ACB)**

After analysing the strategies responsible for high level of performance on Anti-Corruption Institutions amongst public and employees, now an attempt is being made to examine the employees' satisfaction towards SV&ACB, so that a balance scorecard could be sorted out for suitable measures for trust-building. "Trust in context to stakeholders, is directly related to employee satisfaction and perception of overall organizational effectiveness. Employees are retained when they trust their organisations for their welfare" (Zalabak et al.). In these paras, the pertinent questions relating to working environment, job satisfaction, satisfaction with salaries, level of stress, superior and subordinate relationship have been analyzed. In order to know the level of satisfaction among police officials from highest ranks to lower rank, a stratified random sample with a size of eighty five police officials who are directly investigating the corruption cases in Shimla, Kangra and Mandi district, have been included in the sample. The views of police respondents regarding level of satisfaction using balance scorecard has been presented in Table 3.

**Table: 3**

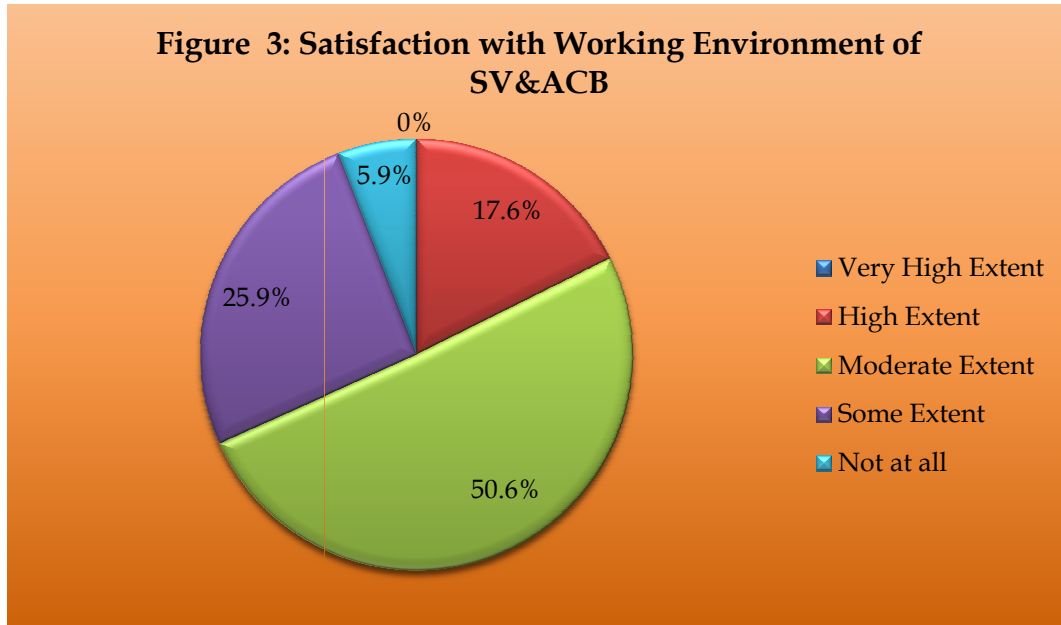
**Employee's Satisfaction of Anti-Corruption Institutions using Balance Scorecard: Descriptive Statistical Analysis**  
**Police Respondents** **N=85**

Strategy	Very High Extent	High Extent	Moderate Extent	To Some Extent	Not at All		Mean	S.D	C.V	Skw	$\chi^2$	P. Value
<b>Satisfaction level of Working Environment in Anti-Corruption Institutions</b>	0 (0.0)	15 (17.6)	43 (50.6)	22 (25.9)	05 (5.9)	85 (100)	2.8000	.79881	28.528	-.339	36.553	<0.01
<b>Satisfaction with Salaries by Officials</b>	08 (9.4)	26 (30.6)	03 (3.5)	35 (41.2)	13 (15.3)	85 (100)	2.7765	1.29446	46.622	.260	41.059	<0.01
<b>Stress level while investigating corruption cases</b>	22 (25.9)	16 (18.8)	08 (9.4)	36 (42.4)	03 (3.5)	85 (100)	3.2118	1.32821	41.354	.193	39.059	<0.01
<b>Perception whether SV&amp;ACB work is hard and difficult</b>	23 (27.1)	31 (36.5)	05 (5.9)	23 (27.1)	03 (3.5)	85 (100)	3.5647	1.24830	35.018	-.433	35.765	<0.01
<b>Perception Regarding Difficulties in complying orders of superiors</b>	09 (10.6)	08 (9.4)	02 (2.4)	56 (65.9)	10 (11.8)	85 (100)	2.4118	1.14740	47.574	1.263	114.118	<0.01

*Note:* Figures in parentheses depict percentage, S.D. - Standard Deviation, C.V – Coefficient of Variations, Skw- Skewness, P. Value – Probability Value

## Working Environment

Good working environment is one of the hygiene factors according to Herzbergs' two factor theory. Compatible working environment in an organization definitely leads to satisfaction of an employee. Here, level of satisfaction of police officials has been analyzed with respect to the provision of statutory welfare amenities provided by the State Vigilance and Anti-Corruption Bureau and Government of Himachal Pradesh.



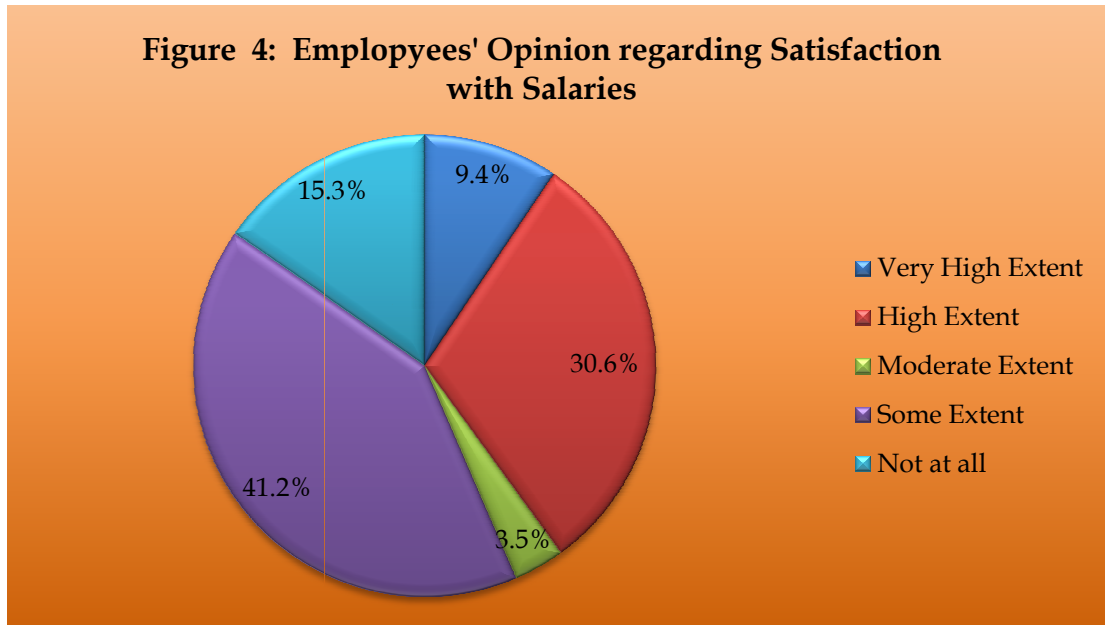
It is revealed from Table 3 and Figure 3 that 50.6 percent of police officials have been found to be moderately satisfied with the working environment of SV&ACB. Significant number of police officials (25.9 percent) have opined that they are satisfied to some extent. Only 17.6 percent were highly satisfied with working environment. However, none of respondents from all ranks were satisfied to a very high level. The mean score of the responses has been worked out 2.8000 which is near to moderate level of satisfaction at 5 point scale. It indicates that police officials in SV&ACB are moderately satisfied with the working environment. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of public respondents. There has been 28.528 percent variation in the responses from the mean and the negative value of skewness indicates that the variation in responses tends towards the upper side of the mean. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  (36.553) is also significant at 1 percent level of significance which leads to the conclusion that officials have been moderately pleased with their working environment in SV&ACB.

## Satisfaction with Salary

Leslie Palmier, in his 'Comparative Study of the Control of Bureaucratic Corruption in Hong Kong, India and Indonesia' identified poor salaries as one of the factors giving rise to corruption in these countries (Palmier, 1985). It is assumed in India that the civil servants, especially at the Group 'A' level, are not poorly paid at all. But the salary differentials between the top of the line



bureaucrats and lower level civil servants, breed resentment and frustration among the later. It is also stated that the salaries of government servants in India are not very high, and there is hardly anything left to save for life after retirement. Thus, there is a strong temptation among the government officials to grant illegal favours to corrupt politicians and bureaucrats in lieu of re-employment after retirement. Sound wages and salary package structures ensure payment of proper compensation to the personnel which in turn, affects their satisfaction level.

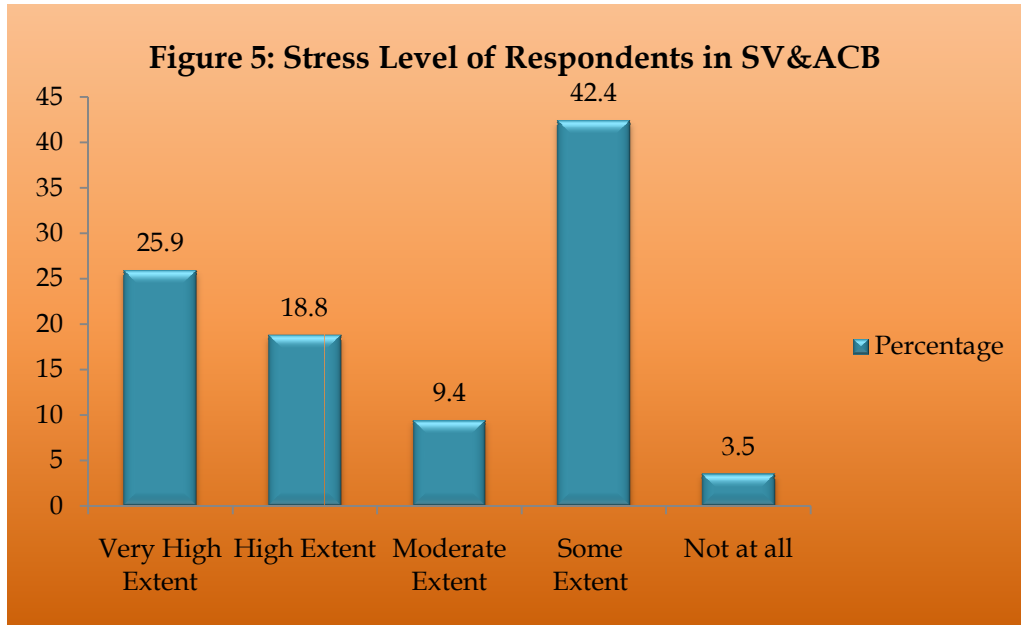


It is evident from the Table 3 and Figure 4 that majority of the police officials (41.2 percent) are satisfied to some extent with the present salary structure being provided to them. 30.6 percent respondents are highly satisfied with the present salary structure. Only 15.3 percent respondents were not at all satisfied. The mean score of the responses has been worked out 2.7765 which is lower than the standard score at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of respondents. Positive value of skewness indicates that the variation in responses tends towards the lower side of the mean. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  which is 41.059, significant at 1 percent level of significance. It leads to the conclusion that majority of the police officials are moderately pleased with the salary being provided to them.

### Measurement of Stress Levels

Stress at work place is quite common these days and it has become a fact of life inevitable in this age of intense competition. However, stress is inherent in uniform services (Kapoor & Karmakar, 2014). Stress has become one of the most serious occupational health hazards and these problems are further affecting organizational performance adversely by contributing to poor employees' productivity, high employee turnover and absenteeism, poor organizational climate, low employee morale and reduced job satisfaction and job insecurity. A study was conducted in Central Reserve Police Force (CRPF) found that the situation becomes worse

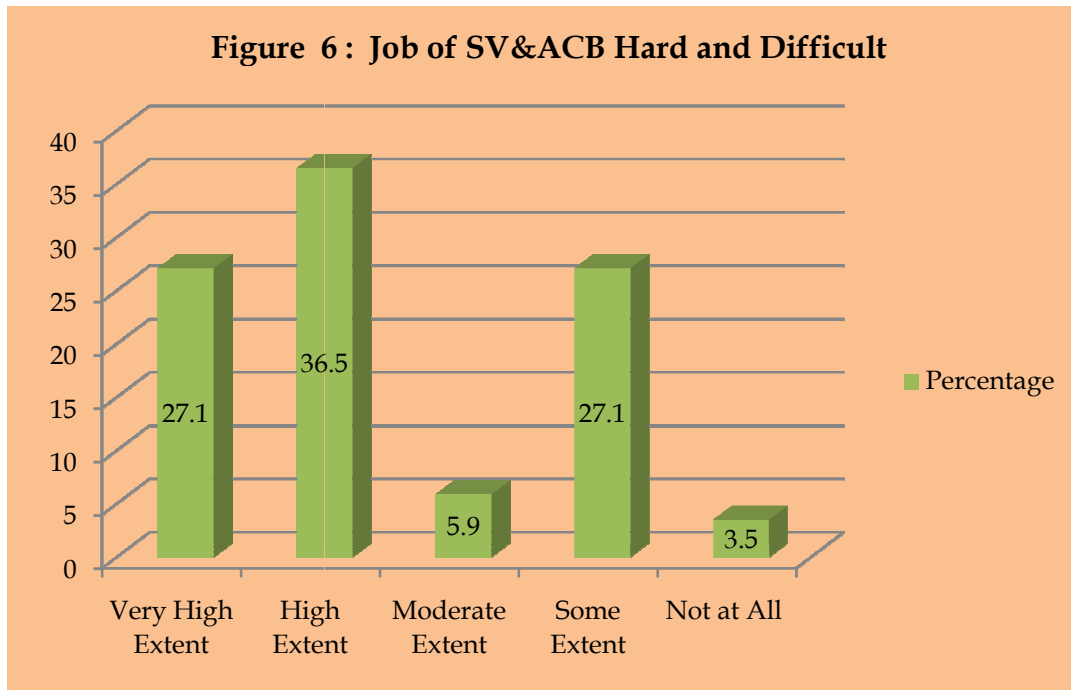
because of environmental factors like poor living conditions, odd and prolonged duty hours, toxic leadership and negative image in society and media (Singh, 2007).



It is clear from Table 3 and Figure 5 that significant number of respondents (42.4 percent) are feeling stress to some extent during the time of investigation of corruption cases. The mean score of the responses has been worked out 3.2118 which is more than standard score at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of public respondents. Negative value of skewness indicates that the variation in responses tends towards the higher side of the mean. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  (39.059) is also significant at 1 percent level of significance which leads to the conclusion that there is moderate level of stress among police officials. It is further supplemented with the help of different ranking background-wise views of police officials with regard to feeling of stress during the time of investigation.

### **Job Satisfaction**

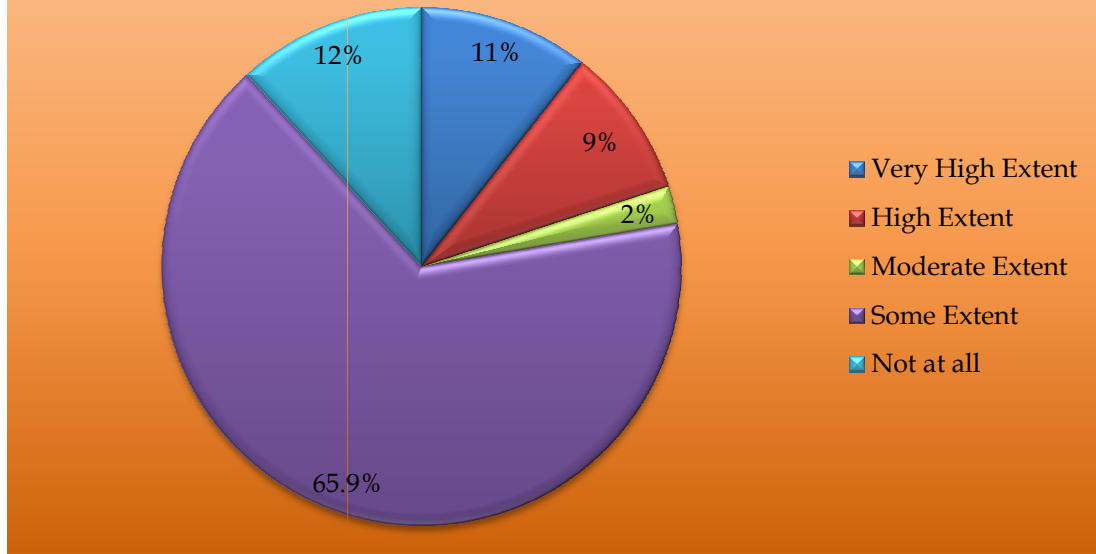
A persons' aspiration to work is satisfied by his job which brings money and position. Money helps in maintaining and raising the standard of living. A person feels satisfied if he finds his job helpful in raising his living standard. This in turn, affects the level of satisfaction and development of trust among employees. The respondents have been asked to rate their feelings about their present work.



A good number of police officials (27.1 percent) have perceived that their work in SV&ACB is hard and difficult to some extent followed by 36.5 percent and 27.1 percent respondents to high extent and very high extent. A few number of officials (3.5 percent ) have not found their work is hard and difficult. As per the Table 3 and Figure 6, it is evident that mean score of responses has been worked out to be 3.5647 which is quite more than moderate and is near to 4, that is, high level at 5 point scale and discloses that police officials face difficulties during investigation of corruption cases to a high level. Differences in the responses of the sample have also been disclosed by standard deviation (1.24830) and coefficient of variation (35.018). Further, the value of skewness has been found to be negative indicating that the variation is in the responses towards the upper side of the mean. The value of  $\chi^2$  (35.765) has been found to be significant at 1 percent level of significance. This conveys that the police officials face high level of hardship during working in SV&ACB.

### **Relation with Superiors**

Conflicting organizational relations badly influence performance and also dissatisfy workers/staff. The opinions of the respondents in respect of relations with the superiors have been presented in Table 3 and Figure 7.

**Figure 7: Difficult to Comply the Order by Superiors**

It is found from Table 3 and Figure 7 that majority of respondents (65.9 percent) have perceived that they can not comply the orders to some extent given to them by the superiors. The mean score of the responses has been worked out 2.4118 which is less than three at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of public respondents. Positive value of skewness indicates that the variation in responses tends towards the lower side of the mean. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  (114.118) is also significant at 1 percent level of significance which leads to the conclusion that officials feel difficult to comply the orders of superiors.

### Findings of the study

The study finds that corruption is a global phenomenon due to which, governance across the world, has emphasized upon promulgating regulatory provisions to check corruption. Act, regulations and resolutions have been framed not only in India or at the micro levels confined to states or specific agencies but internationally as well. However, it has been found that despite of substantial regulatory mechanisms, still corruption is in prevalence which has been found to be responsible to decline the level of trust among masses.

- Based on the empirical survey from public respondents it is found that majority of public respondents of different occupational backgrounds have scored their inability to register complaints against corruption due to afraid and fear of harassment by the officials posted in SV&ACB. This has been evidenced as mean score of the responses has been worked out 3.60 which is more than standard score at 5 point scale. The variation in the opinion is recorded at 34.44 while skewness is -.333. On applying  $\chi^2$  test, the calculated value of  $\chi^2$  has been found significant at 1 percent level of significance.

- High level of political interference is stated by the public as well as police officials to be influencing Anti-Corruption Institutions in Himachal Pradesh. It is found from the study that the mean value (3.9806) is shifting towards higher side of mean that is most of the politicians are corrupt. On applying Chi-square test of goodness of fit, the calculated value of Chi-square is 226.556 which is much higher than the table value at 1 percent level of significance. Thus, it can be revealed that the null hypothesis is rejected and the alternative hypothesis is accepted which concludes that the responses are not equally distributed over the issue and it can be exhibited from the above statistical analysis that corruption amongst politicians is much higher in Himachal Pradesh and downgrading the level of trust among people towards public institutions as per the alternative hypothesis.
- Press and Civil Society have also been put at stake by the respondents. The study finds that there is a significant difference in the opinion of public regarding role of press in highlighting the matters of corruption in public life. Further, the study finds that press distorts the facts to some extent due to which public perceives that press is not playing a judicious role. It is evidenced as mean value has been worked out to 1.75 which is less than the mid score at five point scale indicating that public is of the view that press distorts facts of the corruption cases to some extent. The calculated value of standard deviation is 1.040 and coefficient variation is 59.42 which disclose high variation in the responses of the sample. Positive value of Skewness (1.552) denotes the variation in the response which tends to fall below the mean. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  (106.646) has been found significant at 1 percent level of significance which leads to the conclusion that press distorts the facts to some extent while reporting the matters of corruption cases.
- Further, the study finds that civil society can play a key role in awakening the citizens for curbing corruption and building trust amongst people and Anti corruption Institutions to combat corruption from the State. From the responses, it has been found that the civil society can build up trust and generate public opinion against corruption from the State. The mean value (4.21) of the respondents views regarding role of civil society to generate public opinion against corruption is higher than the standard average score. The standard deviation and skewness are 1.1455 and -1.617 respectively. It indicates that the distribution of their opinion is shifting towards higher side of mean. The calculated value of Kurtosis supports the above analysis. On applying by Chi-square test of goodness of fit, the calculated value of Chi-square is 355.750 which is much higher than the table value at 1 percent level of significance. Thus, it can be revealed that the null hypothesis is rejected and the alternative hypothesis is accepted which concludes that the responses are not similarly distributed

- Organisational performance and intellectual caliber amongst police officials have been found to be dominating factors determining image as majority of public is found to be admitting that role of SV&ACB is to build trust among public to some extent and consequently low level performance of Anti-Corruption Bureau adversely affects to build trust among public for combating corruption from the State. The calculated value of  $\chi^2$  (44.907) which is statistically significant at 5 percent level of significance, indicates that there is significant difference in the opinion of different groups of respondents regarding rating about performance of SV&ACB. Thus, majority has rated performance of SV&ACB below average to average statistically it has also been proved. It is also found from study that intellectual caliber among officials of SV&ACB is either average or below average. On applying Chi-square test of goodness of fit, the calculated value of Chi-square is 50.758 which is higher than the table value at 1 percent level of significance. Thus, it can be revealed that the null hypothesis is rejected and the alternative hypothesis is accepted, which concludes that the responses of respondents are not equally distributed over the issue and can be exhibited from the above statistical analysis that intellectual caliber among officials of SV&ACB is either average or below average among general masses.
- The study finds that employees are moderately satisfied with the working environment of SV&ACB as per the analysis drawn in Table 1.3 as the mean score of responses is calculated 2.8000 at 5 point scale. The calculated value of standard deviation and coefficient of variation disclose variation in the responses of police officials. There has been 28.528 percent variation in the responses from the mean and the negative value of skewness indicates that the variation in responses tends towards the upper side of the mean. While applying  $\chi^2$  test, the calculated value of  $\chi^2$  (36.553) is also significant at 1 percent level of significance which leads to the conclusion that officials have been moderately pleased with their working environment in SV&ACB. Further, majority of police officials that is 64.7 percent have never been satisfied with the welfare measures and majority of the police officials (41.2 percent) are pleased with the wage and salary structure being provided to them. The statistical findings clearly evidenced as the calculated value of  $\chi^2$  which is 41.059, is significant at 1 percent level of significance concluding that majority of the police officials are moderately pleased with the salary being provided to them. There is moderate level of stress among police officials and they face high level of hardship during working in SV&ACB. The study also finds that the police profession in SV&ACB is respected moderately by the society. It is further concluded that officials feel difficult to comply the orders of superiors. Statistically,  $\chi^2$  value has been calculated (39.095), (35.765) and (56.765) significant which analyzed moderate level of stress in terms of the job considered by others, by society and in terms of complying orders of the superiors. Thus, from the analysis of the hypotheses it has been proved that police official are moderately satisfied with working environment and conditions of service causing stress, hardship and disregard

Statistically, the hypothesis that lackadaisical Anti-Corruption strategies for combating corruption at regional and country level to strengthen Anti-Corruption Institutions has association with building trust and satisfaction among different groups of stakeholders in the global perspective in sustainable development framework have been proved significant which prove that these factors are influencing the anti-corruption strategies. Keeping in view, it is mandatory to re-build trust in public institutions dealing with corruption in Himachal Pradesh by ensuring features and values like honesty, competence, integrity, transparency, accountability, efficiency as well as effectiveness.

### **Initiatives Required:**

On analysing the balance scorecard, it is found that satisfaction and trust among public and employees remain low towards Anti-Corruption Institutions in the State of Himachal Pradesh. With the motive to strengthen the reputation of Anti-Corruption Institutions in Himachal Pradesh, the following measures are suggested to combat corruption and develop the level of trust among general public and employees of Anti-corruption Institutions in the State in sustainable development framework.

- ❖ To encourage general public to lodge complaints against corruption with Anti-Corruption Bureau, the identity of the complainants should be ensured to be kept secret, so that they are free from fear and harassment in any ways. Police protection should be provided to the complainants, if they are in need.
- ❖ There is urgent need to bring changes of behaviour of the officials. Police officials should try to be polite with the public. They should try to amend their behaviour. The behaviour of lower and middle level officials should be exemplary, courteous and helpful. For this, it is very important that the officials of SV&ACB should be imparted specialized training so that attitude could be made citizen friendly.
- ❖ There is also a need to bring psychological orientation and change in the attitude of police officials through broad based courses, in-service courses and impartial recruitment free from political interference at subordinate level. Many times, the police personnel do not find the top officials' leadership, supporting and inspiring which make them succumb to political pressure.
- ❖ To mitigate the political interference in the working of Anti-Corruption Institutions, it is proposed that there should be Code of Conduct for the politicians. The Government and senior officers should give due support to the police officials working in just, fair and straight forward manner. Further, anti-corruption institutions should not be used as the platforms of political rivalry.
- ❖ During survey, it is revealed that there is no Public Relation Officer (PRO) in the Anti-Corruption Bureau to give the true picture of the functioning of Anti-corruption Institutions. Press should be highlighted to boost the morale of the police officials and project their good image. It is found from study that press distorts the facts of SV&CB



action while reporting the matters of corruption cases. Hence, it is urgent to appoint the Public Relation Officers at State Headquarter and Range headquarters to make regular contacts with the press and through it, with the public. With the appointment of these officers, information of news could be made available to the press expeditiously as well as judiciously.

- ❖ Good credentials of leadership of civil society are also important for making civil society a powerful force to influence public policy. In order to make Anti-Corruption Bureau more effective and efficient, the major stakeholder i.e. civil society should be made more aware through awareness programme for eradication of corruption from the state.
- ❖ Healthy working environment is essential for the development of individual's personality. There is great need to improve their present working and living condition. Congenial working environment should be created in the Anti-Corruption Bureau so that every person may feel secured. It will help for development of trust and effectiveness of the Anti-Corruption institution in the State
- ❖ The salary structure of police officials at lower and middle level is very poor in comparison to that of higher ranks posted in the central and state government Institutions. On the contrary, job of police officials is hard and is full of potential threat. Hence, the Anti-Corruption Bureau officials need to be equitably paid so that it may act as an incentive for maintaining integrity and boost up their morality.
- ❖ An effective institutional arrangement should be made to check and eliminate corruption amongst the government servants as well as police officials through inflicting immediate and exemplary punishments to the guilty officials. It is political system that can reform or reformat the policies regarding transfer, posting and selection of police officials outside the government, so that they can work independently and fearlessly without any kind of pressure.
- ❖ The Anti-Corruption Bureaus' administrative machinery must become flexible and must be able to respond quickly and effectively to the changing environment. A responsive administration, providing effective, efficient and good governance will remain a dream unless it has a motivated, trained and developed work force in the form of public servants. The public institutions should replace the traditional power and authority culture and adopt an effective governance and strategy for building trust among general masses and officials of Anti-Corruption Bureau in Himachal Pradesh. Such an effort would ensure balance scorecard of the role and image of the Anti-Corruption Bureau in terms of eradication of corruption cases in sustainable frameworks.

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