

# **PERSONNEL ADMINISTRATION**

**N. PANCHANATHAM  
PRIYA ANNAMALAI  
MANOJ AGARWAL**





## Personnel Administration

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## CHAPTER 1

### EXPLORING THE SCOPE OF PERSONNEL ADMINISTRATION

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#### **ABSTRACT:**

The most significant influence in administration is personnel. The purpose of this course is to introduce students to the idea, character, range, purposes, and importance of personnel administration. Although an organization's resources financial, physical, and technological are all crucial, it is the people who create and sustain those resources that matter most. Human resources are the people employed by a company. This resource must be used as effectively as possible since it is so important. This course examines how public services have evolved and the function of bureaucracy in the modern administrative system since civil services are so important. The Public Service Commission, Administrative Reforms, Public Grievances, Pensions and Pensioners' Welfare, the Ministry of Personnel, Training Institutions, and Administrative Tribunals are only a few of the organisations that are included in the analysis of the work of different personnel agencies. The key elements of personnel administration, such as hiring, training, promoting, and performance management, are addressed. This course aims to provide information on public employee rights, employee unions, and wage administration.

#### **KEYWORDS:**

Accommodate, Administration, Commission, Proponents.

#### **INTRODUCTION**

All ranks of workers, including supervisors and subordinates, are referred to as personnel in an organization. Public Personnel is the topic of this course. The management of personnel in the public (government) sector is referred to as administration. Personnel Administration' is now more generally referred to as 'Human Resource(s) Management' (HRM), it should be mentioned. The effective use of people resources within an organisation is a concern of personnel administration. It focuses on topics including hiring, training, promoting, moving, behaviour, discipline, morale, and motivation, as well as retirement and its perks. According to O.Glenn Stahl, personnel administration is a mindset that combines knowledge of the factors that influence the supply, demand, and issues related to human resources with an appreciation for the value of individual motivation and personality.

S.L. Goel asserts that "Personnel Administration is that branch of Public Administration which can assist an organisation in the management of personnel resources through the use of well thought out principles and nationalised techniques in selecting, retaining, and developing personnel for the fulfilment of organisational objectives systematically and scientifically." Planning, organising, executing, and assessing human resources in any organisation to guarantee their optimal usage in achieving the organization's objectives, goals, and targets is both an art and a science. In order to help the organisation achieve its core aims and objectives, Edwin B. Flippo states that "the personnel function is involved with the acquisition, development, compensation, integration, and maintenance of staff of an organisation. So, planning, organising, directing, and managing the execution of those operational responsibilities is what personnel management [1], [2].

Personnel Administration is a line responsibility and a staff function," claim Paul Pigours and Charles A. Myers. In all organisations, it is fundamental management. Line managers get assistance from personnel professionals in the form of guidance, counselling services, and different forms of contracts to ensure consistent application of personnel policies created to further organisational goals. An examination of the aforementioned definitions reveals that personnel administration is concerned with the systematic hiring and retaining of a workforce, employee remuneration, job analysis and job descriptions, employee training, maintaining track of employee wellbeing and records. Briefly said, personnel administration is concerned with all elements of management including people. According to Peter D. Johnson, personnel administration is the efficient use of people resources to accomplish organisational goals. According to Raymond J. Stone, effective personnel management entails meeting each employee's requirements in a way that is both efficient and effective in attaining the goals of the organisation. According to Kathryn M. Bartol and David C. Martin, managing numerous tasks intended to improve an organization's workforce's efficiency in fulfilling organisational objectives constitutes personnel administration. According to Raymond A. Noe, personnel management refers to the rules, regulations, practises, and frameworks that affect how workers behave, think, and perform [3], [4].

## DISCUSSION

Each day, more duties are added to the government's workload. Government and its administrative apparatus have grown as a result of development and welfare agendas. The expectations on staff at every level in terms of the effective performance of their jobs increase as the tasks, responsibilities, and activities of organisations, whether public or private, proliferate. Therefore, the goal of personnel management is to provide a consistent flow of workers who can support an organization's success and accommodate development's increasing needs. Understanding the definition and nature of the word is very necessary before understanding the notion of personnel administration. The area of administration that deals with managing people's relationships and interactions at work is known as personnel administration. It covers the whole range of a company's interactions with its human resources, from the hiring process through the retirement process. Planning and forecasting for people, evaluating human performance, hiring and staffing, training and development, upkeep, and performance and productivity improvement are all part of this process.

The total success of an organisation is highly correlated with personnel management. Although the phrase "personnel administration" does not have a conventional definition, authors generally agree on its definition, scope, and goal. Flippo claims that the personnel function is involved with hiring, training, compensating, integrating, and maintaining an organization's staff. Organisation with the intention of helping that organisation achieve its main aims and objectives. Instead of using the word "personnel management," Dale Yoder prefers the phrase "manpower management," which encompasses both personnel administration and labour relations. He asserts that "the phrase effectively defines the planning and guiding processes of application, development, and utilisation of human resources in employment. In these processes, employers, workers, unions, and government organisations all have significant responsibilities to play.

Personnel administration is a code of the ways of organising and treating individuals at work so that each gets the greatest possible realisation of their intrinsic abilities, thus achieving maximum efficiency for themselves and their group, and thereby giving to the enterprise of which they are a part, its' determining competitive advantage and optimal results," says Thomas G. Spates. According to Michael Jucius, personnel administration is "the field of management that has to do with planning, organising, and controlling various operational functions of procuring, developing, maintaining, and using a labour force such that the company's goals are achieved economically and effectively; 'objectives of all levels of



personnel are served to the highest possible degree; and "objectives of the community are duly considered. Personnel management, according to the Institute of Personnel Management in the United Kingdom, is the area of management that is mainly concerned with the interpersonal interactions inside an organisation. Its goal is to keep those connections on a footing that allows everyone involved in the project to contribute as much of themselves as possible to the successful completion of that project while also taking into account their own well-being. This term was approved by the Indian Institute of Personnel Management as well.

A more comprehensive definition took the place of the previously described term in 1966. "Personnel management is that area of the management function that deals with people at work and their relationships within an organisation," it says. With consideration for the wellbeing of an individual and working groups, its goal is to bring together and develop into an effective organisation the people who make up a company and to allow them to make their best contribution to its, a triumph. The creation of policies governing manpower planning, recruitment, placement, and termination; education and training; career development; terms of employment, methods, and standards of compensation; working conditions, and employee services; formal and informal communication and consultation, both through the representatives of employers and employees, at all levels throughout the organisation.

The "human and social implications of change in internal organisation and working methods as well as of economic and social changes in the community" are also a focus of personnel management. Consequently, we may conclude that personnel administration is concerned with the hiring, relocating, training, disciplinary actions, financial and non-financial incentives, and retirement benefits of people or workers inside an organisation. It also addresses the nature of interpersonal interactions inside organisations, interactions between individuals within organisations, and interactions between individuals and organisations. In an organisation, personnel administration encompasses all tasks and operations related to creating and implementing policies, preparing for social development and modernization, implementing administrative changes, and managing public relations. It seeks to use human resources as effectively as possible in order to get the best outcomes with the least amount of money and technology wasted[5], [6].

There are several names for personnel administration, including "personnel management," "labour relations," "manpower management," and "labour welfare management." However, the word "personnel administration" has a broader connotation and refers to both people management and labour relations. The phrases labour relations and industrial relations are sometimes used synonymously when referring to personnel management, however it is always preferable to differentiate between the two. The relationship between management and organised workers is basically what is meant when we talk about "labour relations." Contract discussions with unions are a part of it. It addresses how to handle disagreements with business representatives and unions. Some businesses employ a labour relations officer or director, whose main responsibility is to counsel and support senior management when interacting with union reps. The administrator of personnel may or may not be this individual. In a The personnel administrator serves as the labour relations officer at a unionised workplace in the absence of a director or officer.

Thus, the goal of personnel administration is to effectively utilise human resources, foster positive working relationships among all team members, promote maximum growth, and uphold the organization's social and legal obligations. According to Michael J. Jucius, people management should work towards achieving organisational objectives in an efficient and effective manner, as well as maximising individual goals and conserving and enhancing community welfare. Personnel administration is concerned with managing, directing, coordinating, and supervising the cooperative activities of people within an organisation in order to achieve these goals[7], [8].

## Evolution and Development of Personnel Administration

In India, the expansion of personnel administration may be linked to government initiatives, while the evolution and development of personnel administration in the U.K. and U.S.A. was mostly voluntary. While managerial obsession with the notion of welfare drove early efforts in the area of people management in the West, unsystematic hiring practises, rising worker unrest, production loss, etc. sparked interest in personnel management in India. In the United Kingdom, the idea of welfare was first advanced and put into effect by certain enlightened businesspeople who strove to develop contemporary personnel administration. It was really F.W. Taylor's scientific management that provided the groundwork for the evolution of personnel administration in the United States, where the phrase "personnel management" first appeared. Taylor placed a strong focus on objective worker selection as well as organised training and development. In scientific management movements, H.L. Gantt, a close friend and partner of Taylor, anticipated the need of securing the voluntary collaboration of the employee. He maintained that encouraging an employee's skill and desire to do a task was just as important as instructing them on how to accomplish it. The need of management training and development was also emphasised by Mary Parker Follet. The early proponents of scientific management also sought to reduce worker boredom and exhaustion in addition to boosting productivity. The Hawthorne experiments and the human relations movement were Elton Mayo's most significant contributions to personnel management. These studies opened the way for the use of sociology, psychology, industrial psychology, social psychology, and other fields in order to comprehend employee and organisational behaviour and influence it via a motivating strategy.

All of this contributed to the theory and practise of people management gradually evolving and developing. Other occasions and factors have contributed to the development of human management. Industrial and commercial empires developed a number of groundbreaking ideas, including mass manufacturing, distribution, and finance. Management faced difficulties as a result of different workforce issues and the manpower shortages experienced during the two world wars. Big enterprise had a significant setback in 1929 with the onset of the Great Depression. The goal of the government, the general populace, and the labour unions was effective professional management. They called for the reduction of waste and the best possible use of resources, especially human resources.

All of these American advances highlighted the reality that managing people, sometimes known as personnel management, is just as crucial as managing production. Thus, in addition to other developments in the field of worker welfare, the entrepreneurial motivation served as a source of inspiration for the development of modern dynamic personnel administration. The development and expansion of people management in our nation have a recent history. The establishment of labourers Officers to handle the recruitment of labourers and resolve their problems was suggested by the Royal Commission on Labour in 1931. The 1920s industrial battles led the government and businesspeople to consider labour issues and the advancement of human management. The relationship between employers and employees was seen from a different angle once trade unions were recognised in India. As early as 1920, businesspeople like the Tatas, Calico Mills, British India Corporation, etc. employed welfare officers. These labour welfare officers handled employee concerns and promoted workplace peace in addition to their other duties.

To facilitate the resolution of workers' concerns with the mills, the Indian Jute Mills Owners' Association in Bengal hired a labour officer in 1937 at the government's advice. By 1939, five further labour officers had been recruited. appointed. Other employers' associations, like the Indian Engineering Association, the Indian Tea Association, the Engineering Association of India, etc., appointed labour officials in a manner similar to that of the Indian Jute Owners' Association. The Tripartite Labour Conference was established by the Government of India

in 1941 with the participation of representatives of the Government, Labour, and Employees in order to advance uniform labour legislation, establish a process for resolving labour disputes, and advance consultations on industrial issues affecting the nation. These days, they are constant and commonplace components of employment policy. The Factories Act Rules established the appointment, responsibilities, and credentials of a new statutory official in industry known as the Welfare official in 1948. The Personnel Officer was a new officer that appeared in the years that followed. The duties of the personnel officer include personnel administration, industrial relations, and labour welfare. Nowadays, a lot of businesses in India have dedicated personnel departments with a permanent personnel officer in charge. Now that the number of employees is growing quickly, the cost of hiring new employees is also rising quickly. Additionally, there has been a tendency in the diversity of the workforce as more and more professionals, experts, and technicians are hired by government agencies, as well as public and private companies. Modern workers are concerned with the wellbeing of their colleagues as well as the organization's bottom line. The goal is to generate income that will benefit both the organisation and its workers[9], [10].

### **Nature of Personnel Administration**

In every administrative structure, the human resources department is essential. The company cannot afford to disregard it. Therefore, whether in government, semi-government, or non-government organisations, it becomes a fundamental role of the management. Management is impacted by changes in the socioeconomic environment. The ongoing changes in the overall socio-economic environment have an impact on the management environment. The work environment at an organisation is impacted by the political environment as well. These modifications are mirrored in personnel administration. These adjustments may include shifting the demographics of the workforce joining government service organisations, altering employee values, raising standards for both the government and its constituents at all levels, as well as increasing expectations of government workers. Therefore, changes in the social, economic, and political environment have an impact on management. In actuality, it must adapt to these changes. Schedule castes, tribes, and other economically underprivileged strata are making up a larger proportion of those entering the government service. More individuals with higher education, more women, and professionals with better technical skills are all entering the federal workforce. This has significantly altered the working force ratios. Employees are now expected to be more knowledgeable and effective due to the growth of activities under "development" and "welfare" initiatives. The general public expects efficient, friendly government. The number of people participating in administrative tasks is rising. The function of personnel administration is evolving as a result of the ongoing demands placed on administration. 'Line' and 'staff' duties must be performed by personnel. 'Line' functions are actions that directly support an organization's main goal. The tasks that support and enable the execution of line work are referred to as "staff" tasks. They are secondary activities by nature and improve the efficiency of the line agency. For instance, helping to process and provide the necessary number of employees, as well as providing staff training and development, are fundamentally staff tasks. Without the support of line and staff employees, a company cannot operate. The personnel function cannot be separated from the other administrative duties at the same time. Line and staff activities in an organisation are both considered to be personnel duties.

In a formal organisation, personnel administration doesn't always work. No organisation can function purely on the basis of formal rules and regulations; instead, it is made up of people who are organised in a network of authority and responsibility to carry out the duties and activities necessary to achieve the goals of the organisation. The informal organisation occasionally replaces, supports, or sometimes completely replaces the official structure. Within formal organisations, informal organisations develop. It is a natural

occurrence that is built on interpersonal relationships between members of formal groupings. Additional elements that influence the formation of informal organisations include political, economic, and psychological ones. The duties involved in personnel management are becoming trickier by the day. The issues with managing people are different from one another, from one organisation to the next. Large businesses have a greater number of tasks to do, more employees, and diverse goals. In such organisations, managing staff becomes a more complex process. Personnel management must carry out the vital tasks of employee motivation and morale since it constantly interacts with people. Both the increasing demands of the populace and the corresponding rise in employee expectations must be met.

### **Features of Personnel Administration**

The human element in an organisation is one of the key characteristics of personnel administration. It concerns those who labour. It has to do with management's fundamental goal of improving outcomes via employee cooperation. It's an essential component of management. Regardless of their position or level, managers must interact with people, get the most out of them, and get their cooperation to complete tasks. He must thus have interpersonal abilities. The management is in charge of personnel management. Due to the fact that the Personnel Agency established with the organisation only handles operational tasks like hiring, training, and development, etc., this job cannot be entirely delegated to that agency. The role of personnel management is widespread. It comes standard with every business. It is a fundamental management task carried out at all managerial levels and in all management domains, including production management, financial management, etc. It is a continuous task that all managers must complete. It cannot be done only once a week or for an hour each day. Human interactions and their significance in daily operations must always be considered in personnel management [11], [12].

### **Scope of Public Personnel Administration**

All facets of managing people in a company are included in personnel administration. As we learned previously in the course, the main purpose of personnel administration is to guarantee efficient use of human resources in the achievement of organisational objectives. The division of organisational tasks into jobs, with clear definitions of each job's authority and responsibility as well as its relationship to other jobs within the organisation, is how the personnel administration departments should design and establish an effective working relationship among all the members of an organisation. The management of personnel must make an effort to inspire within the workforce sentiments of commitment, engagement, and loyalty to the company. The goal is to foster friendly relationships among the staff members and eliminate contentious circumstances brought on by interpersonal rivalries, jealousies, and biases. In an organisation, personnel management must also put a stop to negative behaviours like favouritism and nepotism. The management of personnel must focus on a number of management-related issues, including hiring, training, promoting, conditions of service, employee welfare, employer-employee relations, and mechanisms for morale and motivation. For it to be successful and efficient, it has to establish connections with the immediate, intermediate, and external environments. The duties of managing staff likewise expand in direct proportion to the demands of organisation. The issues cannot be resolved in one step or with a single choice. The complexity increases as the system size increases. Consider the Indian Government, which is organised into many ministries, departments, divisions, and units. It covers the full width and length of the nation.

Many thousands of individuals work there; they do a wide range of tasks at various levels of the hierarchical structure. The total workforce of the Central government is made up of many services and the groups that each one is divided into. Each state's condition is quite similar.

All of these considerations must be made in personnel administration. It needs ongoing management involvement.

An essential duty of the government is to plan and provide for the regular supply of the necessary labour for various occupations and in various quantities. Effective people management is necessary for the recruitment and utilisation of each micro-unit of human resource, and it is also necessary for the development and maintenance of favourable working relationships. a failure on the part of the staff. Personnel administrators must put in constant effort to maintain it. If the firm offers suitable possibilities for personal growth, achieving these two goals will be simpler. Opportunities like as training, internal and external mobility, promotions, recognition, and rewards are possible. They serve as effective satisfiers and motivators. Additionally, determining the salaries of lakhs of workers is a complex undertaking since each group must be fairly and sufficiently rewarded for the impact it is anticipated to contribute to the organization's goals. This is also a piece of administrative personnel job. A certain amount of discipline must be applied to the workforce as well in order to control effective job performance. The creation of behaviour guidelines, the establishment of disciplinary processes, the enforcement of those guidelines, and the adoption of suitable procedures are all aspects of personnel management.

The additional duties of personnel administration include employer-employee interactions, provision for Joint Consultative Machinery, formation of public service tribunals for adjudication, enactment of welfare measures, payment of retirement benefits, etc. to the workers. Over the last several decades, trade unionism among government workers has surged. Unions for both employers and employees have emerged. Expertise is now urgently needed to anticipate personnel demands and issues, as well as to prepare for their fulfilment and correction. All of this requires methodical human management. Therefore, the field of people management is broad and diverse, and it keeps growing as the environment does. The topic that Public Personnel Administration is concerned with defines its area of focus. The six kinds of tasks that make up the purview of public personnel administration were outlined by W.R. Spregel. Recruitment, selection, employment, promotion, transfer, and termination are some of them. Others include training, wages, and other incentives, service activities, collective bargaining, employee representation, orientation, performance evaluation, health and safety, and industrial relations.

The process of finding and enticing a quality pool of job candidates to fill open positions is known as recruitment. A position may be filled from inside the company or from the outside. In the hiring process, job descriptions and job criteria are crucial because they outline the duties of the position and the credentials needed from applicants. Employers may find new personnel through a variety of strategies, including job postings, media advertising, and executive searches. The person who is best competent to fill the post must be chosen from the pool of applicants. Examining the application materials, doing psychological testing, conducting job interviews, verifying references, and having a physical exam are all components of the selection process. A choice is made on the candidate based on the information obtained. A personnel department's key duty is to handle employment. It has to nurture and maintain a sufficient workforce supply. It should get advice on the necessary qualifications for the position and the going salary rates. It should effectively employ application forms, exams, physicals, interviews, reference checks, and record-keeping to find qualified candidates for specific roles. It should also keep track of the records of current, past, and future workers. It should provide the new hires new policies that are in line with contemporary needs.

Promotion chances in a governmental organisation should be appropriate. The Promotion Guidelines should be established by the Personnel Department. The organisation and the personnel should both be taken into account when regulating employee transfers. It needs to



specify the procedures for termination. It should also keep accurate records for the reason for termination when it doesn't abide by the guidelines set out by the governing body. Training should be given to workers who are being transferred or terminated. The personnel department should create the required policies to provide training to the organization's workers. Additionally, it has to oversee a few elements of the training plans.

After joining the government, public officials get post-entry training. The new recruits often get this kind of training prior to accepting their work assignments or starting their tasks. The purpose of post-entry training is to equip new hires with the knowledge and abilities they need in order to handle the difficulties and duties of their position. This kind of training may be received in a classroom, on the job, or via a mix of both of each. This form of academic and practical training is provided to new recruits to the Administrative and Diplomatic Service (PTD) in Malaysia by the National Institute of Public Administration (INTAN), the civil service training facility. Serving civil officials may get in-service training through INTAN, specific government agencies, private professional institutes, or domestic or international universities. This takes the form of conferences, short-term or long-term management courses leading to a certificate, diploma, degree, or postgraduate certification, as well as seminars, workshops, refresher courses, and conferences. Different sorts of government employees get this training. The major goals of this kind of training course are to upgrade the skills and knowledge of the government officials and introduce them to the newest management ideas and approaches. Government workers should get competitive pay and benefits. The responsibility for creating the employee compensation plans lies with the personnel department. The creation of policies governing salary payments, pension plans, profit-sharing plans, mutual savings plans, insurance plans, hospitalisation, insurance loans to employees as advances on wages, and the sale of the organization's product to employees should involve the employees.

Wages and other incentives relate to the monetary compensation that workers get for working for a company, such as basic pay, bonuses, merit pay, incentive payments, overtime pay, allowances, and yearly raises. Employee motivation is greatly influenced by pay, which helps them provide better work. Benefits are thought of as an indirect kind of payment. They include maternity leave, yearly leave, sick leave, disability insurance, life insurance, and medical insurance. Benefits in the public sector include statutory benefits like Social Security Organisation and Employee Provided Fund. Benefits enhance the appeal of an organisation as a place to work and highlight that it cares about its people by enhancing the quality of work life. The service activities in an organisation are a concern of the personnel administration. It should maintain and oversee the organization's restaurants and leisure facilities. The staff members could sometimes have certain issues. Counselling should be used to resolve the issues. The Personnel Administration need to investigate the release of a magazine that provides business information. It should also take part in initiatives to raise the spirits of government workers.

There used to be several complaints from the staff. These employee complaints should be addressed correctly. The Personnel Department should take the lead in processing disputes. In order to undertake union talks, it should take the appropriate steps. It need to encourage collaboration between the authorised and the workers. Through effective hiring, training, job assessment, pay and other incentives, volunteer activities, collective bargaining, and employee representation, personnel administration plays a significant role in promoting the best possible use of the human resources that are available in an organisation.

Planning for human resources, employment, or people is the first stage in developing a productive workforce for an organisation. It is the process of figuring out future workforce needs and the qualifications required to carry out the organization's goals. This is accomplished by contrasting the current human resource supply with the anticipated level of

demand. Internally, personnel may be added, removed, reallocated, or reassigned using the comparison. The goals of personnel planning are to increase the effectiveness and efficiency of the use of human resources, to recruit and retain top talent with the requisite aptitude, abilities, and skills, and to produce happier, better-trained, and more motivated workers. Another name for service activity is training and development. Training aids in the acquisition of certain job-related skills that guarantee efficient work performance. The process of assisting an individual in developing in their career and achieving their professional objectives is known as development. The ability to be globally competitive, increase production, and adapt to environmental changes may all be attained via training and development. In the public sector, a variety of training courses are run to assist civil workers in gaining knowledge, skills, and a positive outlook on their jobs.

A significant portion of the training and development activities involves employee orientation or induction. It exposes the new employee to the company, its standards, and culture as well as the job requirements and social environment in which he or she will work. An introduction of the organisation, policies, processes, laws and regulations, remuneration, benefits, safety and accident prevention, employee and union interactions, and job roles and responsibilities are often included in orientations. By easing new hires' concerns and promoting good attitudes, work satisfaction, and a feeling of belonging and commitment, formal orientation may result in considerable cost savings. Making new hires feel welcomed within the company may save labour expenses and boost the organization's profitability and competitiveness. This activity focuses on assessing how effectively people are doing their duties, sharing that information with them, and developing a strategy for performance improvement. The data gathered during the assessment process is also utilised as the foundation for choices about hiring, placement, termination, rewards, remuneration, and training and development requirements.

The provision of a safe and healthy working environment free from physical and health threats such as pollution, accidents, and illnesses is a need for employers. Programmes for health and safety aid in ensuring the workers' physical and emotional welfare. The Occupational Safety and Health Act (OHSA) of 1994 and the Factories and Machinery Act 1967 both include government laws pertaining to workplace safety. Additionally known as employee relations. An essential component of human resource management is maintaining effective communication between employers (management) and workers. Governments, industrial tribunals, employer organisations, trade unions, industrial legislation, awards, terms and conditions of employment, grievance processes, dispute resolution, advocacy, and collective bargaining are all included in an expansive view of industrial relations. In order to foster trust, collaboration, dedication, and good performance, industrial relations must provide open communication, just and equal personnel policies and practises, and high levels of work-life happiness [13], [14].

### **Need For Reforms in Personnel Administration**

The amount and quality of a company's performance and production are determined by its employees. The manipulation of money and other resources by the people working for an organisation has a significant impact on how well they function. The best-planned organisation may also yield disappointing results if it is run by mediocre and disorganised people. Even badly designed equipment may be made to function if it is staffed by well-trained, bright, and creative staff. An essential component of the company is the staff. They may create a positive perception of their companies as productive organisations in the process of developing a country by having the necessary skills, aptitude, integrity, and organisational ability. In this sense, efforts are ongoing. With the establishment of the second Administrative Reforms Commission (ARC) in 2005, the emphasis has changed. It explores personnel administration within the "reforms" framework, with a focus on the right to

information, human and social capital, local government, capacity development, crisis management, and e-governance. The second Administrative changes Commission's effort to develop human resources in public services is a giant step ahead from the normal focus of the first Administrative Reforms Commission of 1966 on public sector undertakings, citizens' complaints, and planning apparatus for changes. According to the Civil Services Survey 2010, "the State needs to concentrate on the essential function of the state in realising human potential and fostering fast economic development.

With its ever-growing duties, personnel administration has emerged as a crucial component of management. Making personnel administration accountable for creative organisational structure changes, performing personnel research, and conducting attitude surveys is necessary. Making personnel administration responsible for developing cost-effective policies and programmes and creating beneficial relationships between the company and the environment are also necessary. A constantly shifting environment necessitates improved hiring practises, cutting-edge training methodologies, superior re-training techniques, better coordination between private and public welfare programmes, efficient organisational development, better performance evaluation techniques, and more practical leadership philosophies.

Thus, we may conclude that the staff, more so than anything else, influences the amount and quality of an organization's performance and output. The manipulation of money and other resources by the people working for an organisation has a significant impact on how well they function. If it is manned by employees who are well-trained, bright, and creative, even badly designed equipment may be made to function. On the other hand, if a company is run by mediocre and has disorganised personnel, even the best-planned organisation could provide mediocre outcomes. An essential component of every corporation is its workforce. They may create a positive perception of their organisations as effective institutions in nation-building by having the necessary skills, aptitude, integrity, and organisational ability[15].

## CONCLUSION

An essential component of the study of public administration is personnel administration. It goes under a variety of names, including human resource management, personnel management, manpower management, labor management, and labor relations. From the 1930s, this subject of personnel administration gained popularity. Let's talk about the purpose, goals, and definition of public personnel administration in this course. The information pertaining to the Meaning of Personnel Administration, Nature of Personnel Administration, and Scope of Personnel Administration has been attempted to be explained in this lesson.

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## CHAPTER 2

### MERITS AND MELODIES OF BUREAUCRACY AND WEBERIAN MODEL OF BUREAUCRACY

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#### ABSTRACT:

The word bureau, which denotes a desk or an office, is where the word bureaucracy originates. Bureaucracy is a term used to describe official or desk-based government. A hierarchical personnel structure is what is referred to as bureaucracy. It may also mean a group of highly qualified public officials. It is an administrative structure distinguished by expertise, objectivity, and a lack of compassion. The study of bureaucracy has been influenced by a variety of academics. Max Weber has made significant contributions to the study of bureaucracy. He hasn't, however, defined bureaucracy. He has simply described the bureaucracy's traits. Bureaucracy is a particular kind of organisation that is characterised by complexity, a clear chain of command, permanency, professional management, hierarchical coordination and control, and legal power. Compared to informal and collegial organisations, it is distinct. Bureaucracy is best when it is impersonal, logical, and founded on laws rather than on affiliations with family, friends, patriarchal, or charismatic authorities. Both governmental and private organisations use bureaucratic organisation.

#### KEYWORDS:

Bureaucracy, Hierarchical, Jurisdictional, Permitted.

#### INTRODUCTION

The hierarchy of organisation, technical specialisation, political neutrality, jurisdictional competence, command and control, continuity, professionalisation, and rules are characteristics of bureaucracy. The features of bureaucracy are briefly outlined in the pages that follow. There are thousands of people working for modern companies. In an organisation, one person often has all of the power. The person in charge will not be able to successfully manage all 1,000 people in a direct manner while still achieving the organization's goals. Therefore, the amount of subordinates that a supervisor may successfully manage determines the distinct levels that are developed in any contemporary organisation. Thus, a single chain of command unites all positions at all levels. Each employee owes his immediate boss all due respect. In a hierarchical organisation, communication proceeds via the correct channels. Without the hierarchical principle, it is impossible to establish an organisation. Bureaucratic organisations are those that were built on the hierarchical principle.

#### Technical Specialization

The roles that contemporary nations play has greatly increased in complexity and specialisation. Technical specialisation is required to perform these duties. Therefore, technical qualifications must be used as the foundation for hiring government officials. As a result, technical specialisation has emerged as a key aspect of bureaucracy.

#### Political Neutrality

Political neutrality is another characteristic of bureaucracy. The people are served by those who work for the government. They must serve the public impartially, without favouring any

political group. Therefore, the sole right granted to government employees is the ability to vote. The government employees are not permitted to exercise any other political rights, such as the right to run for office, the right to canvass, the right to hold office in a political party, etc. The Ministers make all decisions pertaining to policy. Government employees provide their opinions on policy decisions. Generally speaking, bureaucracy was connected to governmental institutions. Governmental organisations still have a connection to bureaucracy today. According to Max Webber, bureaucracy may refer to any large organisations that exhibit the aforementioned characteristics of bureaucracy[1], [2].

### **Jurisdictional Competency**

A crucial component of bureaucratic organisation, which is divided into units with clear duties, is jurisdictional competence. Fundamentally, "jurisdictional competency" refers to the specialisation of bureaucracies, with each component having a clearly defined function. Individuals' duties grow as they rise through an organisational structure. Units and people inside an organisation may grasp specifics and talents and convert the new into the ordinary thanks to the organisational division of work. Although the division of labour is very effective, it can also result in a number of harmful organisational pathologies. For instance, units or individuals might not be able to recognise or respond to problems that fall outside of their scope of expertise or might approach all problems and priorities solely from the perspective of their own unique capabilities. By enabling them to categorise a problem as being the responsibility of another unit and so neglect the problem, this bureaucratic trait may also cause organisational units to abdicate their obligations. In contrast, every unit within an organisation is likely to address an issue that mostly aligns with its own interests, abilities, and technology.

### **Command and Control**

Bureaucracies have distinct lines of authority and authority. The hierarchy of bureaucratic power places accountability at the top and progressively more discretionary authority at the bottom. The ability to coordinate and govern the diversity of units is crucial due to the danger of organisational parochialism caused by restricted and specialised jurisdictional capabilities. Authority serves as the glue holding diversity together and preventing units from using their discretion unchecked. Few aspects of bureaucratic life, however, have drawn as much criticism as the use of hierarchical power to establish organisational command and control. According to common complaints, hierarchical organisational structures stifle creative impulses and introduce hyper-cautious behavioural patterns based on assumptions about what superiors may want. For the purpose of raising responsibility upstream, delegating authority, and reducing discretion downward all of which are essential for the bureaucratic organization's various components to function in harmony command and control is used[3], [4].

### **Continuity**

Another essential component of bureaucratic organisation is continuity. Uniform standards and practises for written communications and official behaviours are necessary for rational legal authority. A bureaucracy may follow precedent and standard operating procedures because of its files, or historical records, which provide it organisational memory. By lowering the expenses associated with each transaction, standard operating procedures help organisations become more efficient. Organisational files keep track of policies, prior conduct, and employee information. Additionally, they enable an organisation to continue and remain independent of any particular leadership. Overall, an organization's ability to maintain its identity and even culture depends on its ability to maintain continuity. It would be hard to continue transactions based upon legality without its records. However, continuity may also have a dysfunctional side that causes organisations to act cautiously and predictably or,

perhaps worse, just automatically. A bureaucracy may perform routine actions that might be erroneous and whose errors accumulate as a result of continuity[5], [6].

### **Professionalization**

Another fundamental component of bureaucracy is the professionalisation of management, which calls for a corps of full-time employees whose focus is solely on managing the organisation. The corps of civil employees, whose posts have often been attained by the successful completion of exams based on merit, are the ones who are responsible for professionalisation in government. The civil service is frequently referred to as a permanent government, in contrast to the transitory politicians who, in democratic political systems, are appointed by the people and serve for a certain period of time. A professional cadre of managers is also present in corporations and other nonprofit bureaucracies. Professionalisation broadens organisational continuity and competence. The professional cadre contributes to preserving organisational balance even when a company's senior leadership roles are unstable or vacant for a while. The benefits of professionalisation are obvious; without one, organisations would experience problems brought on by incompetence. As a result, professionalisation helps to achieve the high level of technical skill that Weber believed to be the distinguishing feature of bureaucratic organisation.

Professionalisation has benefits, but it also has potential drawbacks. Because it has more expertise than those who are its formal but transitory superiors, the professional corps of management specialists often turns into a clandestine source of power. Professional bureaucrats may have significant influence on the choices made by their leaders because to their higher experience, command of detail, organisational understanding, and substantive knowledge. Particularly in democratic societies, the development of strong bureaucracies poses questions about accountability and responsibility. Although bureaucrats are meant to be the agents of their leaders, their greater attention to detail may often make them seem indispensable. A permanent cadre of officials also strengthens the bureaucracy's inherent conservatism while adding knowledge and attention to detail to decision-making. Because the core of bureaucratic organisation is to transform previous novelties into current routines, the permanent corps often has a sceptical attitude towards innovation. Professional bureaucrats, whether in the public or private sector, also have a tendency to support the organisational status quo since it is dependent upon their investments (such as prestige and training). Therefore, the more the cadre gets professionalised, the more likely it is to oppose the entry of external forces[7], [8].

### **Rules**

Rules are essential to bureaucratic organisation because they provide processes and activities a consistent and logical foundation. The list of collected rules is available in an organization's files. Decisions made by the government are based on codified laws and precedents, above everything else. Although most people despise restrictions, rules are a sign of legal-rational power because they make sure that choices are not taken arbitrarily, that standardised processes are not easily evaded, and that order is maintained. Rules are the foundation of bureaucracy, but they are also the enemy of leaders who want things done right away. Rules limit irrational conduct, but they may also act as strong obstacles to success. The accumulation of rules may sometimes result in the formation of inconsistencies, and the rule-driven nature of bureaucracy can cause the processes necessary to modify any aspect of the status quo to become exceedingly onerous. One theory contends that a bureaucracy's capacity to adjust to changing conditions is constrained by the rigid adherence to regulations. Contrarily, markets, which may function with relatively few regulations, compel quick adaptability to changing conditions. However, the majority of large businesses are structured

in a bureaucratic manner because hierarchy and delegated authority lower the transaction costs associated with decision-making.

## **DISCUSSION**

The implementation of governmental policies and laws, the formulation of policy, the administration of justice, advisory and legislative activities, semi-judicial work, tax collection and benefit distribution, record-keeping, and public relations are all functions of bureaucracy. The following paragraphs provide an explanation of how bureaucracy operates.

### **Implementation of Governmental Policies and Laws**

The government's policies must be carried out and put into practice by the bureaucracy. Only when effectively executed by the public service can good laws and policies genuinely achieve their goals.

### **Policy-Formulation**

The political executive is responsible for formulating policies. However, the bureaucracy actively participates in this endeavour. The information required by the political executive to create policies is provided by civil servants. In fact, civil employees create a number of different policies and explain their benefits and drawbacks. After that, one of these policy alternatives is chosen by the Political Executive and adopted as the government's policy.

### **Collection of Taxes and Disbursement of Financial Benefits**

The function of government officials in financial management is crucial. They provide advice to the political executive about all aspects of financial planning, tax administration, and the like. They handle tax recovery issues and tax collection matters. They are essential in the budget and tax proposal preparation process. They serve the purpose of providing the public with legally recognised financial advantages, tax relief, subsidies, and other concessions.

### **Public Relations**

It is crucial for the government to maintain tight ties with the state's citizens in the current period of the welfare state and democratic politics. Every state must have strong public relations that are ongoing and comprehensive. In this area, the government servants are very involved. They are the major representatives who make first-hand connections with the populace. They act as a two-way connection. They convey to the public all government decisions, while also conveying to the government the requirements, interests, and viewpoints of the populace. Thus, the function of bureaucracy in the operation of government is both aggressive and crucial.

### **Internal Review by Means of Results and Objectives**

Through regular internal evaluation using outcomes and goals, the bureaucratic flaw may be fixed. Each government employee is given certain tasks and obligations to do. The government might examine the tasks and responsibilities and provide the government employees the tools they need to accomplish their jobs more effectively via the performance evaluation process. An organisation would not exist without bureaucratic traits, in our opinion. All large organisations were built on the numerous bureaucratic traits. There are several types of bureaucratic organisations. The merit bureaucracy is regarded as the ideal bureaucracy since it gives all qualified individuals the chance to apply for government positions. Unfortunately, there are certain bureaucratic ills. These bureaucratic ills prevent government employees from doing their tasks effectively. To address the bureaucratic ills, public administration researchers have proposed a number of measures. According to Max Weber, if an organisation is built around the many bureaucratic qualities, efficiency and

productivity may be increased. Therefore, a key component of the study of Public Personnel Administration is bureaucracy.

### **Enabling or Encouraging Bureaucracy**

According to Max Weber, is bureaucracy enabling or encouraging? Bureaucracy encourages workers to develop their talents and participate in the modification of standard operating procedures, which fosters a positive work environment. Using the Toyota factory work procedures as an example, managers and manufacturing employees collaborate to identify and record the quickest, most effective method to complete a job. An essential need for an enabling bureaucracy is internal transparency. Employees are given the most visibility possible of the instrument or procedure they are utilising in this situation. Both "up skilling" and addressing unanticipated circumstances are aided by doing this. Internal openness has been broadened to include global transparency. Employees in this setting may see every aspect of organisational operations. As a result, everyone in the organisation is aware of the possibilities and opportunities available to them and is working to take use of them.

### **Coercive Bureaucracy**

The coercive form of bureaucracy often exhibits elements of authoritarianism in its operations. In such a setting, managers and bureaucrats often attempt to deskill the workforce and remove the latitude provided by rules and regulations. Transparency is often nonexistent, and any departure from established procedures is treated with severe penalties. When rigorous supervision over the subordinates is sought, agencies and governments tend to become bureaucratic in nature. Coercive bureaucracy is often used by governments in militarised nations to maintain the appearance of democracy while secretly implementing dictatorship. A different sort of bureaucracy known as "Multi Window Bureaucracy" exists in addition to these theoretical divisions and is often used by government agencies. The processes at government agencies often become quite complicated and laborious over time, causing unneeded delays and bureaucratic issues. This occurs as a result of the several layers of permission that each work requires.

### **Written Documents**

Even in situations when oral debate is the norm or even required, Weber's ideal model calls for the formulation and recording of administrative actions, judgements, and regulations in writing. Documents serve as a quick reference for future action and hold the government responsible to the public. In addition to the factors mentioned above, Weber's legal-rational mode of bureaucracy includes a few distinctive features. Every official and every office is a component of a hierarchy of authority; official business is handled continuously; administrative agencies operate in line with established regulations. Officers cannot be appropriated by the incumbents as private property that can be sold or inherited, and administration is conducted on the basis of written documents. Officers do not own the resources required for performing the duties, but they are responsible for using private income that is strictly segregated from their official income.

In his model of bureaucracy, Weber also goes into great detail on the traits of the officials. These qualities include an official's personal freedom and independence from all other parties. His appointment and job placement depend on his technical (administrative) qualifications; his administrative work is his full-time occupation; and his work is rewarded by a regular advancement in a lifetime career. He is appointed to an official position on the basis of a contract; he exercises the authority delegated to him in accordance with impersonal rules; and his loyalty is expressed through faithful performance of his official duties. According to Weber, his legal-rational bureaucracy model is technically superior to all other administrative structures. According to him, bureaucracy can function at the maximum



degree of efficiency. Since the methods used are ones that will best accomplish the intended goals. Additionally, the bureaucracy is logical because it can weigh the effects of its choices[9], [10].

### **Evaluation of Weberian Model of Bureaucracy**

The hierarchy and norms in Weber's bureaucracy model have drawn criticism because they may quickly produce unintended effects that are harmful to an organization's ability to achieve its goals. On the grounds that if sub-units are permitted to determine their own aims, it may clash with the objective of the organisation as a whole, his notion of the division of work is criticised. Another flaw in the approach is that since officials are social beings with unique qualities, their actions cannot be governed by predetermined administrative norms. According to critics like Peter M. Balu, administration in various settings and eras cannot be modelled after Weber's bureaucracy. He argues that effective administration is only feasible when a person is free to identify with the organization's goals and adjust his behaviour in response to how he sees the world around him changing. In the context of contemporary administration, some Weber opponents contend that his theory lacks empirical validity. His emphasis on formality is often criticised on the grounds that it is completely inappropriate for an administration that must be change-oriented and adaptable at the operational level. The fact that Weber's model of bureaucracy has certain drawbacks is what has led to the many critiques levelled against it. Impersonal order, norms, domains of expertise, hierarchy, technical regulations, written documentation, etc. are examples of these negative aspects. These unfavourable factors are weighted more heavily in the model. Because of this, the model's advantages are relevant in any circumstance.[11], [12].

### **CONCLUSION**

In this lesson an attempt has been made to explain the meaning, characteristics, functions, control and safeguards of Bureaucracy, type of Bureaucracy, merits and melodies of Bureaucracy and to evaluate Weberian Model of Bureaucracy. However, Weber's bureaucratic model has a significant amount of heuristic value. Numerous typologies may be built with the model's assistance in order to comprehend how an administrative system function. It is true that Weber's model of bureaucracy cannot exist everywhere. Even Weber has only utilized the paradigm in opposition to the systems attainable in settings of conventional and charismatic power. His key argument is that bureaucracy is more capable of conducting itself in a reasonable and efficient manner. His contribution becomes more significant in the study of public administration as a result

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## CHAPTER 3

### DISCUSSION ON RECRUITMENT AND PROMOTION: A REVIEW

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#### ABSTRACT:

Recruitment is the procedure used to choose qualified candidates for certain government posts. Searching for potential workers and encouraging them to apply for positions inside the firm is a helpful procedure known as recruitment. There will be opportunity to hire better candidates when more people apply for employment. On the other side, job seekers are also looking for companies that will hire them. A connection activity called recruitment brings people with employment and those looking for work together. The phrase "recruitment" simply means identifying the source from which perspective workers may be chosen. The scientific recruiting method results in improved reputation, lower worker turnover, increased productivity, better pay, and good morale. It encourages people to apply for employment, thus it is a good thing. Reaching out, recruiting, and assuring a supply of skilled workers is what recruitment is all about. It also involves selecting the necessary people in both their quantitative and qualitative aspects. It involves the creation and upkeep of sufficient human resources. This is the initial step in the selection process, which is finished with placement.

#### KEYWORDS:

Encourages, Recruitment, Promotion, Tendency.

#### INTRODUCTION

"It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation," says Edwin B. Flippo. He describes it in more detail, labelling it both negatively and positively. He claims that it is often described as good since it encourages individuals to apply for employment, hence raising the hiring ratio, or the total number of candidates for a position. On the other hand, selection has a tendency to be unfavourable since it eliminates a significant portion of applicants, leaving just the finest to be recruited. The process of "discovering the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force" is known as recruitment, according to Dale Yoder.

According to Kempner, the process begins with recruitment, continues with selection, and ends with candidate placement. Management aims to do much more with staff recruiting than only fill job gaps. The regular procedure for hiring staff would be to fill the position with the first candidate who applies. However, the act of hiring a man carries with it the presumption that he will stay with the company—that sooner or later his ability to perform his work, his capacity for job growth, and his ability to get along in the group in which he works will become matters of first importance," Joseph J. Famularo said. This calls for a critical evaluation of current recruiting practises, which is what this chapter sets out to do [1], [2].

#### Recruitment and Selection

Selection and recruiting both refer to the same thing. But their meanings are distinct. Selection is done via the recruitment procedure. Recruitment serves as a method, while selection serves as the goal.

## Salary Structure and Working Conditions

The pay provided and working conditions present in an organisation have a significant impact on the workforce's accessibility. The business won't have any trouble filling positions if greater pay are paid than at businesses like it. A company that pays low salaries may have a difficulty with employee turnover. The environment in which workers work will affect their level of job satisfaction. Employees would have more job satisfaction in a company that provides decent working conditions, such as clean restrooms, enough lighting, and ventilation, and they may stay in their current positions. On the other hand, if workers quit their employment owing to poor working conditions, it will result in a new round of hiring[3], [4].

## DISCUSSION

The issue is whether government employees should be hired from inside or outside of the departments. Government employees must initially only be hired from outside the Department. The issue at various levels is whether government employees should be hired from inside or outside the department. For instance, the Police Department in England only allows recruitment from outside the Department at the Constable level. The Department fills all other posts from within. In India, there is external hiring not just at the constable level but also up to the assistant superintendent of police and sub inspector levels. The question now is whether recruiting from outside the Department should take place simply at the Constable level or at other levels. Promotion refers to hiring from inside the Department. Promotion comes with several benefits. They promote well-known, experienced individuals whose job effectiveness is well-known. The expense of hiring via promotion is lower. To invite those who are qualified for promotion to take a test, the government just has to send out circulars.

Additionally, they don't require much training to be able to fill more senior roles. Employee morale would increase if new hires came from inside the Department. Because this strategy gives the employee adequate prospects for progress, the service serves as a motivation for them to perform more productively. Consequently, there are certain drawbacks to internal hiring as well. The democratic concept is violated by their recruitment from inside the Department. It restricts who is eligible to apply from outside the Department for higher posts. Talented young people are excluded from higher jobs. It's possible that those with more experience who are promoted to higher positions won't be able to adapt to societal and organisational changes.

Direct recruiting is hiring from outside sources. Direct hiring has a few benefits, not the least of which is that it adheres to the democratic concept. It enables all qualified individuals to submit applications for higher jobs. Young, brilliant people may advance to higher positions. The younger recruits in higher positions can quickly adapt to societal and organisational changes. The practise of direct hiring has certain drawbacks. It is highly expensive to hire them directly. Newspaper advertisements for open positions must be placed, and applications must be gathered and carefully reviewed. It is necessary to hold entrance exams to them. Then, the primary test must be taken. Since both direct hiring and promotion have benefits and drawbacks, every government in the world has used both hiring practises. However, the ratio of direct hiring to promotion varies from nation to nation. Only 20% of workers are promoted within the Department in the surrounding industrialised nations, while 80% of staff are hired directly. Over 50% of posts are filled directly in emerging nations like India, while the remaining 50% are filled via promotions[5], [6].

## Qualifications of the Employees

It is possible to divide the qualifications of the applicants for government employment into two categories. General qualification and Special qualification are what they are. Age,

citizenship, sex, marital status, and residential qualification are the general requirements for people to work for the government. Age is a requirement for employment in the government sector. Young people who are hired in entry-level jobs will be eager to learn, and when they advance to higher positions after 15 to 20 years of service, they will be able to manage and successfully oversee the workers who report to them. All workers working for the government must have citizenship as a basic requirement. In the government sector, confidentiality must be maintained. The workers must be committed to the nation. It is assumed that a nation's people would uphold confidentiality and loyalty to their nation. Because of this, practically every nation in the world now requires citizenship as a prerequisite for employment in the government sector. The issue is whether a worker should be a man or woman. According to the Indian Constitution, neither gender is prohibited from working for the government. Similar to how there are no requirements for residency or marital status to work for the government in India.

### **Kinds of Administrative Promotion**

Depending on the employee's productivity and the amount of time spent in the role, there are three categories of administrative promotion. These three types of promotions are automated, conditional, and semi-automatic in the administrative field. When a year of service is completed, an employee receives an increase under the automatic administrative promotion system. The possibility of personal envy is reduced by this method of automatic administrative promotion since the employee is certain of receiving his regular rise. Efficiency of the employee is the only factor considered for administrative advancement under the conditional administrative promotion system. Civil workers are awarded raises based on a certificate from the organization's leader attesting to a discernible improvement in their work product and behaviour. Under the semi-automatic administrative promotion system, if an employee has performed well to the complete satisfaction of the organization's leader, they will get their usual rise at the end of a year of service. This method finds a balance between the previous two systems and is a compromise. Even if the organization's leader has the potential to abuse his authority when giving raises, he is still obligated to explain his decision to the employee who will be impacted by it [7], [8].

### **Grounds of Transfer**

Transfers are impacted by other factors in addition to promotions. They include requests for transfers, normal transfers, transfers for employee training, transfers to prevent layoffs, and transfers as punishment. According to the employee request system, if an employee can be adjusted and the desired station has an opening, he may request to be relocated there from another station because of specific conveniences. Under the regular transfer method, the organisation does not favour particularly extended stays of officials at a specific station since they consider that a change in working conditions, mental refreshment, and increased efficiency are all benefits of transfers. By rotating the workers for different kinds of work in the Department, the transfer for training of the employees system affects transfer to deliver all-around training to the employees in the many areas of the Department work. The transfer to avoid retrenchment system uses interdepartmental transfers to prevent staff layoffs and keep them from becoming unemployed. Under the system of transfers as punishment, a worker who is unfit for a position with the government or who causes trouble for his immediate superior is moved from one station to another. Therefore, even though it has been said above that an employee may be moved when promoted, a transfer is a question of personal or departmental changes [9], [10].

### **Importance of Promotion**

For bright individuals to be drawn to public services and to stop them from leaving for private ones, an effective promotion system is essential. An effective promotion strategy

maintains workers' interest in their work. The most brilliant workers may be kept on staff with the support of a good promotion system, which also encourages them to advance their skills and qualifications. The talented, ambitious, and bright people will be able to quit their jobs if there is no promotion structure in place. The workers' dissatisfaction will not change. It will make recruitment more difficult. The personnel would be discouraged from enrolling in training programmes designed to maximise their utility in public employment. A strong promotion mechanism aids in securing the finest candidates for higher public service positions. Additionally, it enables the organization's leader fill higher-level positions with seasoned professionals. Therefore, a strong promotion system is crucial to raising the effectiveness and morale of the public service.

### **Essentials of Promotion System Promotion system**

The promotion mechanism has to be solid. A poorly designed promotion system would have a negative impact on hiring. Capable people are reluctant to work in the public sector. The effectiveness of administration would suffer. It would weaken the government officials' moral character, making it difficult to maintain discipline among them. According to W.F. Willoughby, a good promotion system should meet several requirements. They are adopting uniform specifications outlining the responsibilities and requirements for all promotions in the government service; classifying these positions into separate services, classes, and grades; including all higher administrative positions within this classification, with the exception of those with a political character; adopting, to the extent possible, the principle of hiring from within to fill higher posts; and adopting a number of other measures.

### **Personal Judgement of the Head of the Department**

Under this approach, the Head of the Department's personnel judgement is used to assess a candidate's merit for promotion. The department head would be in the greatest position to know these traits since he has had frequent interaction with the government workers. This system is straightforward and complete. However, there are several restrictions with this method. They can only function in small organisations. Modern businesses are quite large. Therefore, it would not be feasible for the Department Head to be aware of the characteristics of the workers who report to him. Due to the subjective nature of this system, favouritism and nepotism will outweigh merit. As a result, deserving individuals would not be given the opportunity to advance.

### **Promotional Examination**

A written test is also used to determine promotion. The written test might be for an open competition, a small competition, or just to pass the test. All qualified applicants for a post are permitted to take the competitive test and advance to higher levels in an open competition. The selection is expanded by this method.

This mechanism may attract new talent and innovative ideas. Exams are permitted in a restricted competition for individuals who are currently employed. "Closed system" is another name for this system. Employees at lower ranks adhere to this method. Promotion based only on passing an exam serves as evidence of the bare minimum. Only after passing the pass test will an employee be given a promotion. It is believed that the Department of Promotion's examination procedure will do rid of favouritisms, corruption, and arbitrary promotions. This method is quite impartial. There are certain flaws with this system. Written exams cannot assess an employee's initiative, tact, or judgement, which are needed in higher jobs. They are not able to measure an employee's personality. Therefore, unless technical expertise is a crucial need for a promotional position, examination systems are not often employed to assess an employee's qualifications for promotion.

### **The Promotion Making Authority**

Regarding who ought to have the power to issue promotions, there are two points of view. One opinion is that the Public Service Commission should be in charge of both recruiting and promotion. According to the second viewpoint, the department head should have the authority to make promotions. The potential of favouritism, bias, or victimisation in promotion would be removed under the first method. It is countered that a third party would not be qualified to assess the workers' qualifications under this method. Additionally, it would undermine the subordinates' service discipline if a third party were given the authority to decide on promotions. He ought to have the authority to make promotions. By using the right processes and promotion machinery, the dangers of favouritism and bias might be reduced[11], [12].

### **Promotion System in India in India,**

The two main factors that determine promotion are seniority and merit. But in India, these guidelines are not always adhered to. Seniority is given greater weight in certain administrative departments, while merit is given more weight in others. The First Central Pay Commission advised that promotions to higher positions be based on merit and that seniority be taken into account for promotions to lower posts. The Second Pay Commission proposed that in order to motivate the workers of the lower classes, individuals working in Class 2 and Class 3 services should be awarded Central Services Class 1. In its ninth report, the Lok Sabha's Estimates Committee outlined certain guidelines for promotions. Promotion should be made solely on the basis of merit, regardless of seniority; it should be decided by the officer who has observed the employees' work and conduct over time; it should be decided on the recommendation of the Promotion Committee; if an employee has received a warning for his or her work or behaviour and has not shown any improvement, he or she should receive another warning; and if no warning has been given, it should not be assumed that the reports on their performance are accurate.

In India, the decision-making authority for promotions is the Head of the relevant Department. However, decisions for promotions to higher positions are made with the Public Service Commission's input. The top administrative positions, such as secretary, joint secretary, and deputy secretary, are filled from a "pool" of applicants chosen by a selection committee established by the government with the Service Commission's input. The top administrative positions are appointed from a pool of candidates by the Ministers. A Departmental Promotion Committee, with the Public Service Commission as the Chairman and top departmental officials serving as Members, determines who gets promoted to other roles. The Service Commission approves the Department Promotion Committee's recommendations. Promotions are made by the department head in accordance with the verified list.

Promotions are sometimes made from the State Civil Service to the All-India Service. It is carried out by a Special Committee that is established in each State and consists of other senior IAS officials as Members and a Member of the Union Public Service Commission as the Chairman. On the basis of merit, the Committee compiles a list of State Civil Service officials who are qualified for promotion to the All-India Services. Promotions are made from the authorised list after Union Public Service Commission approval[13], [14].

### **Criticism of Promotion System in India**

India's promotion system has drawn criticism for a number of reasons. They are the system of evaluating employee performance is unsatisfactory, promotion Committees are not present in all administrative Departments, and there is no declared promotion policy in India as to the requirements for regular promotions. The Head of the Department is also given an excessive



amount of weight when recommending names from which the selection is to be made. As a result, it would be wise to establish a promotion strategy for India that would be based on specific promotion principles. There should be a written promotion policy, seniority and merit should be used as the basis for promotions, confidential reports should be reviewed before decisions are made, a scientific method should be developed for promoting government employees, a promoting committee should be established in each administrative department, the supervisor should recommend the promotion, vacancies should be announced for all eligible employees, and promotions should not be forced. Every public service member needs a competent promotion system since it continuously incentivizes effective performance on their side. Intelligent and competent workers wouldn't stay on the job if there were no opportunities for advancement. Therefore, it is necessary to identify some reliable principles for promotion, which might be accomplished by developing an appropriate promotion policy [15].

### CONCLUSION

They must be contacted for an oral interview. They must have lengthier training after being hired directly. As a result, direct hiring has a very high cost. Direct hiring makes it impossible to gauge an employee's productivity. As a result, individuals that are hired straight for higher roles may not be highly competent or ideal candidates. Young people may be able to advance in professions via direct hiring. When senior officials are forced to supervise junior ones, a burning feeling would emerge among them. In this lesson, an effort has been made to provide information on the definition and meaning of recruitment, the variables that affect recruitment, the challenges associated with recruitment, the types, significance, and key elements of promotion, as well as the promotion system in India.

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## CHAPTER 4

### A COMPREHENSIVE REVIEW OF EFFECTIVE TRAINING PROCESS

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#### ABSTRACT:

The effectiveness of a company is closely related to the qualifications of its employees, their level of motivation, and the kind of training they get. While the personal suitability of government employees is assessed via a thorough hiring process, the organisation is responsible for providing training after they have been hired. Because they help organisations accomplish their goals, training and development activities have gained significant relevance in Indian organisations in recent years. The word "training" refers to the process of teaching certain abilities for a specific goal. The process of training never ends. Even older employees need to be rejuvenated in order to adapt to the changing environment. Consequently, training is essential to every organisations.

#### KEYWORDS:

Autonomous, Consequently, Objects of Training, Training Process.

### INTRODUCTION

Training, in the words of Flipo, is "the act of increasing an employee's knowledge and skills for performing a particular job." Training is "the process of developing skills, habits, knowledge, and aptitude in employees for the purpose of increasing the effectiveness of employees in their current Government positions as well as preparing for future Government positions," according to William G. Torpey.

#### Objects of Training

In public administration, training is crucial. It is crucial not just for improving administrative effectiveness but also for expanding workers' horizons. He learns to be precise, becomes autonomous and self-reliant, and has the ability to make choices and form opinions. As a result, training has been defined as a continual process. It helps a worker to adapt to novel circumstances and appreciate the objectives and guiding principles of the business where he would be employed. The fundamental goals of training are very clearly stated in the words of the Assheton Committee on the Training of the Civil Servants in the United Kingdom (1944). Efficiency in any large-scale organisation depends on two factors: the technical ability of the individual to complete the specific tasks assigned to him and the less obvious corporate efficiency of the organisation that is derived from the collective spirit and outlook of the individuals that make up the body. Training must take into account both components [1], [2].

#### Aims of Training

The goal of training is to create government servants whose accuracy and clarity in doing business may be taken for granted. It aids in preparing the public servant for the duty he is expected to carry out in a world that is changing. In other words, it aids him in modifying his perspective and approach to suit the requirements of the modern day. It prevents the government servant from becoming into a robotic, flawlessly mechanical civil servant. He is made aware of his responsibilities at work and the community service he must do. A person is more equipped to execute different tasks as well as his present one because of it. He gains the ability to handle harder labour and more responsibility as a result. It gives worker morale



a lot of consideration since they have to carry out everyday chores throughout their life. A report states that "many people must inevitably spend the majority of their working lives performing tasks of a routine character, and with this human problem ever in the background training plans must pay significant regard to staff morale." Training is important since it is required for the execution of certain odd government tasks. For instance, the government must provide for the training of police officers, firefighters, and food inspectors, among others. Employees that have received training are more people-oriented and have a higher esteem for the general public. Nothing could be more terrible, according to the Assheton Committee, than for the public and the civil service to see themselves as belonging to two different camps. Therefore, one of the main goals of civil service training should be to instill the proper attitude towards the public and business.

By describing national goals to the workers and urging them to contribute significantly to their realisation, it broadens their perspectives and perspectives. The purpose of training, in Nigro's words, is to enable workers to develop both mechanically and in terms of the wide vision and perspective required of public servants. Service to a career is essential. When they enter the government service at an early age, they are suited for the progress that is promised to the workers. It elevates the mood and raises the standard of organisations. The effectiveness and reputation of the department increase as a result of the personnel's increased productivity and capacity development. It encourages the workers' esprit de corps and uniformity of perspective. Because of the potential damage when employees are allowed to teach themselves without good supervision or assistance, Caldwell said, "Effective administration requires effective training towards organisational goals [3], [4]."

## DISCUSSION

Because of environmental changes, organisational complexity, human interactions, work needs, and changes in job assignments, every organisation should provide training to all of its employees, regardless of their credentials and abilities. In the ever-changing workplace, manager and employee training is crucial. It is a crucial component of human resource development that aids in raising employee competence. Employees get a lot from training, including increased productivity and effectiveness, the growth of self-confidence, and help with self-management. The training provided to the workforce has a direct impact on the organization's stability and development. Each and every stage of development and diversification requires training. Only training can raise the standard and drastically cut down on waste. For employees to be able to perform their jobs effectively, they need to have better occupational skills and knowledge. Training also helps new hires become familiar with the organization's goals and objectives, their own roles within it, and the techniques and methods used to achieve those goals. Training and development are therefore crucial for employees to adapt to a changing environment. As a result, employees can contribute most effectively to the achievement of organisational goals. Training helps employees adapt to new organisational changes and make up for any shortcomings of newly hired individuals because organisations constantly change their methods and policies. Fresh

University graduates are given the necessary training to shape and mould them in the desired direction and make them suitable for government work. Training also keeps employees informed about the most recent developments in their fields, keeping their knowledge current, and it boosts their morale and integrity. The very fact that training is taking place offers the trainees a greater feeling of dignity in their profession and workplace, and training helps workers feel more a part of the community and a sense of belonging. They are aware of how crucial their job is to the community and organisation. People exert extra effort in their task as a result. The workers feel pride and satisfaction in their job as a result. Therefore, it is argued that everyone in the civil service must have the chance to get training of some kind; training makes the workers people-oriented and instills in them the fundamental idea that

they are public servants rather than masters. Training also prepares workers for more senior roles and responsibility, which is important in a democratic administrative system. Finally, training encourages uniformity of outlook and broadens workers' perspectives[5], [6].

### **Role of Training**

Governmental responsibilities have multiplied. Training has become a crucial component of every government organisation in order to operate more effectively and efficiently. Training is thus required for a variety of reasons. They aim to boost employee happiness, improve workplace morale, foster stronger interpersonal relationships, lessen supervision, and boost organisational viability and flexibility.

### **Types of Training**

Employees may get a variety of training, including on-the-job training, refresher training, vestibule training, and training for promotions. Pre-service training, post-entry training, in-service training, promotional training, specialised training, and vestibule training are a few of the often-utilised training programmes.

#### **Pre-Service Training**

Pre-service training refers to the education that government employees might get prior to beginning their employment with the government. Pre-service training is provided in the form of formal instruction, on-the-job training, or a combination of the two. Pre-service practical training refers to the education provided to doctors in the form of house surgery. Pre-service practical training is the apprenticeship training offered to engineers prior to beginning their regular employment. Before being formally assigned in the Co-operative Department, government employees who work in such departments often complete a year of institutional training in cooperative training. Teachers employed by the government schools may complete both classroom instruction and practical training as part of their B.Ed.

#### **Post Entry Training**

Post entrance training refers to the education that government employees may access as soon as they are hired by the government. Both formal education and hands-on training are included in this course. The Sri Lal Bahadur Shastri National Academy of Administration in Mussoorie provides applicants with a four-month basic course of instruction as soon as they are appointed to the Indian Administrative Service. They get six months of institutional training at the Academy after completing the basic course coursework. They are then sent to the District headquarters where they will get hands-on instruction under the supervision of the District Collector.

They practise their new skills while undergoing practical instruction. Following the practical instruction, individuals get experience by executing the task. They get further institutional training at Mussoories for a further six months once the practical training is over. After that, they are often employed as Assistant Secretaries in the State or Central Secretariat or as Sub Collectors in the Revenue Division. The officers hired for various All India Services and central services Class 1 and Class 2 get institutional and practical training as soon as they are posted[7], [8].

#### **Promotional Training**

Promotion training is the education that government employees may get right away after receiving a promotion. This training is known as in-service training because it is offered to government employees while they are still on the job. This training is also known as short-term training since it is provided to government employees for a shorter period of time than six months. A person's obligations and responsibilities rise when they are promoted from one

higher level to another. Promotional training is required for him to adequately perform his new tasks and obligations. After a promotion, government employees in India get promotional training.

### **Specialized Training**

A person receives training when he is moved from one specialised post to another. We refer to this training as specialised training. Short-term training or in-service training are other names for this instruction. For instance, only the Law-and-Order Division and the Armed Police Division in the Police Department accept applications via direct recruitment. The Police Department is divided into a variety of specialised sections. After receiving specialised training, police from the Law and Order Division and the Armed Police Division are moved to other specialised divisions. The government employees need this training in order to perform their specialised duties more effectively.

### **Refresher Training**

To update their expertise and help them correctly carry out their tasks and obligations, the government offers training to its employees. Refresher training is the name of this instruction. A person receives training for promotions as they occur. In the government sector, a person is qualified for a promotion after three to eight years. Even when they are qualified for advancement, individuals may have to hold down their current posts for 15 or 16 years. Refresher training is provided to these people so they may refocus and update their knowledge. Short-term training and in-service training are other names for refresher training.

### **Informal Training**

Mandel argues that informal training "occurs in the daily relationship of employee and superior, in conferences and staff meetings, in employee newspapers and organisation publications, at meetings of professional associations, and in the reading and study that the employee undertakes at his own initiative or at his supervisors' suggestion. Since such training is related to the employee's normal duties, he may best apply it to his own experience and so benefit from it. Since there is no compulsion associated with it, his motive is positive, and it has a significant impact whether it is positive or negative. Evidently, informal training consists of learning by doing the task, making mistakes to improve one's knowledge, and practising administrative skills. The British used this method of instruction in India. The youthful Assistant Collector often used the "as good collections' house" as a secondary residence, according to Gorwala.

The new hires were able to learn more about the position's specifics thanks to personal interactions between the top authorities and them. Such informal training encouraged attributes of initiative and administrative leadership and enhanced the ability of new hires to feel accountable and rise to the challenge. The real education of a civil servant in India, as Trevelyan correctly noted, "consists in the responsibility that devolves on him at an early age which brings out whatever good there is in a man, the varied and attractive character of his duties and the example and precept of his superiors who regard him rather as a younger brother than subordinate official." The expertise and seniority of the superior officer, his interest in the new hire, and the new hire's perseverance are all crucial components of this system's success. According to Tickner, Director of Training and Education at H.M. Treasury, "It is the difficult manner of learning and can completely succeed only in case of the most tenacious students. For the typical employee, it might result in the development of poor habits as well as a great deal of stress and despair. In light of this, Gorwala has correctly advised that "appropriate senior officers should be posted to some districts despite their seniority with a view to making these districts training grounds for the young."

## Evaluation of Training

Even while various forms of training are very important for all government employees, sadly, not all government employees have access to these programmes. Given that all government employees need various forms of training, the government should take the required actions to provide these forms of training to all government employees. In India, the majority of training schools lack enough infrastructural resources. Some training institutes don't even have the basic amenities like appropriate classrooms, libraries, etc. The government should take the required actions to provide all the training institutions access to enough infrastructure. The curricula that are required to teach government employees are out of step with these developments. The curriculum needs to be modified to reflect changes in government services. It is often said that there is no connection between the training provided and the position that government employees accept.

The government employees thus struggle to carry out their responsibilities as soon as they are appointed. The government should take action to offer training while taking into account the position that government employees must fill. Another concern is that in the post-entry training, institutional training is prioritised above practical training. The government has to take action to place greater emphasis on practical training than on academic education. Public administration academics claim that training is not ongoing. Since there are many changes being made to the administrative system, government employees should get ongoing training to stay current with these changes.

## Training and Development

The development of human resources must include training and development. It is playing an ever-more crucial role as a consequence of the development of technology, which has increased competition, raised consumer expectations for quality and service, and necessitated cost-cutting measures. In order to equip people for new tasks, it has also gained importance on a worldwide scale. In this article, we'll concentrate more on the growing importance of training and development and how it affects both employees and companies. According to renowned management author Peter Drucker, the replacement of industrial employees with knowledge workers would cause the training and development sector to expand at a rapid rate. According to one estimate, technology is de-skilling 75% of the population in the United States, for instance. This is true for both emerging countries and those on the cusp of progress. With more women taking on historically male-dominated occupations in Japan, for instance, training is vital to convey both the necessary work skills and to prepare them for the physically demanding tasks. They get training on everything, including sexual harassment regulations and the abilities required for the job [9], [10].

## Need for Training and Development

Prior to blaming technology for a rise in staff training requirements, it's critical to recognise that a number of other variables also play a role. In addition to financial compensation, training is essential for the employee's personal growth and development, which drives him to work for a certain company. Additionally, we mandate training to keep staff members abreast of industry developments, changes to employment laws, and other matters. The two main causes of the growing need for training and development in organisations are as follows. They are evolution and change.

Almost everything is included by the phrase "change." It is one of the main causes of the need for training and growth. In actuality, there is a connection between the two. Change creates a demand for training and development, which in turn creates a need for further change on both the individual and organisational levels. More precisely, technology is what is fueling the need since it is altering how firms operate, compete, and deliver. One of the key

factors driving training and development's increased importance is development. Money is not the only factor that drives motivation at work, and this is particularly true in the twenty-first century. People who work for organisations aspire for more from their jobs than simply employment; they consider their whole personal development. For instance, self-awareness and spirituality are becoming more popular everywhere. People look for pleasure at work, but this may not be achievable unless a person is self-aware. For instance, at Ford, a person may sign up for a course on "self-awareness" that may appear unrelated to job performance but really has a significant impact on a person's spiritual wellbeing, which is far more important. The crucial issue, however, continues to be how training and development affect and contribute to an organization's success. A business must place more attention on the kind of programmes they employ to increase performance and productivity than merely how much money they spend on learning if they want to be a market leader.

### **Central Training Institutes**

In India, training for public services has a long history, with certain training facilities dating back to the East India Company's era, before the country gained its independence. Even though some higher civil servants received post-entry training from organisations like the College at Fort Williams in Calcutta (1800–1806) and East India College (1809–1857), also known as Haileybury College, it wasn't until after independence that training came to the attention of the government. Since it was believed that training was necessary to raise the calibre of government employees, it was included into all of the government's personnel policies. The need for a systematic and coherent training and career development of public services has been emphasised in nearly all reports on administrative reforms, including the Gorwala Report on Public Administration (1951), reports of the Administrative Reforms Commission (ARC) (1966–72), and those from the post-ARC period.

According to the Administrative Reforms Commission, investing in training for employees is a wise move since it helps them reach their full potential and boosts team productivity. The Commission believed that training was essential both during induction into the service and after a person had gained some experience. Training was also vital to meet the demands of a person's particular area. It strongly emphasised mid-career management training and suggested middle and senior management training as well. A number of training institutes have been established at the Central and State levels as a consequence of these efforts to provide training in administration and management skills in order to meet the generalised and specialised demands of public service professionals. The Lal Bahadur Shastri National Academy of Administration, one of the top Central Training Institutions, provides on-entry foundational training for probationers of various non-technical Group A Services as well as mid-career refresher courses for Indian Administrative Service personnel. Since the Academy cannot meet everyone's training demands due to the boom of trainees, distinct training programmes have now been allocated to other Institutes, where not only Indian Administrative Service personnel but also others are sent. The terms "Central Training Institutions" and "National Training Institutions" are used to describe them. These include organisations created by the government to meet the training requirements of the All India and Central Services, such as the Radway Staff College in Vadodara, the Postal Staff College in New Delhi, the Forest Research Institute in Dehradun, and the Sardar Patel National Police Academy in Hyderabad.

The financial institutions and public sector organisations also have their own training centre in addition to this. There have also been established training facilities in the field of rural development, such as the National Institute of Rural Development in Hyderabad and the Institute of Rural Management in Anand. These institutions are setting the bar high for management training in rural development. State Training Institutes (STIs), about which you will learn more later, have been formed by a number of state governments to provide post-



entry and in-service training to members of the state civil service and other workers of government agencies.

Depending on the seniority groups of the trainees, the training institutions also conduct their own technical and professional programmes in addition to short-term, mid-career courses like Management Development Programmes (MDP), Executive Development Programmes (EDP), and Management in Government Programmes (MIGP). Areas like Personnel Management, Human Resources Development, Behavioural Sciences, Financial Administration, Rural Development, Municipal Administration, Organisation and Methods, Industrial Relations, etc. are included in the training programmes' curriculum. These curricula are overseen by the training institutions' in-house faculty, as well as guest professors from outside who have been selected for their competence, experience, and specialty in the relevant fields of work.

### **State Training Institutes The state civil services**

In general, training effort has been ignored for a very long time in most states. Administrative Reforms Committees have underlined the need of providing institutional and on-the-job training to public officials at all levels in the states. These include the Mysore Pay Commission (1966–68), the Andhra Pradesh Administrative Reforms Committee (1964–65), and the Maharashtra Administrative Reorganisation Committee (1962–68). The Administrative Reforms Commission and its study team on State Level Administration (1967–1969) also recognised the importance of formal and institutional training for civil servants. Each state should have a training college or institution, according to both recommendations. The research team believed that "training is a continual process and should be delivered to individuals who are currently in service as well as new recruits. A few states do not favour the establishment of officer training schools. It would be ideal if every state had its own officer training school. All of these factors increased state awareness of the need of training and opened the way for the establishment of State Training Institutes (STIs) in each state to provide post-entry and in-service training to its personnel. Twenty-one State Training Institutes are present. Important ones include the Institute of Administration in Hyderabad, the Sardar Patel Institute of Public Administration in Ahmedabad, the Haryana Institute of Public Administration in Chandigarh, the Himachal Pradesh Institute of Public Administration in Shimla, the Institute of Management in Government in Trivandrum, and the HCM State Planning Institute, Lucknow; Administrative Training Institute, Calcutta; Administrative Training Institute, Nainital; and Rajasthan State Institute of Public Administration, Jaipur.

### **Functions of State Training Institutes**

The State Training Institutions often carry out a few certain tasks. In order to familiarise them with the socioeconomic, cultural, and historical background of the state as well as the administrative system of the state government relevant to their functions and to make them aware of issues specific to the state, they offer training to officers of the All-India Services assigned to the state. The many involved ministries of the Government of India fund the courses they hold for officers of the All-India Services and the state services. To encourage a sense of camaraderie among state civil service personnel and to familiarise them with shared fundamental principles governing the state's administrative structure, they offer foundation courses for them. For State Administrative agencies and other agencies that do not have induction training facilities in their related departments, they offer induction courses for directly hired officials. When the respective departments lack the necessary infrastructure to provide training in the aforementioned areas, training is sometimes provided in more specialised areas such as general management, financial management, office management, computer application, etc.

Officers of the state government may take refresher and in-service training courses in their areas of interest. They plan training programmes for the departments' trainers and other trainers employed by the state's training facilities. They oversee the coordination of all such operations in the state and make sure that officials from all departments get sufficient training at all levels and at the right intervals from departmental and other internal institutions. There are around twenty-one State Training Institutes in our nation, as was previously noted, and it is vital to provide some degree of standardisation in their operations. This can be accomplished by designating the State Training Institutes as the professional training institution for the State Administrative Service, adopting the National Academy of Administration's (for IAS) training model for the State Administrative Service, and also putting the State Training Institutes in charge of running a common foundational course for direct entry candidates to Class II civil services, which will be followed by an Induction Training Programme[ 11], [ 12].

### **State Training Institution as a Nodal Agency for Training**

As the apex or nodal state level institution, the State Training Institution has a crucial role to play in the training of the State's workforce. The primary function of this institution is to assess the training requirements of officers at various levels of all state departments and organisations and to provide the necessary training programmes. This institution also organises induction, refresher, and in-service training programmes for the main state services. It must provide comprehensive strategies for the training of all state employees. The STI must take on the duty of periodically assessing training activities with a view to raising the quality of training if it is to successfully carry out its nodal function.

The state training institute must establish links with other STIs operating at the same level in other states in order to strengthen one another and foster cooperation in the training sector if it is to grow as a centre of excellence in training. These links should be horizontal as well as vertical. The Himachal Pradesh Institute of Public Administration, for instance, has eleven branches across the state's regions. Similar to this, the Kerala-based Institute of Management in Government has two locations, one each in Cochin and Calicut. The Institute's training of trainers is another crucial factor since the effectiveness of training courses depends on the quality of the trainers. Trainers must be exposed to field research projects where they encounter the trainees' actual challenges and are encouraged to create case studies for discussion during training sessions. Additionally, they are regularly informed about changes in training technology. It becomes very necessary to replace the lecture system with more advanced systems like syndicates, role plays, case study approaches, etc. Additionally, the State Training Institutes must take on the duty of periodically assessing the training operations with a view to raising the bar of training if they are to successfully carry out their nodal function. With the required adjustments to account for the unique conditions and circumstances in a specific state, the basic approach to training and the significant role that the State Training Institutes must play in the broader framework of training in the state, should be without exception[ 13], [ 14].

### **CONCLUSION**

In this lesson, an effort has been made to give information on the purpose, nature, goals, significance, and phases of various forms of training as well as central training institutions and state training institutions. An essential part of India's civil service is operating at the intermediate levels. There has been a noticeable rise in the number of people joining these services and other employees in recent years due to the major shift in the nature and duties of the state government, which now encompasses maintaining law and order, municipal services, tax collection, and development initiatives. The expanded responsibilities placed on

government employees need a greater level of specialisation, modern management practises, as well as knowledge and dedication on their parts.

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## CHAPTER 5

### EXPLORING THE RANK AND POSITION CLASSIFICATION

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#### ABSTRACT:

Thousands of people are employed by modern governments to execute a variety of tasks. The nature of each person's tasks and obligations varies. Equal treatment for equals and equal remuneration for equal labour should be the norm. Only when roles are divided into classes and grades based on the types of tasks and responsibilities will this be achievable. The Civil "Services" of India as they are known now have through several stages and phases, from commercial to governmental, from colonial (British) to the current Indianized form. The structural elements, organisational configurations, and personnel patterns have all been modified to meet the particular needs of the moment and the in-charge authority. When the British left India in 1947, the government took over their organisational structure for the services, keeping just the essential elements without making any significant or dramatic changes. The categorization of the services adhered to roughly the same idea, approach, and pattern. In actuality, the 1947 declaration of Indian Independence did not result in any disruption in the nation's administrative structure; rather, it legally institutionalised and subsequently constitutionalized the legacy. The system of service categorization in use now only slightly differs from that which was in place before to 1947. Therefore, it is beneficial to understand how the system came to take on its current shape after passing through several phases of development.

#### KEYWORDS:

Administrative, Government, Rank, Position.

#### INTRODUCTION

India and Britain both use this system of categorization. This is the conventional method by which government employees are, in a sense, ranked in a hierarchical order similar to that of the Army. An excellent example of rank-based categorization is the British "Treasury Classes" classification, which the Indian Public Services are closely analogous to. Here, a person's position and pay are established in relation to the service to which they are hired. A member of the Indian Administrative Service, for instance, might work in the Secretariat, the field, or any Corporation while still receiving the same pay and maintaining the same rank. The conventional idea that a person is competent to manage any job in the government based on their environmental experience and general educational achievement is not accepted by modern position categorization. As such, it is a science of administrative specification and calls for the prescription and acceptance of certain knowledge and abilities for each "level," "post," or "position" in the public service. Thus, position categorization aims to categorise public service according to a common job-language. By accurately defining, organising, and fairly evaluating the jobs held by each person in the public sector, position categorization aims to provide the groundwork for treating all workers equally. As in the Army or India's cadre-based services, rank classification is based on how well a set of persons with different credentials, experiences, and aptitudes do their jobs in relation to a cluster of functional roles [1], [2].

## Classification of Positions

It is a classification of jobs based on how closely their responsibilities and educational qualifications resemble one another. Position categorization refers to the division of jobs into groups based on the work they entail. Positions are classified, not the people who hold them. All roles in an organisation that have very comparable functions and responsibilities are grouped together for recruiting and other personal matters. As a result, in an organisation, all clerks fall under the clerical cadre, all typists fall under the typewriter cadre, and all administrative officials fall under the administrative cadre[3], [4].

## DISCUSSION

A job is a collection of ongoing tasks and obligations that one person must do either full- or part-time and that are assigned or delegated by competent authority. According to this definition, a position is made up of tasks that are assigned and obligations that are delegated. It might be filled or unoccupied, part-time or full-time, temporary or permanent. Whether or whether it is inhabited by an employee has no bearing on its existence or identity. Often, a vacancy exists before it is filled by someone, and when an incumbent is removed from it, the vacancy returns. However, a position's tasks and obligations aren't usually set in stone and unchangeable. They may fluctuate from time to time, either suddenly or gradually, and for a variety of causes. Since a job's present duties and responsibilities define it, it follows that a major change to those duties or responsibilities would result in the creation of a new position that is, to the degree of the change, distinct from the previous one.

As we have seen, classification is the process of grouping things into categories; the nature of a class in any system of classification implies that each individual item within the class shall be similar to every other item in certain respects; these respects depend on the basis of the specific classification in question; and in position classification, we select the duties and responsibilities of the position as the basis of classification. As a result, a class of jobs is a collection of positions that, regardless of the specific operational units in which they are placed, have enough in common with one another in terms of their functions and responsibilities to warrant treating them as a single class for the purposes of nomenclature, selection, pay, and other personnel operations. Therefore, the definition of "Class" is as follows: "The term 'Class' means a group of positions established under these rules sufficiently similar in respect to the duties, responsibilities, and authority thereof that the same descriptive title may be used with clarity to designate each position allocated to the class, that the same requirements as to education, experience, capacity, knowledge, proficiency, ability, and other qualifications should be required of the incumbents, and that the same requirements as to pay should be required of the incumbents for each position allocated to the

According to the criteria given above, if two or more jobs are "sufficiently similar in respect to their duties and responsibilities," they should be classified as belonging to the same class. The core of categorization is the determination of whether or not positions are in fact sufficiently similar. We should be aware that just having the same rank does not guarantee placement in the same class. Two jobs that may legitimately fall under the same pay scale one involving stenography and the other statistical work are not assignable to the same class of jobs since they don't meet the other criteria for adequate resemblance. In contrast to "position," which refers to the tasks and responsibilities carried out by a single employee, a "class of positions" refers to a set of tasks and obligations. There are as many roles in a particular organisation as there are workers and open positions that need to be filled, but there are only as many classes of positions as there are different types of positions that may be compared to one another. A position's tasks and responsibilities might range from those of a

peon to those of the Secretary. However, only those occupations that share fundamental characteristics may appropriately be included in a class of roles' tasks and obligations.

Each employee therefore has a "position" inside the company. An employee's position is based on the obligations and tasks of the role that they are holding. A class is a collection of people who share a job or similar types of tasks. The factors used to select the classes are thought to be the tasks and obligations of the employment and the ensuing educational requirements. "By classification is meant the grouping of positions on the basis of similarity of duties and requirements," said Morstein Marx. The systematic grouping and ranking of jobs in a hierarchy according to relative responsibility and difficulty is known as classification, according to Dimock & Dimock. Positions with similar roles and duties are placed into a single class, according to Pfinner, regardless of the department or service they are based in.

The job categorization plan is a tool that is often used in public civil service jurisdictions to standardise and streamline personnel processes, according to Simon. The job, which serves as the classification's essential building component, consists of a set of tasks that should be delegated to a single individual. The fundamental tenet of a position classification is that all jobs in an organisation with substantially comparable activities and responsibilities should be classified together for the purposes of hiring, paying employees, and other personnel issues. In short, roles are categorised based on what the employees really perform, not how effectively they do it. The job itself is classified, not the individual holding it right now. Different classifications, categories, and grades are used to classify the civil services. All government personnel fall under this group. It is not limited to personnel from a single division. It is a list of roles based on shared obligations and responsibilities. Positions with comparable responsibilities and tasks are classified as belonging to the same class[5], [6].

### **Bases of Classification**

As was previously said, classification is the process of classifying items into groups based on similarities in one or more qualities while taking into consideration a variety of criteria. Therefore, understanding the foundations of such categorization is crucial for us. One such foundation is functional identity. Based on employment tasks, obligations, and responsibilities, functions are established. Jobs that are similar in nature to one another are grouped together when they are indexed, and there may be higher or lower groupings of generally comparable work units. The general or specialised credentials needed by the employees doing such tasks are often connected to the category of such employment. There are several categorization criteria, such as requirements, responsibilities, and obligations. However, from an administrative perspective, categorization according to tasks and obligations, type and scope of operations, job similarities, etc., is acceptable and beneficial. In contrast to credentials and pay, a position's importance is determined by the tasks and obligations given to it. A "class" is made up of a group of positions that are all similar or identical. The qualifying standards and pay scale for all jobs within a class are the same. The classes are further divided into broad occupational categories known as "services" in India, such as All India Services, Central Services, and State Services[7], [8].

### **Importance of Position Classification**

Simply said, categorization is the process of grouping objects or people according to shared traits. In personnel management, categorization refers to the grouping of diverse jobs according to their tasks and activities. Positions with comparable tasks and duties are grouped together in one class. "A group of positions sufficiently alike in their duties and responsibilities to justify common treatment in various employment processes" is how Stahl defines a class. It is important to underline the significance of service categorization. Classification gives the system some structure and ensures that everyone who is classified together based on certain criteria is treated equally. Additionally, it enables the

defence of differentiating benefits granted to certain separate groupings. The right categorization system has a significant impact on the tasks, responsibilities, eligibility criteria, compensation, status, and even the power to be granted. It thus has a great deal of functional significance and validity. Finer asserts that "appropriate classification depends on the effectiveness of recruitment, the potential for a logical promotion system, and the fair treatment of people working in various departments." The classification of services is crucial because it establishes the operational authority of the services, the types of duties that must be carried out, and the tasks that must be accomplished by the members of various groups within the services. It makes it easier to recognise different functional and hierarchical divisions of the services at any one moment. Classification is a very important organisational technique that, when used correctly, may make bureaucrats happy.

### **Merits of Position Classification**

The desire for equal compensation for equal effort sparked the position categorization movement. The position classification plan as a whole, in the words of L.D. White, "is the skeleton on which the personnel requirements of the services are built." Position classification has a number of benefits, including: standardising salaries based on the principle of "equal pay for equal work"; facilitating budget creation; the budget office bases salaries on employee class positions; only under a classification plan could salaries be determined while taking into account the duties and responsibilities of an office; and significantly easing the recruitment process. Position categorization results in consistency of treatment in promotions and gives a foundation for deciding recruiting methods. Since the employees are aware of the lines for promotion, there are always obvious paths for advancement; thousands of positions are divided into a dozen classes. It streamlines personnel administration issues by outlining the requirements for each position. It streamlines the task of budget creation, aids in the preparation of the eligible list for the recruitment agencies to use, helps workers understand the lines of promotion, promotes consistency of treatment in promotions, fosters a spirit of collaboration, and leads to promotion. Service classification is now seen as a functional need rather than an organisational one. Its primary argument has been the vast and wide-ranging assistance it delivers to management, in addition to the systematisation of the services it supplies. Additionally, categorization gives a number of realistic and precise planning tools as well as a significant control mechanism[9], [10].

### **Critical Appraisal of the Existing Classification System**

India's service categorization system has been criticism for a number of reasons, including: "The lines of division run horizontally across the service, resulting in a grouping of services and posts on a nondepartmental and non-occupational basis," the Second Pay Commission Report states. There might be many grades within a class, which could indicate the pay scale and the level of hierarchy in the services but not necessarily the duties or employment. In India, an officer's designation only serves to identify their place in the hierarchy of officials, which runs from high management to the bottom rung of the ladder. The Secretary, Special or Additional Secretary, and Joint Secretary positions are the senior executives in India's Class I services, which corresponds to the administrative class of the British Civil Services. The Deputy Secretary and Under Secretary levels make up the middle management, which corresponds to the Executive class in the British Civil Service. The class II job of "Section Officer" or "Superintendent" in India corresponds to the "Clerical Officers" class of the British Civil Service and has "Gazetted" status.

The Assistant positions below this level are Class II positions without "Gazetted" status. The occupations that fall under Class III include typists, upper division clerks, lower division clerks, and similar positions. Both of these divisions closely correlate to the British Civil

Service's Clerical Assistant Class. Peons, messengers, and other workers that carry out "housekeeping duties" make up the Class IV personnel. The kind of work performed by the incumbent is not indicated by a designation in the Class I category. In general, the titles below these levels do reveal the nature of an incumbent's employment, but the title of section officer in Class II just indicates that the incumbent is a first line supervisor. This is specifically due to the "generalist" rather than "specialist" organisational principles used by the Indian government services. However, the services are now divided into generalist, functional, and technical services, especially at the upper levels. The first group can include the IAS, the LPS, the IFS, and the Central Secretariat Service. The Indian Revenue Service, the Indian Customs Service, the Defence Accounts Service, and similar entities are examples of functional services. Central Engineering Service, Telegraph Engineering Service, etc. are examples of technical services. Contrary to US practice, there are no specified requirements for admittance into the first two categories, such as I-generalist and functional. There is no stringent professionalisation, as there is in the US, and functional subject training is only provided for the second category of employment following initial recruiting.

Other differences between the Class I and other services include: all Class I posts, as well as the majority of Class II posts, are "gazetted"; the President is the disciplinary authority for the Class I and the appellate authority for the Class II; the disciplinary and appellate authorities; and the lower authorities have been delegated powers to make such appointments in other cases. There are various reasons why the Indian Classification System has drawn criticism. Employees' associations argued before the Second Pay Commission in 1959 that the current classification system should be eliminated because it encouraged "class consciousness" and acted as a caste system that "may satisfy some vanities, but serves no public purpose." While supporting this position, the Pay Commission made the following observation: "We do not believe that any serious inconvenience will be caused to the administration in India if the classification under consideration is given up. Other countries, including those with a large and complex civil service organisation, have apparently not found it necessary to superimpose upon their civil service grades and occupational groups a broad horizontal classification like ours." As a result, we suggest that the current categorization be abolished.

However, the structure of service categorization in India remains the same notwithstanding this particular proposal. On the grounds that it will eliminate narrow departmental prejudices and give the central administration a group of people trained in the work actually done in the concerned departments and agencies, another suggestion about regrouping Central Services into a "unified" civil service was recently made. However, a senior civil servant in India has noted that it is impossible to have a unified civil service that coincides with the size of the entire nation given that the Central, State, and All-India Services more or less reflect the constitutional pattern of union, state, and concurrent spheres of administrative power.

Perhaps the prospect of a united service within the union and state areas might be addressed separately, especially with regard to non-technical services as opposed to scientific and technical services. Additionally, creating a "unified" civil service for the Union Government would not be in the interest of effective administration due to the necessity for increased professionalisation in the services. This is a contentious subject, and despite the Administrative Reforms Commission's repeated recommendations for a change, the matter was thoroughly investigated at a later time without an official decision being made. Other flaws exist in the Indian categorization system. First off, there is continual overlap in the pay standards for services and positions within classes, thus the numerical designation of the classification Class I, II, III, and IV is only a matter of convenience. Second, neither an organised grouping of the services nor a tool for people management were ever part of the system's design or planned use. Thirdly, in order to examine and compute the various pay



provisions and other service advantages, it is necessary to retain a sizable crew. Therefore, there is sufficient cause for the system to be updated under a plan of categorization for all government employees[11], [12].

### **Recommendation of Administrative Reforms Commission**

The third and fourth Central Pay Commissions, which are discussed in the following section, as well as the Administrative Reforms Commission have all looked at the problem of developing a logical classification system for services. The degree of differences in some pay scales for positions with the same or similar duties and responsibilities at the federal level and in the states, as well as the disparities in pay scales prevailing between one state and another state for the same or similar positions, has been a very unsettling factor in administration. According to the Administrative Reforms Commission, "this is one of the major factors for strikes, agitations, inter-service tensions and rivalries, indifference to work, poor performance; frustration and low morale of the employees." Therefore, identical jobs with equivalent functions and responsibilities should be paid on the same scales between the Centre and the States as well as within the central government.

There are numerous instances where certain jobs have been overvalued while others with greater responsibility have been undervalued. Some examples include qualified engineers in the Government of India performing only file work, medical professionals taking lower positions at the headquarters, qualified educators occupying a position in a Ministry requiring only a moderate level of competence, and agricultural scientists being drawn to headquarters organisations for performing routine paper work. Similar to this, ministers' personal secretaries fall under the category of Deputy Secretaries, and on rare occasions, Joint Secretaries. Similar oddities may be seen even in lower postings. The current pay structure provides distinctions depending on the origin of the individual holding the job within the Service. In general, secretariat positions pay more than field positions. The structure that is now in place ignores the quick changes that have occurred in the kind of work that the civil services conduct.

The classificatory grading framework has flaws, some of which were highlighted by the Administrative Reforms Commission. The healthy concept of equal pay for equal work cannot be put into practise in the absence of a rigorous assessment of the work-content of employment at specific levels and the matching of pay scales thereto. The staff's morale suffers when this concept is not followed, and the cost of administration rises as a result. It is challenging to implement a career development programme based on the identification and development of talent and its planned application due to the lack of a fair compensation structure that might account for different levels of labour and responsibility. Multiple pay scales for various groups do not contribute to a fair system of compensation that is proportional to the nature of the job being performed or make it easier to choose employees from various Services for positions of greater responsibility.

The positions in the public service should be divided into categories such that all of them come under the same heading if they need similar credentials and have comparable challenges and duties. All positions within the same category should have the same pay scale. Grading is a difficult chore, but it shouldn't be insurmountable. These positions might all be assessed and given similar pay rates, each of which would correspond to a grade. These grades may be broken down into junior, middle, and senior levels. Naturally, the advancement of an officer in a recognised service between the grades at each level should be based on demonstrated performance.

The Administrative Reforms Commission advised that the civil service positions be divided into grades so that all of those with comparable requirements for credentials, challenges, and duties be put together in the same grade. Between 20 and 25 such grades are possible. It is

possible to analyse all Class I positions and assign them to, say, nine standard pay scales. These nine pay scales or grades may be broken down into junior, medium, and senior levels. An officer of a recognised Class I Service shall advance among the grades within each level based on demonstrated performance. Promotions from junior to middle level and from medium to senior level have to be done via selection. To determine the grades and the jobs to which they should be assigned, the Department of Personnel has to conduct a thorough research right away.

The Commission believed that once all Class I positions within the federal government and those that the All-India Services will fill in the states have been evaluated and assigned to different grades, additional positions within the federal government and within the states should be put up for examination, bringing the entire civil service into a framework of 20 to 25 grades. A more conscious evaluation of each officer's work will become a practical necessity with concomitant benefits. It will provide sufficient scope for genuine merit to earn accelerated promotion. It will also enable government to stop relatively mediocre office holders. The advantages of such a unified grading structure are an automatic upward movement in a time scale will be checked. A consistent grading system will make it much easier to choose the best candidate for each position given the rate at which the number and diversity of posts in the civil service are growing [13], [14].

### CONCLUSION

The classification of posts and grades in India does not follow scientific standards. For instance, assistants in state agencies, subinspectors in the police department, and high school teachers with a B.Ed. are all placed in the same cadre. The obligations and responsibilities of these officials vary. Positions should be categorised according to how similarly their responsibilities and educational requirements are so that it is founded on scientific standards. The government should take action to categorise the posts in accordance with scientific principles, i.e., according to tasks, responsibilities, and qualification standards. Position categorization encourages officials to be class sensitive. The authorities at various levels compete with one another rather than attempting to comprehend the issues of their subordinates. If the viewpoints are categorised according to scientific standards, this flaw may be eliminated. According to public administration specialists in India, the five-tiered categorization of occupations is not broad enough to encompass all available roles. There should be enough detail in the Indian Position Classification to cover all of the positions.

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## CHAPTER 6

### DEFINING THE WORD GENERALISTS AND SPECIALISTS

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#### ABSTRACT:

Every administrative system has two parts: generalists and specialists. However, Generalists hold crucial positions, and the Specialists are forced to work under their direction. One of the key issues in public administration is the debate between specialists and generalists. Due to the growing influence of Britain and the Administrative Reforms Commission in India, who have thoroughly investigated the issue and made several suggestions about it, the problem has taken on new dimensions. Let's look at the reasons made for and against both positions and attempt to combine them. In the government, there are two major functional categories: generalists and specialists. They are crucial in the formulation of policies, their execution, and in providing advice to political leaders. The nature of modern administration has grown increasingly specialised, necessitating the use of various sorts of staff with the required abilities, expertise, and characteristics. Although both of these types of functionaries are required in modern organisations, the debate between them has existed for ages and is still one of the most hotly debated topics in public administration. James Fesler saw the resurgence of the dispute in England as early as 1958. Ten years later, in 1968, the Fulton Report on Civil Services reopened the topic and sparked discussion. The dominance of the generalists was originally more or less accepted in India, continuing the legacy of the Indian Civil Service (ICS) from the days of the British, and was not severely contested.

**KEYWORDS:** Enhancement, Intellectual, Generalist, Specialists.

#### INTRODUCTION

Let's first define the word "generalist" before we analyse the function of generalists in administration. "General administration is understood to mean those duties which are concerned with the formulation of policy; with the coordination and enhancement of governmental apparatus; and with general management and control of the departments," says Leonard White. Consequently, a generalist administrator is concerned with all categories of administrative procedure denoted by the phrase POSDCORB, including planning, organising, staffing, directing, coordinating, reporting, and budgeting. Regardless of the disciplines included in their university degree, the generalists get admittance into administration on the premise that they did so. The necessary minimum degree of intellectual and mental development is shown by the fact that they have acquired a specific level of education.

Additionally, a generalist civil servant's placement in any government department has nothing to do with his or her educational background or prior administrative experience. A generalist applicant with a background in commerce, for instance, may be hired by the irrigation department. A generalist is someone who is neither an expert or a scientist, strictly speaking. But if administration is to be seen as a discipline and a profession, like law, engineering, or medicine, then the idea of a generalist is appropriate to someone who goes by the title of professional administrator. A generalist is someone who works in a role that requires both managerial and political abilities. As a manager, the generalist is tasked with completing tasks; as a "politician," he or she is tasked with interpreting public opinion in light of the complex social, economic, and even political issues facing the state. The word "generalist" has several different connotations. According to one school of thought,

particularly the British, a generalist is a nonprofessional administrator with a background in linguistics or classics who possesses "a liberal education enhanced by certain personal qualities of character, poise and leadership, good intuitive judgement, right feelings, and a broad background rather than narrowly specialised knowledge and skills." The second usage, which is very similar to what the Second Hoover Commission of the USA meant by a Senior Civil Service, defines generalist as a "rank-in-man corps" of highly experienced administrative specialists or career executives who are available for flexible assignments and capable of providing crucial administrative advice and necessary policy support [1], [2].

Another school of thinking views someone as a generalist based on how much administrative work they really do in comparison to their specialised responsibilities. This school holds that a specialist may become a generalist when he or she undertakes management or administrative tasks, either at the highest levels of his or her own functional area or outside of it. A person who combines high proficiency in professional or administrative abilities with training in the field they govern is referred to as a generalist in a related and fourth meaning. These are regarded as "super bureaucrats" who are able to see the big picture and the long term and are not constrained by a specific understanding of their subject speciality. However, a generalist has usually been characterised as someone who lacks a specific technical or professional qualification, such as having previously completed a certain vocational or professional degree. However, in recent years, individuals from techno-professional fields like engineering, medicine, agriculture, etc. are also being accepted into the generalist fold on the theory that there need not be a connection between the content of their specialised knowledge and the performance of their generalist duties, however specialised some of these tasks may be. As one climbs up the ladder in an organisation, whether it be a government agency, a public corporation, or any other administrative entity, the duties grow more and more generalist in character. Making policy and providing direction are generalist activities that become significant. Even in highly technical areas like immigration, health, agriculture, etc., these tasks mostly stay the same. It follows that what seems to be considerably essential to be a generalist is a mind, a mental discipline, a style of thinking, and an angle of view, which he/she gets apart from the liberal education, and via, migration from post to post with wide-ranging, diverse experiences. This aids the generalist in taking a thorough but integrating approach to a range of issues, free from being tainted by having an excessive amount of information about any one of them. Let's talk about a generalist's function in administration now that we know what one [3], [4].

## DISCUSSION

The administrative philosophy of England in the nineteenth century, when generalism was proclaimed an absolute basis of administration, may be identified as the origin of the generalist who dominates the administrative apparatus at the top. The Northcote Trevelyan Report on the Organisation of Permanent Civil Service (1854) and the Macaulay Report on the Indian Civil Service (1854), both of which we have read about in Unit 7 of this Block, were the two authorities that contributed to the development of a generalist image by lending their strong support towards the recognition of generalist supremacy. Young graduates with no specialised education or technical experience were emphasised as being the elite sector of the government. This administrative organisation developed as a logical extension of the same principle, just as it did in England and India. With its members serving in a variety of government roles, the Indian Civil Service dominated the administrative landscape throughout the British era.

In those days, there were fewer professionals and specialists, and the Indian Civil Service was developed into an elite service. It makes sense that generalists would be assigned the responsibility of managing the top rung of administrative management if it is thought that they are endowed with a sharp intellect and a keen awareness of the whole subject of

administration. Thus, generalists play a crucial role in the creation of policy, helping the political leadership to develop it by providing all the necessary information and counsel on the advantages and disadvantages of a proposed course of action. Even in highly specialised topics, it is the generalist, acting typically as Secretary or Head of Department, who conducts the coordinating and takes the appropriate action before bringing them before the ministers, who often lack expertise in such disciplines. In these situations, generalists play the function of a conveyor belt, directing the appropriate information and recommendations to top policymakers so they may act on it. The generalists also fulfil the 'balancing' role, which involves mediating between opposing points of view. They have the ability to see things from a broad perspective because of their non-specialist backgrounds, exposure to many areas of expertise, and understanding of administrative realities.

The generalists dominate fields that include addressing problems as well. One arbitrator, in the shape of a generalist administrator, is required to articulate a logical, cost-effective, and most advantageous alternative option since the majority of significant techno-professional activity in governmental organisations has become inter-disciplinary. In addition, generalists' roles in decision-making and policy formation are both highly acknowledged and respected. In addition to coordinating activity, the generalist must also serve as a knowledge synthesiser, integrator, and coordinator. He or she is a person who is expected to possess the skills necessary to manage any task or circumstance involving law and order, an emergency, public relations, planning, social change, etc. The generalist's field experience is said to have given rise to traits like quick and wise decision-making, tact, creativity, objectivity, organisational leadership, etc. The generalists in administration are given a special position because political executives, who are typically laypeople who are only exposed to people's problems and lack technical expertise, rely on the "administrator," or generalist, with whom they share a similar approach, ideas, and ideals [5], [6].

### **Specialists Meaning**

A specialist is someone with specialised expertise in a certain topic. Engineers, scientists, physicians, attorneys, statisticians, economists, and other technical personnel are examples of specialists in government who are hired for positions requiring professional, scientific, technical, or other specialised credentials. The prerequisite for becoming a specialist should be a "institutional" specialisation, which calls for either a pre-employment period of academic study in a techno-professional field or pre-entry vocational or occupational training. Thus, dedication to the field, ongoing commitment to one's professional cause and practise, and pursuit of a specialisation are stated to be the characteristics of a specialist. Specialists are often seen by ro-generalists as restricted, unidisciplinary practitioners who approach all problems from a very narrow perspective. Additionally, they are unqualified to occupy high policy positions because they lack the ability to grasp in a comprehensive way the intricacies of real administrative and management difficulties [7], [8].

### **Role of Specialists**

There is no denying that modern administration has evolved into a technological, specialist field. The idea of "development," when considered as a dynamic process aimed at changing every area of society, including the sociopolitical and economic ones, has a significant impact on how bureaucracies operate. The bureaucracy must give the necessary assistance to the states acting in these capacities if the state is to be acknowledged as a regulator, arbitrator, service provider, and economic and social diagnostician throughout the modernization process. The bureaucracy has to be properly outfitted to do this. -Everyone in the job must perform professionally, regardless of whether the administration is predominated by generalists or experts. Without professionalism, the odds of success are slim.

It may not be entirely accurate to assume that the technical aspect of administration is unimportant or that specialists don't take a holistic, all-encompassing approach. The structure of their education and training is one of the key things to blame for the experts' limited perspective. Similarly, it may not be true that a generalist has all the required specialised skills or that they can completely understand and distinguish between divergent expert opinions. Therefore, both of their services are needed for administration. In order to address the intricate and highly technical issues with modern management, specialised assistance is essential. Additionally, the many administrative positions need a range of abilities, knowledge, and experience. The contributions of professionals are crucially important for programme design in the scientific and technological sectors as well as for the implementation of such initiatives. The experts must be in charge of all decision- and policy-making processes under the government's specialty in purview. Following the government's takeover of all developmental functions in the social and economic lives of the people, administration is now in charge of managing enormous changes. Future administration will be marked by advancements in decision-making, human relations in management, social and behavioural sciences, and other related subjects. Each of these situations needed expert action. For instance, the arrival of computers has had a big influence on how administration is done. It supports decision-making as well as information storage, retrieval, and communication. In addition to this, the function of experts is becoming more and more accepted in the conventional administrative fields. For instance, a District Collector needs the professional counsel of other experts practising in the district, such as engineers, District Health Officers, etc., in order to carry out their normal duties as the head of the administration at the district level[9], [10].

### **Generalists Vs Specialists**

A generalist civil servant may be employed in any area of administration since they are well-versed in administrative practices, laws, and regulations but lack specialised training. He is a manager, and his typical POSDCORB duties include planning, organising, staffing, directing, cooperating, reporting, and budgeting. As a result, Generalists are the civil officials who develop policies and coordinate, manage, and oversee the government. The epitome of a generalist public worker is an IAS officer. On the other hand, a specialist civil servant is someone who has specialised knowledge or abilities in a particular topic or area of administration. He is a highly skilled professional. As a result, he is not an all-rounder like a generalist. Some examples of specialists are engineers, physicians, agriculturalists, meteorologists, educators, and statisticians.

### **Controversy between the Generalists and Specialists in India**

The idea of "nearness" or "remoteness" from the realm of top policy making is primarily responsible for the origin of the "generalist and specialist" argument in India. Instead of being person-oriented, it is more post-centered, and the struggle between the two is really about who will occupy certain posts. The true discussion should centre on developing a suitable and sufficient staffing strategy or, even better, a progressive, constructive, objective-focused, equitable personnel philosophy. Let's now talk about the issues that have led to conflict between generalists and specialists.

The generalist's dominance in Indian administration is due to specific historical factors, which also emphasised the contrast between these two people types. It was made up of young people who were admitted to it after taking a competitive test. From the district level to the central level, there existed a hierarchical career structure with the bulk of the positions designated for Indian Civil Service employees. In the design of the generalist services, the "intelligent amateur theory" predominated. As you are all know, this persisted even after Independence since it was believed that the outdated system of public services was fairly



helpful in managing issues like peace and order, the merger of princely states, etc. while also giving the government stability. With the Indian Administrative Service replacing the older Indian Civil Service, the idea of All-India Services was afterwards developed.

Thus, certain historical events led to the establishment of the generalist civil service as the dominant one in India. The technical and functional services, who also wanted to be given responsibility for formulating policy, were resentful as a result. Specialists challenge the generalist's fitness for all policy-making positions on the grounds that the modernization of government services requires a level of professionalism that the generalists do not possess to the same degree. Additionally, by confining all top management jobs to generalists, particularly to the IAS, the government is depriving itself of the professional expertise and recommendations. However, pro-generalists often contend that the hands-on training they received at the district and state levels in the early years of their careers aids them in making decisions. However, the experts believe that this practical experience is insufficient to complete the many activities of the government that need for specialised or expert knowledge. Additionally, experts may get this kind of field expertise, so generalists are not the only ones who can. For instance, a doctor working in a Primary Health Centre is exposed to a wide range of field issues, just as a District Collector could.

This forces him or her to develop certain administrative abilities in addition to technical expertise. The fact that generalists and specialists are divided into different hierarchies is another source of conflict between them. This results in circumstances when the specialist's professional advice is presented to the generalist for approval. This is justified on the grounds that the generalist is best qualified to make the ultimate judgement since specialists have a tendency to have a biased perspective oriented towards their specialisation and because policy making requires to analyse topics in their whole. Specialists are excluded from high administrative posts, which is why this is the case. The Indian Administrative Service enjoys a privileged position due to its high salary, better career opportunities, and monopoly on top administrative positions as posts of secretaries in government departments; in fact, even the positions of heads of the majority of executive departments are reserved for generalists. This is a further aspect of the controversy.

A member of the Indian Administrative Service transitions to the Central Secretariat and sometimes even holds the position of Secretary for a department or ministry after working for roughly 10 years or so in a state government. The experts believe that their rank and position within the administrative structure do not correspond to the contribution they make to the nation's technical growth. Their lack of participation in the decision-making processes is a result of the generalists' dominance. The generalists often switch between departments and may work for a public company or even a semi-government organisation. However, the experts' mobility is limited in that they may only be moved to another department or given a promotion there. The specialists see the generalists' constant mobility as a barrier to learning enough about any one component of the department's job to be acceptable and in-depth. The experts believe that this might harm the formulation of sound policies. The polarisation between a generalist bureaucrat and a specialised technocrat, which has been greatly discussed, is superficial, as many people are now realising and accepting. The 'intelligent amateur' hypothesis that was popular in Britain throughout the nineteenth century is believed to be untrue now. The administration has evolved into a highly complicated system as a result of the advancement of science and technology. As a result, both generalists and specialists are needed in today's administration, and collaboration between the two has to be encouraged.

According to India's Second Five Year Plan, it is "already out of place" to distinguish between technical workers doing administrative tasks and administrators, or between officials in various grades and cadres that are sometimes drawn. The Fourth Five Year Plan is much more frank in its commitment to changing the administrative structure so that professionals,



technicians, and experts may contribute in a realistic way at all administrative levels. It is crucial that we talk about the Administrative Reforms Commission's (1969) suggestions on this subject. The Commission acknowledged that the character of the government's duties had significantly changed. With the introduction of new administrative fields, managing diverse development initiatives requires a variety of talents. It seems that the "generalist" still has a lot of importance. The Commission noted that many positions in specialised and technical fields may now be filled successfully by specialists who are familiar with the relevant field thanks to increased technological sophistication.

The sole reason the experts haven't developed the abilities needed to occupy the higher administrative posts in the Secretariat is a lack of opportunities and suitable career development. The Commission recommended adopting a rational pay structure to reflect the actual responsibilities of each job, filling senior management positions with both generalists and specialists, and filling policy advisory positions with men who meet the required qualifications and competence. This would allow talented individuals in lower ranks to advance to higher positions in the civil service based on competence and performance.

In its report on the restructuring of the British Civil Service, the Fulton Committee (1968) also said that "our purpose is not to replace professionals with administrators, or vice-versa. They need to be additive to one another. Instead, the administrator who is knowledgeable and skilled in his field should have a more beneficial connection with the expert than in the past, and the service should make the most of what each can provide. There is no doubting that both generalists and specialists have valuable contributions to contribute in their respective functional contexts. The replacement of one category with another is neither possible nor desired. Indeed, replacing all generalists with specialists is not going to accomplish anything very significant. Similar to this, generalists cannot do the duties of pure specialists. For instance, a government department secretary cannot perform the duties of the Chief of Army Staff. As a result, even while coexistence between experts and generalists must be acknowledged as a basic reality of administrative life, the actual question is how, in what form, and in what capacity the connection should exist.

### **Evolving a Suitable Way Out**

In lieu of the current "separate" and "parallel" hierarchies, one solution to this issue is to experiment with integrated hierarchy. The generalists set the policy in different hierarchies, and the specialists' job is to carry it out. In contrast, each class in a parallel hierarchy has its own parallel subhierarchy, and work between the two is regularly linked. The separation of generalists and specialists into separate hierarchies, with the policy and financial aspects of the job reserved only for generalist administrators, has some drawbacks. For example, it slows down the management and decision-making process, leading to inefficiency, and it prevents the specialists from carrying out the full scope of duties typically associated with their professions. Wider outlets must be provided by suitably altering the prevalent concept of "monopoly of generalism," i.e., by encouraging liberal entry of specialists as administrative and policy functionaries at key levels, in order to overcome these as well as to remove the obstacles that currently prevent the specialists from reaching the top levels of management. The experts should, more crucially, be included in the primary hierarchy together with other generalist administrators, sharing equal responsibility for the creation and administration of policy. Their rank, executive responsibility, and power should be equal, as this would support the maintenance of their confidence and morale. Technical specialists may be included in the "central pipeline" under such an integration strategy, preventing the separation of technical advice from policy structures into airtight compartments. Because policy often stems from executive experience, it is not feasible nor desirable to make a complete separation between the two. A united civil service made up of both generalists and specialists with consistent pay and other working conditions might create an integrated hierarchy. While no action was done

in this manner in India, Pakistan moved ahead and established a unified civil service in 1973, combining all of its services and cadres into a single service.

Recently, our nation has made some steps to appoint professionals to higher administrative posts at the Centre and in the States. A nuclear physicist has always served as the director of the Department of Atomic Energy. Similar to how the Department of Space and Electronics had technical individuals serving as Secretaries, the Department of Science and Technology similarly had a scientist serving in that capacity. Scientists also control scientific research departments and institutions. Giving experts the ex-officio rank of Joint Additional Secretary to the Government is another experiment that has been attempted to give them their due respect in areas of policy formulation and administration. For instance, ex-officio secretaries in the Ministry of Railways are members of the Railway Board who are also heads of operational divisions [11], [12].

Clearly, more focused development of administrative professionalism is needed right now. A diversity of backgrounds and disciplines, rather than a single specialty, often serve as the foundation for such professionalism. The administrators of pricing policy, for instance, must be sufficiently knowledgeable of all the economic ramifications of that specific action. Therefore, it is crucial for the government to structure a layer of experts at the top of the organisation, who, despite initially coming from either a generalist or specialist background, would need to be developed into a professionally competent group in order to not only effectively execute programmes but also to support and advise the top political executives on issues of crucial policies.

The Administrative Reforms Commission felt that the public sector needed to enhance its professionalism more purposefully. Innovative training courses and career planning and development might achieve this. Inculcating the appropriate functional specialisation needed for generalists as well as "generalist" credentials for specialists is ideal. The Department of Personnel, Training must give good career planning considerable consideration, even though it is not being done in the public sector. Through training initiatives like the Executive Development Programmes for senior officials, annual training conferences on particular themes, etc., the Central Training Division in the Department of Personnel tries to educate both generalists and specialists about the developments in the field as well as about various aspects of management, programme planning, etc. The need for better pay and benefits on par with generalists is one of the main reasons for unhappiness among specialists, as was previously addressed. The inequalities seem to be still there. Even the Fourth Pay Commission's suggestions, were unable to make any progress in this area. However, the government must make sure that generalists and specialists are paid on a parity of some kind. Specialists need to be appropriately compensated for their expertise and competence [13], [14].

## CONCLUSION

The traditional "specialist vs. generalist" dichotomy is not only false, but it is also woefully insufficient to address the issues facing modern public administration. The assumption that studying 'generalist' subjects like the humanities and social sciences exclusively directly correlates with traits like open-mindedness, broad vision and comprehension, sound intuitive judgement, coordinative skills, etc. is false because it cannot be proven or sustained in reality. There is also the extra unsupportable presumption that persons who pursue technical fields automatically lose the ability to possess these qualities by virtue of studying them. Such a distinction as "generalist vs. specialist" is increasingly meaningless due to the growing need for scientific ideas and theories as well as experience knowledge, excellent judgement, and decision-making skills. High level intellectual ability, devoted commitment to a cause, awareness of significant aspects of areas of development, willingness to take risks, and a

strong determination to achieve the desired results are the important qualities which policy makers at the top must now have, whether they are generalists or specialists. Therefore, the word "versus" between the two significant occupational groups has to be changed to "and" so that both may cooperate to achieve the set objectives. A crucial component of achieving national goals is the partnership responsibility of the two groups in dealing with the new difficulties in the context of accelerating socioeconomic development. Today, practically everybody acknowledges and accepts the requirement of generalists and experts working together. Therefore, the true issue to be addressed is not "generalist vs. specialist," but rather how to create a new breed of public administration professionals that combine knowledge with the nature of their jobs.

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## CHAPTER 7

### DISCUSSION ON CONDUCT AND DISCIPLINE: AN OVERVIEW

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#### ABSTRACT:

Certain authority over the lives and actions of the populace is granted to government authorities. It is important to stop authorities from abusing their authority for selfish reasons. To serve as an example for the general public, it is imperative that government employees maintain a high moral standard. Every government organisation has a set of guidelines, rules, and a defined code of conduct for its staff. This mostly serves to preserve discipline and order within the public sector. An effective administration will also have excellent staff behaviour and discipline. Therefore, good behaviour and discipline contribute to the effectiveness of the governmental organisation. The government creates and upholds a code of behaviour for this. Every business, whether public or commercial, has guidelines that control how its personnel should act. Both vices and virtues coexist in human nature. To get the workers on the correct track and achieve the organization's objectives, there should be a set code of conduct and discipline. To set an example for the general public, public employees must behave themselves with the highest moral standards. An effective personnel system depends on the integrity and discipline of the workforce. Promotion of workers is contingent upon their excellent conduct and adherence to rules at work. A conduct to govern the behaviour of the public officials is imposed in order to avoid the abuse of authority.

#### KEYWORDS:

Authority, Conduct and Discipline, Public Affairs, Significant Modifications.

#### INTRODUCTION

The state's function has undergone significant modifications as it transitioned from a passive police state to an active welfare state. The state's involvement in managing public affairs and development activities has grown. Its reach has been widened to include all facets of human activity. Numerous methods exist for its administrative apparatus to have an impact on every element of human existence. Administrative inefficiencies like red tape, sluggishness, corruption, etc. seeped into administration along with the ever-increasing duties and authority of government workers. Rapid population growth, constant expansion of civil servants' authority, a change in the idea of civil neutrality, a shift from negative to positive work, and a growing emphasis on moral and professional standards have all emerged as contemporary trends in personnel administration, giving it momentum. The success of democracy and the execution of development projects heavily depends on the public servants tasked with securing the nation's future. The administration's support system, the public employees, would be destroyed if they are subjected to malfeasance and indiscipline [1], [2].

#### Role of Conduct and Discipline in Personnel Administration

Conduct is defined as "Manner of conducting any business or oneself" (behaviour) and discipline is defined as "mental and moral training" or "order maintained among persons under control or command" in the Reader's Digest Great Encyclopedia Dictionary. Therefore, conduct and discipline refer to how employees behave and how to put them under control while teaching them to obey and maintain order. Conduct and discipline are thus crucial steps to adopt in order to establish a solid personnel system. One cannot expect every employee to

act with the same passion and in an impeccable way. As a result, every company must include a mechanism for disciplinary action. The importance of behaviour and discipline must be emphasised in order to address workers' improper behaviour or subpar performance.

### **Civil Service Code of Conduct**

Different but essentially equivalent sets of behaviour regulations apply to various groups of government employees. In India, certain codes of behaviour are observed. All India Services (Conduct) Rules, Central Civil Services (Conduct) Rules, and Railway Services (Conduct) Rules are the three regulations in question. The first and most important rule of the civil service code of conduct is that the civil servant must carry out his duties in accordance with the country's constitution and laws; second, he must obey official orders from his superiors, which, to the greatest extent possible, should not be against the law; third, the civil servant must carry out his duties with honesty and probity, impartiality and integrity, as well as diligence and care.

When performing his official duties, he shouldn't be considering his own, other people's, or political interests. Civil servants also have a duty to be truthful in their dealings with the government, even when they are being investigated. They also have a duty to treat their subordinates with respect and to treat the public with courtesy. Even in their unofficial and private lives, public employees are not permitted to act in a way that might undermine the respect, confidence, and dignity of their office. They should take any little disrespect to the office seriously. For instance, they should not engage in sensual pleasures, gamble, or incur debts; civil servants are full-time employees of the State. Therefore, they are only permitted to hold official positions and cannot hold any other offices or jobs. Civil servants are required to uphold official secrecy and to be punctual in their work because efficiency is dependent on punctuality. Therefore, it is forbidden for them to engage in any employment or travel that could raise questions about their objectivity and integrity or degrade their position's dignity[3], [4].

## **DISCUSSION**

The government officials are required to conduct themselves in accordance with the laws in place. When government officials break the code of conduct, they are punished. Discipline is what we call this. The reasons why the federal workers were subject to disciplinary action are provided by L.D. White. Inefficiency, insubordination (violation of laws or rules), immorality, public intoxication, lack of integrity (bribery, corruption, etc.), violation of recognised codes of ethics, failure to pay debts, etc., are some examples of these behaviours. Since it is unrealistic to expect every employee to behave with the same zeal and integrity, disciplinary action is a possibility in any organisation. No organisation is so flawless, no leader is so brilliant, and no personnel system is so impenetrable, as Stahl notes, that any of them can consistently escape some degree of punishment for wrongdoing or subpar performance by workers.

According to Dr. Spiegel, discipline is the force that compels a person or a group to follow the rules, regulations, and procedures that are thought to be necessary to the achievement of an objective. It is also the force or the threat of force that prevents a person or a group from acting in a way that is thought to be destructive to the goals of the group. It also includes the use of constraint or the imposition of punishments for breaking group rules. Disciplinary action refers to the administrative measures taken to remedy the employee's misbehaviour in regard to the completion of his or her employment. Corrective action is started to stop individual inefficiency from becoming worse and to make sure it doesn't spread to other workers. The Conduct Rules address maintaining proper conduct with regard to official superiors, loyalty to the State, regulating political activities to maintain staff neutrality, enforcing a certain code of ethics in one's professional, private, and domestic life, and



safeguarding the integrity of officials by placing restrictions on investments, borrowings, engaging in trade or business, and the acquisition or disposal of movable and immovable valuables[5], [6].

### **Position in India**

In India, public workers are allowed to organise groups and vote, but they are not allowed to engage in other political activities. Government employees are not permitted to join any political party or contribute to its money. Government employees "are, of course, expected not to take part in any political activities in any manner," according to a 1960 Home Ministry directive. However, the Government of India encourages all classes of its workers to form healthy organisations to advance their legitimate interests in areas pertaining to their employment and welfare. No government employee shall be a member of, or have any other affiliation with, a political party or other organisation that engages in politics. They also shall not participate in, subscribe to, or otherwise support politically motivated movements or activities.

A government employee is not permitted to canvass, interfere with, use his influence in connection with, or participate in any election for a legislative body, according to Rule 4 of the Central Services (Conduct) Rules. A government employee's declaration of disloyal views or seditious propaganda is considered sufficient justification for terminating his employment. The issue of strikes and the creation of public employee associations are intertwined. The most contentious issue relating to the organisation of public employees is the strike question. Public support for public employee strikes has never existed in the United States. The ability of public workers to strike is not restricted in the United Kingdom. Public workers are free to strike in India as well. However, the Essential Services Maintenance Ordinance of 1960's provisions made the mass walkout by Central Government workers in July 1960 illegal. This legislation gave the Union Government the power to outlaw strikes in any sector that provides a necessary function, including the postal service, telecommunications, transportation, and others[7], [8].

### **Type of Disciplinary Action**

Discipline may be administered informally or formally. Informal disciplinary action does not result in excessive punishment, but it does communicate to the guilty official his superior's discontent. Different sorts of informal disciplinary punishment are used. They occur via icy relationships, the redistribution of unfavourable tasks, increased surveillance, the withholding of privileges, the refusal to consult on pertinent issues, the rejection of initiatives, etc. Because the infractions may be too minor, nuanced, or difficult to establish to justify direct and official punishment, informal disciplinary measures may be used. Formal disciplinary action is taken when major crimes are found and are provable. Minor and large punishments may be imposed as part of a formal disciplinary proceeding. The less severe punishments include reprimand, withholding of raises or promotions, including a halt at the efficiency bar, reduction to a lower post or time scale or to a lower stage in time scale, and recovery from pay of all or part of any financial loss caused to the government by negligence or violating orders.

The principal sanctions meted out to government employees are suspension, forced retirement, removal from duty, and termination. Discipline may be administered informally or formally. A less desired job assignment, more monitoring, the loss or withholding of rights, and the refusal to consult on pertinent issues are all examples of informal disciplinary action. rejection of recommendations or ideas. It can also include reducing his or her duty and power. If an infraction is too little, subtle, or difficult to show to justify direct and official punishment, disciplinary action may be taken informally. In cases when the crime is substantial and can be proven via legal means, formal disciplinary action is taken. In certain

situations, a service member may be subject to both minor and serious sanctions. The minor penalties include censure, withholding of promotions, recovering from pay all or part of any financial harm made to the government or to a business, organisation, or group of people, as well as withholding of pay raises. The three main penalties include being demoted to a lower pay grade or position for an extended length of time, being forced to retire, and being demoted to a lower pay stage in the time scale of pay. Even legal action against the perpetrator may be taken in really severe offences[9], [10].

### **Mode of Taking Disciplinary Action**

Similar to the authority to promote, the authority to impose discipline should also be given to the head of the department since that person is in charge of maintaining order and the effectiveness of the department. Some individuals support giving an impartial outside body, such as the Public Service Commission, control over disciplinary measures. Any employee who has been the target of a departmental head's action may appeal to the Commonwealth Conciliation and Arbitration Tribunal, as is the case, for instance, in Australia. A trial board made up of certain Civil Service Commission members may in the State of Chicago order a dismissal. The argument is that because the departmental authorities are the accusers, they should not also be the judges. This is supported in the interest of impartiality and justice to the employee. However, in the view of knowledgeable administrators, it is inappropriate to have a third party evaluate the disciplinary authorities' course of action.

This is because, in the first place, it undercuts the Head of Department's authority, and in the second place, external authorities are often persuaded by ideas of abstract justice rather than a proper comprehension of the logic of administration and management. The Central Pay Commission in India had the same opinion. The statement said, "We do not think that insisting on the creation of an external body in disciplinary matters will be desirable or practicable in the public interest." All of this does not, however, imply that when initiating disciplinary action against an employee, principles of fairness and justice should be overlooked. Instead, the right tools and procedures should be available to completely eradicate any chance of personal bias.

Usually, laws or clauses in the Constitution are established to prevent the abuse of authority to impose sanctions. Those are no employee shall be demoted or dismissed by an officer below in rank to one who had appointed him/ her; no employee shall be punished except for a cause, specified in some statute or departmental regulation; no employee shall be punished unless he/she has been given reasonable opportunity to defend his/her case; the employee shall be informed of the charges laid against him/her; where a Board of Inquiry is appointed, it shall consist of not less than two senior officers, provided that at least one member of such Board shall be an officer of the service to which the employee belongs; and after the inquiry against an employee has been completed and after the punishing authority has arrived at any provisional conclusion in regard to the penalty to be imposed, if the penalty proposed is dismissal, removal, reduction in rank or compulsory retirement, the employee charged shall be supplied with a copy of the report of inquiry and be given a further opportunity to show cause why the proposed penalty should not be imposed on him/ her.

### **Constitution of India-Dealing with Disciplinary Matters**

According to Article 309, the Acts of the relevant legislative may regulate the appointment of individuals to public offices and services in connection with the business of the Union or of any State, as well as their recruiting and employment conditions. Until provisions are established by an Act of the relevant legislature, the President or Governor, as the case may be, shall have the authority to set' regulations governing the recruitment and conditions of service of public service. According to Article 310, each person who serves in the armed forces, the civil service of the Union, the All India Service, or holds a position related to the

armed forces or a civil position under the Union serves at the pleasure of the President, and each person who serves in the armed forces or the civil service of a state serves at the pleasure of the Governor of the State.

Although a person holding a civil post for the Union or a State serves at the pleasure of the President or the Governor of the State, any contract under which a person (who is not a member of the defence service, an All India Service, or a civil service of the Union or a State) is appointed by the constitution to hold such a post may, if the President or the Governor deems it necessary in order to secure the services of a person's having s

No person who is a member of the Union's civil service, an All-India service, a state civil service, or holds a civil post under a state or the Union may be fired or removed by a higher authority than the one that appointed them, according to Article 311 as amended by the 42nd Amendment. No one in the aforementioned category should be let go, demoted, or lowered in rank prior to an investigation in which the subject has been made aware of the allegations against him or her and has had a fair chance to respond.

When a punishment is suggested to be applied to someone following an investigation, the proposed penalty may be applied based only on the evidence presented during the investigation; no option for the person to object to the proposed penalty should be granted. This clause shall not apply in the following situations: when a person is dismissed, removed, or reduced in rank due to conduct that resulted in his or her conviction on a criminal charge; when the authority empowered to dismiss, remove, or reduce a person in rank is satisfied that it is necessary to hold such an inquiry; or when the President or Governor, as applicable, is satisfied that it is not in the best interests of the State's security to conduct such an inquiry. If it is uncertain whether it is practically possible to conduct the aforementioned investigation in relation to any of the aforementioned individuals, the authority with the right to fire, remove, or demote such individuals must have the last say[ 11], [12].

### **Successive Steps Involved In Disciplinary Proceedings**

The procedure for disciplinary action includes requesting an explanation from the employee who will be disciplined; if the explanation is withheld or unsatisfactory, framing of charges; suspension of the employee if his or her continued employment is likely to prejudice the evidence against him or her; hearing of the charges and providing the employee with an opportunity to defend themselves; findings and report; and providing another opportunity. An employee selected by the President does not have the authority to challenge a decision made by the President himself in terms of the ability to hear appeals. An All India Service member may appeal a State Government order to the President. A member chosen by the President may appeal a decision made by the State Government to the Governor. All workers of lower tier services are eligible to file an appeal with the body that created the regulation that is the subject of the appeal.

Appeals may only be filed if they are allowed by the rules, properly filed through the proper channels, filed within six months of the date the order being appealed against was communicated, filed without repetition with the same authority, and filed against an authority to which an appeal is allowed by the rules. A competent authority's denial of an appeal is not subject to review. No foreign authority so intervenes in connection with appeals in India at any state. The Constitution undoubtedly calls for consultation with the Union or State Public Service Commission, depending on the situation, "On all disciplinary matters affecting a person serving the Government of India or of a State in civil capacity," but this is only permitted in situations where the President or the Governor has issued a disciplinary order.

The workers complained to the Central Pay Commission that the right of appeal has no significance since the higher-ranking officials to whom appeals are made have the same

mindset and utilise the same tools and apparatus, which often supports the judgement of the subordinates. They recommended associating an independent authority with the appeals hearing process. The plan was, however, turned down by the Commission. A second objection was made about the clause that permits offers to withhold appeals when there is no need for one. It was said that an officer who had meted out the penalty would never want his or her choice to be questioned, therefore in most circumstances, appeals would not be granted. The Commission suggested that individuals who have been removed from service be given the opportunity to petition higher authorities for a reconsideration of their case after their appeal has been denied, while acknowledging that there must be a limit to appeals someplace. Finally, it should be remembered that an appeal against an unlawful removal or dismissal may always be filed, but only after the employee has attempted and exhausted all other options open to him under the service rules. Finally, it should be noted that an employee's right to appeal can be taken away in the following situations: when a person has been fired or demoted due to actions that resulted in a criminal conviction, such as embezzlement; when a person's removal or reduction in rank is based on conduct that resulted in that person's conviction; and when a person's removal or reduction in rank is based on the determination by a body with the authority to do so that it would not be [13], [14].

### CONCLUSION

As we have seen, there are specific methods for bringing government workers under discipline. Unfortunately, these processes are time-consuming, and many dishonest officials get away from the reach of procedural law. Because of their intimate affiliation with corrupt government officials, politicians may simply avoid the law and obliterate evidence. The relationship between politicians, criminals, and government employees has lately come to light thanks to the Vora Committee. There are numerous sincere and diligent government employees who have served as role models for others. There is a need for strong vigilance over the criminal actions of a small number of government officials in the context of fast growth. Otherwise, they will disrupt the whole administrative system. If the current norms and regulations are strictly adhered to, we can quickly correct the actions of corrupt federal workers.

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## CHAPTER 8

### A COMPREHENSIVE REVIEW OF RETIREMENT AND RETIREMENT BENEFITS

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#### **ABSTRACT:**

The foundation of public administration is retirement. It is essential to the administration of public personnel. In order to maintain the effectiveness of the public service and their own health, civil employees must retire from their positions when they reach the required age. As an employee ages, his productivity declines. After retirement, governmental officials earn several thousand rupees in compensation, but the government does not receive any equivalent service from them. A fair retirement system will entice capable individuals to work for the government. As a result, every nation has implemented a retirement system and offers retirement benefits. Once a man reaches a particular age and becomes old and frail, he is unable to function effectively. He needs rest and relaxation at this age. With the establishment of public service as a career option, it is preferable for the government to guarantee its workers a simple and worry-free old age. If no plans are made to take care of these personnel's financial requirements, it will result in immense suffering and anguish. If the public servant is to see that the state takes no detriment, the state must see that his affairs take as little.

#### **KEYWORDS:**

Age, RetirementBenefits, Public Administration, Termination.

#### **INTRODUCTION**

A retirement system for civil employees is primarily designed to facilitate the termination of employment for people whose abilities have failed due to age or disability by granting allowances for past services; to provide benefits to dependents in case of death; and to improve the morale of services by fostering a sense of economic security. From the perspective of the employee, the retirement system provides a straightforward way to regularly save money while compensating for the employee's small pay scale. As a result, the retirement system is really a crucial aspect of staff management. The things it is used for make this clear. First of all, it removes from public services those personnel who are unable of doing their jobs properly owing to infirmity or advancing age. In the sake of the service's effectiveness and economy, this is required. Employing men with reduced productivity to do tasks that would otherwise be performed by a man in good physical and mental health results in reduced productivity as well as financial loss to the public coffers. The creation of a retirement scheme appears preferable from the perspective of the government as an employer.

In order to provide newer groups of workers opportunity for advancement, it is crucial that older employees depart from the top positions. There are a finite number of higher positions. Only empty higher-level positions may be promoted from lower-level personnel. There would be no space for advancement if the top executives did not retire. Public employees would not give their all to their jobs if there were no prospects for advancement since there was no way to advance. Third, it is vital for older personnel to retire in order to make place for new hires who are up to date on new concepts and cutting-edge methodologies, in order to infuse new blood with fresh ideas into public services[1], [2]. Fourth, young men and women



would not be drawn to the public sector if there were no retirement system. People who work in public services are often attracted by a retirement pension scheme. The system of pensions after retirement, even while emoluments are rarely comfortable with those offered by private enterprisers and huge company magnets, is one of the causes of such a strong desire for public services. Fifth, a retirement system is essential for keeping the most competent individuals in government service. The workers' morale is raised by a pension system since they won't have to worry about how they'll survive after retirement. Many officers may quit the public service and join private businesses if there is no retirement scheme. Last but not least, it is preferable on humanitarian grounds that workers who have become less effective or are unable to work due to physical impairments brought on by ageing not be forced to retire from the service without adequate provision for their remaining years of life. Justice necessitates that the state take care of those who have worked for it for between thirty and thirty-five years. Therefore, it is undeniable and fully justifiable that the government should provide provisions for the retirement of its elderly and disabled personnel [3], [4].

## DISCUSSION

Every form of retirement scheme has a few characteristics. At a certain age, retiring is required. The age of retirement is sometimes set by the nation's constitution. For instance, the Constitution of India has set the retirement age for High Court and Supreme Court judges, as well as for members of Public Service Commissions at the federal and state levels. Even if their physical health has not been compromised, the personnel must retire at a certain age. The superannuation age is determined by taking into account the country's climatic, temperamental, and other characteristics. This age ranges from 55 to 60 in India and from 60 to 65 in the UK. The retirement age at universities is 62 years, which is higher than it is in the government sector. In our universities, it was just upped to 65 years. Pensions for retired members are a feature of any retirement scheme. They are entirely funded by the government, but they cannot be used as a claim to a right, and they may be withheld if an employee is believed to be engaging in subversive activities that are harmful to the interests of the state, has acquired a foreign citizenship, or has attempted to damage the reputation of the government. A public employee may be compelled to retire because of a physical impairment or poor health. He will get a proportional pension in such situation. For instance, this is provided for in the English Superannuation Act of 1948. The workers are entitled to various benefits after retirement outside pensions, such as provident funds, insurance, etc. In certain nations, both pension and provident funds are permitted. Pensions and provident funds are distinct in two ways. They are partly contributory and partially noncontributory, with equal contributions from the government and the employee. These benefits are provided in a lump amount upon retirement rather than on a monthly basis. All contributors to the insurance systems are involved. These programmes may be required or optional. The Government of India has offered insurance and provident fund programmes to its workers from April 1950. Those who had more than 10 years of service were initially supposed to be compelled to join the programme. However, people with fewer than 10 years of service had the choice of being or not being subject to this system. All confirmed workers are now obliged to make Provident Fund contributions. Some state governments have also chosen to provide insurance plans to their staff members [5], [6].

### Forms of Retirement System

Retirement plans come in three different flavours: non-contributory, partially and fully contributory. In a non-contributory system, the government agrees to cover all expenses associated with providing retirement benefits. There is no requirement for workers to make financial contributions to the retirement fund. The expense is split 50/50 between the government and the workforce under the partially contributory system. Employee payments are guaranteed by required salary deductions that are added to the government's contributions

in a provident fund. The full expense is covered by the workers under the totally contributory system via deductions from their pay. Every one of these systems has advantages. Numerous individuals find it difficult to accept the first system.

According to them, employees have the same responsibility as those who work for themselves to save money for their future requirements. They support a system that is entirely contributing. On the other hand, other individuals contend that the government ought to bear the whole expense. The government is required to pay for both the wages of its workers as well as their retirement benefits, which need to be regarded as a component of their compensation. From a practical standpoint, it will eliminate the pricey and complex process of taking deductions from wages. Finally, there are many people who see responsibility as a shared obligation and support a partially contributory system, which sits in the centre of the two extreme systems of non-contributory and fully contributory. It is believed that this system won't excessively burden either side and would instill a sense of sacrifice in the workforce. However, with India's life expectancy increasing from thirty to seventy years, the government is struggling to cover the cost of pensions. The old pension plan has been updated as a result. It was made contributory to transfer a portion of the general provident fund to the workers' pension accounts for those hired after January 2002[7], [8].

### **Retirement Age**

The retirement age varies from nation to nation. Generally, a statute established by the legislature sets the retirement age. Sometimes the Constitution sets the retirement age as well. For instance, the Constitution specifies the retirement age for Supreme Court and High Court judges. The Supreme Court Judge is appointed for a six-year term, or until he reaches the age of 65, whichever comes first. The workers' retirement age varies from nation to nation. Between 55 and 60 years old in India, 60 to 65 years old in Britain, and 65 to 70 years old in the United States of America. Due to the climatic factors and the typical life expectancy estimates, retirement varies.

Depending on the climatic conditions and average life expectancy, the retirement age varies from nation to nation. The retirement age for employees in the United States is 65 to 70 years, in the United Kingdom it is 60 to 65 years, and in India it is 55-58 years, later raised to sixty years for the Central Government. The retirement age is generally set by statute, but in some significant cases it may also be set by the Constitution (for example, the retirement age of the judges of the High Courts and Supreme Court and members of the Public Service Commission in India has been fixed by the Constitution). Two opposing perspectives come into play while determining the retirement age. One opinion is that the retirement age should be as high as feasible to ensure that workers get the maximum benefit of their cumulative experience and that pension payments be made for the shortest time possible. This is how a significant portion of public employees feel. The younger components also hold the opinion that the superannuation age shouldn't be increased much since doing so would prevent them from being promoted early and would prevent them from filling open positions should they not be filled by retiring workers beyond a certain age. It is highly praised that the government chooses to rehire retired and superannuated workers instead of raising the retirement age when they are absolutely necessary.

### **General Provident Fund and Incentives**

All temporary government employees after a year of continuous service, all reemployed pensioners (aside from those eligible for admission to the Contributory Provident Fund), and all permanent government employees are eligible to subscribe to the Fund under the General Provident Fund (Central Services) Rules, 1960. A subscriber must make a nomination in the prescribed form when he or she joins the fund, giving one or more people the right to receive the money that may be to his credit there in the event of his death before it becomes payable

or after it has become due but has not yet been paid. A subscriber must contribute to the Fund on a monthly basis, with the exception of when he is suspended. Three months before the date of superannuation, subscriptions to the Provident Fund are terminated. Rates of subscription must not be less than 6% of the subscriber's earnings and cannot exceed the sum of his earnings. With effect from 1.4.2009, the rate of interest on GPF accumulations is 8% compounded yearly. The rate of interest may change in response to government announcements. The Rules permit advances and withdrawals from the Fund for certain uses.

### **Contributory Provident Fund**

Every non-pensionable government employee who works for one of the services under the President's jurisdiction is subject to the Contributory Provident Fund Rules (India), 1962. When a subscriber first joins the Fund, they are required to fill out a nomination form giving one or more people the right to receive any funds that may be to their credit in the Fund in the event of their death before they become payable or after they have become due but have not been paid. When on duty or doing Foreign Service, a Subscriber should make a monthly subscription to the Fund, but not while the Subscriber is suspended. Rates of subscription must not be less than 10% of his salary and must not exceed his salary. The employer's contribution, which is 10%, will be deposited to the subscriber's account at the government-prescribed rate. With effect from 1.4.2009, the rate of interest is 8% yearly compounded. The Rules permit advances and withdrawals from the CPF for certain uses. The General Provident Fund Rules also include a section for the Deposit Linked Insurance Revised Scheme[9], [10].

### **Pension**

Pensions are paid in installments each month. It is granted in appreciation for the government employees' lengthy and deserving service. Government employees get pension payments in three different kinds. They fall into three categories: non-contributory, party-contributory, and fully-contributory. The whole pension sum given to government employees under the non-contributory pension system is covered by the government. The government would pay a portion of the partially contributory pension scheme, and the workers would contribute the remaining portion. The full amount payable as pension after retirement under the totally contributory pension system would be contributed by the government employees throughout their employment. The five types of pensions available to government employees may be generally categorised. Superannuation pension, retirement pension, disability pension, compassionate pension, and mandatory pension are among them.

### **A.R.C. on Retirement Benefits**

After 15 years of service, a government worker may be given the option to resign voluntarily. If they have worked for the government for at least 10 years, such superseded workers should be permitted to retire even sooner on comparable conditions. A temporary employee should be entitled to pension and gratuity on the same scale as permanent government workers if he or she works for the government consistently for 10 years or more. The amount of pension that may be received should be increased from the current 3/8ths to 3/6ths of the average pay from the previous three years of service. The current maximum pension sum should be increased to Rs. 1,000 each month. Receiving a death-cumulative-retirement gratuity ought to be a voluntary benefit. Most of these proposals were approved by the Indian government and several state governments. To the benefit of workers and their families, they have even further increased the Pension benefits. The Government has recently increased the maximum cap on pension benefits for the deceased pensioner's family. After the 5th Pay Commission, retirement benefits for both Central and State government workers were significantly improved due to the significant increases in pay scales for all employee categories. The pay scales were once again increased by the 6th Pay Commission, whose report was published in 2008, with effect from January 1, 2006 (i.e., retroactively). The United States hasn't yet done

the same. According to the 6th Pay Commission's recommendations, pension benefits have also been enhanced. The top gratuity amount has been raised from 3 lakhs to 10 lakhs. The proportion of commuters has likewise gone up. In the case of central government personnel, the percentage of the family pension has also increased. In terms of raising pay scales and pension benefits, the states have followed the centre. Executives and non-unionized supervisors of central public sector businesses would see a significant boost in compensation, which the central government authorised on November 20, 2008, starting in January 2007. Instead of the current pay grades of 27750–31500, the chairman and managing director of a category CPSE would now be eligible for the salary bracket of Rs. 80,000–1.25 lakhs. As opposed to the current Rs. 6550 - 11,350, the proposed basic pay range for the lowest level supervisor would be Rs. 12600 - Rs. 32,500.

The Union Government announced the modification of university and college teachers' payscales on December 16, 2008. The centre will cover 80% of the extra costs that the states would have to pay as a result of the wage modification. The compensation rates enhance morale and are quite appealing. The Union Government established a separate pay commission on January 1, 2009, to address the complaints of the armed services about inconsistencies in pay systems.

The government has raised the pay scales for Lt. Colonels in the Army and their counterparts in the Air Force and Navy. As a result of the 6th Pay Commission's decision, which was implemented in September 2008, they are currently in Pay Band 4.

It is clear that, for the most part, efforts have been made to protect the interests of all employment types. Let's hope that wage increases and improved job prospects contribute to the elimination of employee corruption and raise the standard of work in government agencies[11], [12].

## CONCLUSION

As we've previously said, following retirement, government employees earn several thousand rupees even if the government hasn't gotten any comparable service from them. In order to entice capable individuals to the government service, retirement perks have been made available. Every nation in the world has a retirement system in place and offers government employees retirement benefits. Edmund Burke once said. He defended the existence of a pension system by stating that "no man knows what infinite mischief he may do his country through all generations when he cuts off the incitements to a virtuous ambition and the just rewards of the public service." As a result, public employees in every nation have retirement plans in place.

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## CHAPTER 9

### EXPLORING THE IMPORTANCE OF EMPLOYEE RIGHTS

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#### ABSTRACT:

The majority of civil officials are citizens. They have a few rights. Certain basic rights in India are protected by the constitution. The ability to create associations is one of the basic rights granted to people. The government employees really need this right. If government employees have specific issues, and if they each individually represent those issues, the government cannot address those issues. If government employees advocate their issues via an organisation, their issues will not only be taken into consideration by the government but will also be less expensive for the employees to represent and solve. Given that the right to association is a fundamental right guaranteed to citizens and that government employees are essentially citizens, the right to association should be granted to government employees. In fact, this right has already been granted to government employees of various courts around the world. The right to organise an organisation is granted to all government employees in India, with the exception of those performing critical tasks.

#### KEYWORDS:

Constitution, Government Employees, Employee Right.

#### INTRODUCTION

The Constitution ensures that people have a number of essential rights. These rights are broken down into the rights to equality, freedom, protection from exploitation, freedom of religion, access to culture and education, and constitutional remedies.

#### Right to Equality

The phrase "Right to equality" doesn't need to be defined since it already conveys what it means and is one of our basic rights. One of the essential rights recognised by Indian law's Article 14 is the right to equality. It protects everyone's right to equality before the law and equal protection under the law; this right extends to both Indian citizens and non-citizens. According to Article 14, nobody is above the law. In the perspective of the law, everyone is equal. No one should be denied equality before the law by the State. This indicates that everyone who resides on Indian territory has the same legal rights. Discrimination based on race, religion, caste, sex, or place of birth is not permitted. It implies that there won't be any class-based discrimination and that everyone would be treated equally [1], [2].

#### Right to Freedom

The freedom provisions are included in paragraphs 19, 20, 21A, and 22. According to Article 19, each and every citizen of the nation is entitled to the following six freedoms. They are the right to free speech and expression, the right to congregate, the right to organise organisations, unions, or cooperative societies, the right to migrate freely, the right to live and work anywhere, and the right to engage in any profession or business. Everyone has the right to free speech and expression. However, the State may impose limitations on this freedom in order to protect the sovereignty and integrity of the nation, its security, its friendly relations with other nations, its public order, or in cases of judicial contempt, defamation, or encouragement to commit an offence. Everyone is allowed to come together in peace without



using force. However, the State has the right to impose limitations when doing so would preserve national sovereignty and integrity. For the sake of morality, public order, national sovereignty, and territorial integrity, the State has the right to impose limitations on this freedom. A citizen of India enjoys the right to unrestricted movement across the country. However, the government may only place limitations on this right when doing so would benefit the broader populace. India's citizens are free to live anywhere in the nation. The State may impose certain limitations, nevertheless, in the benefit of the general public or for the preservation of the scheduled tribes. As long as it's not risky or unethical, anybody may own a company or work in any field. Before engaging in any career or trade, one must furthermore get professional or technical credentials[3], [4].

## **DISCUSSION**

The Indian Constitution's Articles 23 and 24 protect people's rights against exploitation. If some persons are left vulnerable to exploitation by others, the right to personal liberty is never really valid. The constitution's Articles 23 and 24 are intended to stop males from taking advantage of other men. Therefore, the rights guaranteed by these two articles might be seen as complementing the personal freedoms protected by Articles 19 and 21 of the constitution. The Indian Constitution's Article 23 states the following. Human trafficking, begging, and related other types of forced labour are forbidden, and anybody found in violation of this rule will be prosecuted according to the law. Nothing in this article prohibits the state from requiring mandatory service for public reasons, and while doing so, the state is prohibited from discriminating only on the basis of race, religion, caste, or class. Every culture has taken advantage of the weaker since the start of civilisation. The most common and perhaps cruellest kind of human exploitation was slavery. The ban against slavery is not stated expressly in our constitution. Exploitation of any kind is prohibited. Thus, it is unlawful for the landowner to demand free labour from landless workers. Equally unlawful is pushing defenceless women into prostitution. Everything one does must be voluntarily, according to the constitution. A man's actions shouldn't be motivated by any kind of compulsion. As a result, Article 23 has a very broad reach. However, the government may request that its people serve in the military to defend the nation. As a result, conscription is constitutional.

The state, however, is not permitted to discriminate on the basis of race, sex, caste, or religion when requiring citizens to do national duty. Article 24 prohibits using children as labourers in industries or dangerous jobs. No kid under the age of fourteen may be hired to work in a factory, mine, or in any other dangerous occupation, according to the article. Children are often compelled to work to support themselves in a world where poverty is pervasive. Employers often discover that using juvenile labour at a reduced rate is less expensive. However, these youngsters are not given opportunity for growth. Therefore, using children as labourers is a sort of human trafficking. Therefore, it is rightfully prohibited. However, until the economic circumstances of the society's lower segments are generally improved, child labour use cannot be successfully curbed. Even now, this constitutional clause is still a sincere aspiration.

### **Right to Freedom of Religion**

Additionally, you are free to practise the religion of your choosing under the laws of these nations. Each and every person in India has a right to religious freedom under Articles 25 to 28 of the Indian Constitution. He or she is free to follow their own faith without upsetting others. As previously mentioned, the paragraphs 25–28 of Part 3 of the Indian Constitution provide people this right. Therefore, the Supreme Court of India has described this right that is granted to everyone. Additionally, it claims that being secular is independent of one's religious beliefs and may be either pro- or anti-God. Therefore, this right does away with God from state affairs and ensures that everyone is treated equally regardless of their faith or

caste. In India, several cultures have been practised for a very long time. There are several castes and faiths in India. Many individuals have come to this place, practised their own faith, and fostered it.

Therefore, in a nation like India, the freedom of religion is more significant. Additionally, there are certain limitations placed on this privilege, which is quite essential. This covers the remaining sections of Part 3 of the Constitution as well as anything pertaining to social welfare, social reform, or public morals[5], [6].

### **Cultural and Educational Rights**

All segments of society are given rights via cultural and educational freedom, and their culture, script, and language are preserved. Indian culture conjures up images of a diverse society in our thoughts. Our Constitution holds that variety is our strength in a society with as much diversity as there is. The ability of minorities to preserve their culture is thus one of their basic rights. Groups who share a similar language or religion and reside in a certain region of the nation are considered minorities. These groups have the right to protect and develop their unique culture, language, and script. Any minority, regardless of religion or language, is allowed to establish their own educational institutions. They are able to build and sustain their own culture in this manner. Democracy is, as we all know, the rule of the majority. Minorities, on the other hand, are crucial for its effective operation. Thus, it becomes crucial to maintain the languages, cultures, and religions of minorities. This is necessary in order to prevent minority from feeling undervalued or ignored as a result of majority rule. Despite the pride that individuals have in their own languages and cultures, our constitution grants a particular privilege known as the Cultural and Educational privilege. There are two key clauses in Articles 29 and 30. They are the right of minorities to establish and run educational institutions as well as the protection of their interests.

The 86th Constitutional Amendment included a new Article 21A under Fundamental Rights in 2002, which includes the Right to Education. There has long been a demand for all children between the ages of 6 and 14 to be able to claim free and compulsory education as a Fundamental Right. It is a crucial step towards eliminating illiteracy from the nation. But until 2009, when the Parliament enacted the Right to Education Act, 2009, it was impossible to put into effect, rendering this addendum worthless. This Act intends to enforce the requirement that every Indian kid between the ages of 6 and 14 who is not enrolled in school attends one. He or she has the right to a good education. Every kid between the ages of 6 and 14 now has the basic right to an education thanks to this Act. Thus, the statute establishes minimal standards for primary schools. All schools are required to reserve 25% of their seats for underprivileged students. Later, the money is returned by the government. It prohibits all unrecognised schools from operating, creates provisions for no contribution or capitation fees, and forbids parents or children from being interviewed for admittance. Additionally, until primary school is completed, no kid may be held back, expelled, or compelled to pass a board test[7], [8].

### **Right to Constitutional Remedies**

In India, a person has the legal right to file a case with the Supreme Court to have their basic rights upheld. The Supreme Court's Article 32 and the High Court's Article 226 both include this privilege. The Right to Constitutional Remedies is what it is called. The Supreme Court and the High Court are each granted the authority to enshrine the basic rights under this right. Furthermore, municipal courts have the authority to grant rights extensions. However, there is one activity covered by military law the court-martial that is immune from this privilege. Armed service members may not be able to exercise some of these rights. Additionally, basic rights other than those that protect against conviction and those that protect life and individual liberty may be suspended. Guaranteed liberties are automatically suspended in

times of emergency. Regarding public employment and services, restrictions are put in place or reservations are made regarding a number of rights.

### **Personal Rights**

The rights to life and liberty, equality before the law and equal protection of the law (Articles 14 and 25–28), the freedom of religion (Articles 25–28), the right to private property, and the freedom to practise any profession or to engage in any employment, trade, or business are a few examples of personal rights. According to the right to life and liberty, a person's private life is a matter of his conscience, whose freedom is protected by all governments. All people are protected from harm under Article 21 of the Indian Constitution. It also offers the flexibility to move about. According to Article 14, the state is prohibited from discriminating against its inhabitants on the basis of religion, race, caste, sex, or place of birth. As "Socially and Educationally Backward Classes of Citizens," women, children, backward castes, scheduled castes, and scheduled tribes are all protected from discrimination and reservations under Article 15 in the areas of work and education. All people enjoy the freedom of conscience and the right to profess, practise, and promote religion within the terms of the right to freedom of religion.

Each individual has the right to own, possess, and dispose of property. Individuals are permitted to engage in any profession or conduct any employment, trade, or business under the right to practise. All of these rights are guaranteed by the Constitution to individuals, but in the case of public employees, the state controls their private life since it might jeopardise their reputation, integrity, and public office. Therefore, the governments mandated and controlled the needed conduct from the public workers via Civil Servants Conduct Rules and Codes. Contractual agreements underpin the government's relationship with its public personnel. Any violation of the contract, conduct guidelines, or code of conduct results in various forms of discipline, including expulsion from service. However, the implementation of these limitations does not renounce or infringe upon their basic rights.

### **Right to Political Activity**

The constitutional theory of governance governs a democratic government's right for its citizens to engage in political activity. One of the fundamental requirements for the functioning of a democratic administration has been the political neutrality of public officials. According to the conduct rules in India, government employees are not permitted to state how they intend to vote or have already voted. They are not allowed to campaign or utilise their clout in any election for a municipal or state legislature. Government employees are not required to attend any political party-sponsored election gatherings unless they are there in an official capacity. They are ineligible to run for office in the state legislature or in the parliament. They can't run for office without resigning first. As a result, government officials in India are prohibited from participating in politics. They are not allowed to support, subscribe to, or participate in any political movement or activity, much alone join any political party. With certain exceptions, the freedom of government officials to engage in political activity is restricted in many democracies. They are only able to exercise their right to vote. The limitations placed on the freedom to engage in political activity will only serve to highlight the characteristics of democratic governance and the anticipated role of public servants in it. It is a stage in the government's evolutionary process.

### **Life Tenure**

Because of its life tenure and status, public service is more alluring. However, the sovereign employer has the right to terminate or dismiss any employee's employment without providing a justification for doing so. Now, "during the good behaviour" has replaced the original premise of "during the pleasure of the government." Therefore, this rule is only used in

instances of "misconduct," "gross negligence," or "incompetence." Otherwise, regardless of changes in administrations, the civil service as a whole will continue to exist. As a result, service continuity under various government regulations is guaranteed. According to the regulations that are periodically mandated, government officials are also entitled to a number of benefits, amenities, allowances, advances, and promotions. Except by amending the current Laws and Rules, the government cannot change the terms of their employment to the detriment of the workers.

### **Rights and Privileges**

Although the government may terminate the employment of any government employee at any time, most government workers keep their positions for the duration of their good conduct, and Executive Rules and Administrative Orders control their terms of employment. Such Rules and Orders are published pursuant to the Constitution's clauses. The public service commission must at times be consulted by the government for advice. Therefore, without constitutional power, governments are unable to enact new laws or amend existing ones. Additionally, the government must lay these rules and regulations on the table for the legislature's approval. Therefore, the rights and advantages granted by the constitution are enjoyed by government officials. Without altering the current regulations, the executive government cannot control the public workers[9], [10].

### **Right to Associate with the Outside Trade Unions**

For a variety of reasons, Government employee groups are not permitted to affiliate with outside trade unions. White-collar individuals make up the Government Employees Association whereas labourers make up the trade unions. In contrast to labour unions, which utilise aggressive means of achieving their goals, government employee groups use persuasive means of doing so. Associates of government employees do not have access to collective bargaining rights, despite trade unions having access to these rights. The government employee's association is not entitled to strike, although trade unions have been granted a limited version of this ability. Since trade unions and organisations for government employees often have different goals and organisational structures, these groups are generally prohibited from joining forces with other trade unions.

### **The Right to Strike**

Although this privilege has been partially extended to trade unions, it has not been extended to the associations of government employees since, if granted, it would have an impact on the organisation of the public sector. Government workers' issues won't be resolved until they go on strike via their union. Unfortunately, government workers are not granted the right to strike, and as a result, those who participate in strikes face consequences. Government employees wouldn't need to form groups or go on strike, both of which are prohibited activities in the majority of the world's nations, if there were a system in place to handle their concerns. In England, government workers are permitted to establish Whitley Councils to address their issues. Let's have a quick discussion on the Whitley Council's membership, authority, and role in helping to resolve the issue of government employees[11], [12].

## **CONCLUSION**

The majority of government employees are citizens. They face several issues. Their issues need to be resolved if they are to carry out their duties efficiently. The ability to organise an organisation has been granted to government employees in order to resolve their issues. Even when their issues are brought up with the government via the associations, they are not resolved. They must thus go on strike to solve their issues. No employee of a public utility service may strike in violation of a contract unless written notice of the strike has been given to the employer within six weeks prior to the strike, within fourteen days of the notice, prior

to the expiration of the strike date specified in any such notice as aforesaid, or during the pendency of any conciliation proceeding before a conciliation officer and seven days after the conclusion of such proceeding. With the passage of this law, it is made abundantly obvious that the courts considered the right to strike to be a legitimate one. The legality of the "strike," not the right to strike, was the issue with which the courts have usually interacted. A worker's right to strike is essential since it is entwined with their very means of support. It is practical for the judiciary, or at the very least the apex j

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## CHAPTER 10

### EMERGENCE OF JOINT CONSULTATIVE MACHINERY AND COMPULSORY ARBITRATION SCHEME

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#### **ABSTRACT:**

As was previously noted, government employees are essentially citizens. They face several issues. Their issues need to be resolved if they are to carry out their responsibilities effectively. The ability to organise an organisation has been granted to government employees in order to address their issues. Even when their issues are brought up in front of the government by the association, they are not resolved. They must thus strike in order to fix the issues. Whitley Councils were established in Britain to address the issues facing government employees. The issues facing government workers were resolved once the Whitley Councils were established, therefore there was no need for a walkout by the workforce. Whitley Council was suggested by A.D. Gorwala and Paul H. Appleby as a tool to address the issues facing government employees. Each Department's Staff Councils were established based on their recommendations

#### **KEYWORDS:**

Arbitration, Emergence, Joint Consultative, Machinery.

#### **INTRODUCTION**

The understanding of the reality that people at work like to be regarded as human beings has shaped the history of employee relations in the public service. One of the key elements that contributed to the workers' problems being settled peacefully, democratically, and on a regular basis was the acknowledgement of human dignity. Early employer-employee relationships in the public sector followed a typical pattern, in which workers were expected to have unwavering loyalty to the State. As a result, the government unilaterally decided the terms of the workers' employment without consulting them. Because to successful labour organisation and militant measures, the working class in the private sector was able to gain advantages in terms of pay and working conditions. Government employee associations were convinced as a result that only they could assure an improvement in their working circumstances by coordinated action and collective, unified effort. As a result, government workers began to strike and put pressure on the administration to engage in sincere negotiations with its workers.

They urged that the State serve as an example of an employer that fosters positive employer-employee relationships. Without the active collaboration and involvement of the workforce, modern democratic governments with extensive administrative organisations dedicated to the all-around development of society cannot carry out their objectives and plans. Therefore, good employee relations are essential for administrative effectiveness, and governments cannot preserve good relations without a successful system of negotiation and consultation. Because of this, the guiding principles of democratic governance must be regularly included into the civil service employee relations policies and programmes. It was understood that preventing government employee strikes would need appropriate frameworks for collaborative consultation, collective bargaining processes, and ways of conflict resolution via mandatory arbitration. As a result, the formation of a mechanism for handling grievances and resolving



conflicts was seen as the "crucial halfway house" between the state acting as employer unilaterally imposing terms of service on the public workforce and deadlocks and strikes on the other. It was believed that representatives of the employer and workers could discuss any issues pertaining to wages, work hours, and service conditions. Thus, the sharing of information and consideration of proposals for enhancing safety, security, health, and welfare as well as increasing productivity efficiency are often the topics of discussion in joint consultative groups.

The outcomes of these conversations are often suggestions to the government that frame the ultimate choice. Joint consultation focuses mostly on informal methods and collaboration based on shared interests and good faith in order to enhance workers' working conditions and boost administrative effectiveness. Such a partnership has the straightforward goal of promoting and facilitating the peaceful settlement of disparate interests. The relative ability of the parties involved to come to an agreement affects the result of such a procedure. It is the dynamic of power between the employer and the workforce. The importance of joint consultation in civil service employee relations, the development of the joint consultative machinery, the role of joint consultative councils and the Board of Arbitration, and suggestions for reform will all be covered in this unit [1], [2].

### DISCUSSION

It was the 'Whitleyism' eradication in the British Civil Service in 1919. Many nations have praised staff relations as the cutting-edge approach to human connections. With certain adjustments, several British Commonwealth nations have adopted the Whitley method, which entails official and informal talks and negotiations that result in agreement or arbitration. The Whitley council technique is used to preserve employee relations in the British Civil Service. Independent of the department to which they are assigned, the public Service National Whitley Council is in charge of joint consultation on terms of service affecting all public workers. Within respective departments, the Departmental Whitley Councils are in charge of personnel issues. Local Whitley Committees talk about issues impacting the day-to-day issues and working conditions in the area.

For over three decades, the Indian government and labour unions have battled to establish employee relations that follow the model set by Whitley Councils in the United Kingdom. It was originally brought up in 1928 and then again in 1942. In 1931, the Royal Commission on Labour suggested creating joint standing machinery for the railroads. Despite the Labour Department's supportive stance, the Home Department did not approve the recommendations. In order to learn more about "The machinery for negotiating and setting the questions relating to conditions of service which may arise out of differences between government and its employees," the government sent the issue to the Central (First Pay) Commission in 1946. The construction of joint councils for workers, except those in Class I, along the lines of Whitley machinery, was recommended by the Commission in 1947. The Commission also suggested using ad hoc courts similar to the Civil Services Arbitration Board in the United Kingdom for Class I and Class III services. However, since they were protected by the Industrial Disputes Act of 1947, the Railways and the P&T were not included in this Scheme.

Despite the government's decision to create the Whitley programme in 1952, it wasn't until 1954 that all Indian government ministries were instructed to create staff councils. The Ministry of Defence, P&T, and the Railways were not included in the concept, however. These departments' staff members were regarded as industrial workers. Staff relationships developed independently in these departments. In 1949, Monthly Meetings were launched in P&T, Permanent Negotiating Machinery (PNM) was formed in the Railways sector in 1952, and Joint Negotiating Machinery was developed in the Defence sector in 1954. The Second

Pay Commission (1957) advocated a Whitley style of conflict resolution system for the whole body of Central Government workers, including industrial and non-industrial. The Central Joint Council's special committee handled issues unique to industrial personnel. As an essential addition to the combined machinery for negotiation in terms of salary and allowances, weekly hours of work, and leave, the Commission also advocated mandatory arbitration.

Employees of the Central Government in 1960 went on strike for five days, from July 11 to July 16. One of their requests was the formation of Joint Consultative Machinery (J.C.M.). The government made the decision to create the Joint Consultative Machinery and put up a plan right away. As a result, a three-tier system was suggested as an addition to the current arrangements, with combined consultation at the Central, Departmental, and Regional levels. The P&T Department, the Civil Aviation Department, and the Ministry of Defence were all included in the scheme's coverage of Central Government civil personnel. The Scheme suggested an arbitration panel with a modest mandatory arbitration clause. In order to put the planned Joint Consultative Machinery into law and forbid government workers from going on strike, the administration submitted two legislation in 1960–1961. The employee associations defended themselves against the government's suggestions, refused to give up the right to strike, and excluded outsiders from their groups.

Following consultations with the employee organisation, the Indian government agreed in 1963 to implement a plan for joint consultative machinery and mandatory arbitration. The employee associations voiced misgivings and opposed some of the government's recommendations on a number of components of the programme. The goal of the administration was to unite all of the workers, especially those in the industrial sector. As a result, there were several conversations held over the course of three years at all levels. All questions were answered, and everyone agreed that the project should be given a fair chance to succeed. As a result, on October 28, 1966, the Joint Consultative Machinery and Compulsory Arbitration Scheme for Central Government Employees were established. The launch of the Scheme of Joint Consultative Machinery was seen as the "opening of a new chapter" and the beginning of a new age of more productive collaboration in the interaction between governments and their workers[3], [4].

### **The Salient Features of Joint Consultative Machinery Scheme**

The Plan was created "with the objective of promoting harmonious relations and securing the greatest possible cooperation between the government and its employees in matters of common concern, and with the further object of increasing the efficiency of the public service combined with the well-being of those employed." It is a volunteer programme. A Declaration of Joint Intent must be signed by the government, the employee unions and organisations, and any other parties involved in the programme. As a result, in order to achieve agreements, both parties (the government and the staff organisations and unions) committed to open and honest conversations on all issues in the Joint Councils. The Scheme's covering of both industrial and non-industrial aspects of the government is its distinguishing characteristic. It varies from the Whitley System in this aspect, which solely addresses non-industrial civil service. Another distinction is that "the class I, class II services, employees of industrial establishments and the union territories and police personnel" are not covered by the Joint Consultative Machinery Scheme. Another distinction is that the Joint Consultative Machinery Scheme does not explicitly state the fundamental goal of the Whitley System, which is to provide machinery for handling grievances and to bring together the experience and viewpoints of representatives of various classes and grades of civil service.

A three-tiered framework and Joint Councils at the national, departmental, and regional office levels are provided by the Joint Consultative Machinery. The Joint Consultative Machinery

Scheme is a bi-partite organisation made up of government officials (official side) and employee organisation representatives (staff side). The government nominates candidates for the official side, while various organisations, unions, and federations that the government recognises are given seats on the employee side. The Scheme basically includes around 3 million regular class III and IV civil employees of the Central Government, including industrial workers in departments-run enterprises like the Railways and workshops and manufacturing facilities of several ministries. Although the Whitley System in the United Kingdom served as the inspiration for the Indian Joint Consultative Machinery Scheme, the Indian Scheme was unable to incorporate the ethos and extensive experience of the Whitley System into its design. Instead of being a two-party participatory agency, it is more of a joint consultative mechanism[5], [6].

### **Organization of the Whitley Councils**

At the national departmental and district office levels, there are 88 and Whitley Council. The management side made up half of the Whitley Council members, while the employee side made up the other half. The Vice Chairman represented the workforce, while the Chairman represented the management. The number of personnel at the National Departmental and District Office levels was used to determine the Whitley Council's size. To the concerned Whitley council if there were issues. The Whitley Council would evaluate the staff members' issues and provide suggestions. The Government quickly implemented these suggestions. As a consequence, the issues facing government workers were resolved, preventing the need for a walkout.

### **Staff Councils**

Paul Appleby and A.D. Gorwala suggested having Whitley Council-style equipment in each Department. In each Department, Staff Councils were established based on their suggestions. The Staff Council included members from both the officers' and employees' sides, with each side represented by half of the members. Only a small number of powers were granted to these Staff Councils. They were to provide recommendations on ways to increase the effectiveness of the government organisation, the relationships between officials and workers, and the circumstances of their employment. Within their restricted authority, the Staff Councils offered a lot of recommendations. But the government did not implement their advice. The government employees' concerns were not resolved as a consequence, and they had to go on strike to get them resolved.

To ensure the highest level of collaboration between the government and its workers, each Ministry was mandated to create two distinct Staff Councils, one for staff other than Class IV employees and another for Class IV personnel. Staff councils served as advisory groups. Other than Class IV employees, the Staff Councils were composed of a Chairman who was the Secretary or Joint Secretary of the Ministry, nominated by the Ministry; Government representatives were nominated by the Ministry from among its officers who were not below the rank of Under Secretary; and the staff was represented by one member for every 20 members employed in the Ministry in the grades of Section Officer, Assistant, Stenographer, and Clerk, elected from among the members of the Ministry. Class IV employees were represented by one representative for every 20 members from the groups consisting of Record Sorters, Jamadars, Peons, Farrashers, Chowkidars, and Sweepers. The Ministry nominated a Deputy Secretary of the Ministry to act as the Committee's Chairman. The Ministry nominates its representatives on the Committee not below the rank of an Assistant. They were chosen for a one-year term from among the employees of each grade level in the Ministry; the Secretary was chosen for the same time period by the Chairman from among the Staff representatives. At least once every three months, both Committees were required to convene. A meeting required a quorum of one-third of the staff members

represented. The agendas for the meetings were discussed at the sessions. The decisions were documented and sent to the relevant Ministry for further action [7], [8].

### **Functioning of Staff Councils**

A Subcommittee was established by the Cabinet in 1957 to examine how Staff Councils were run. On the basis of the Sub-committee's recommendations, some directives were issued to all Ministries, instructing them to rename the Staff Councils as Staff Councils, dispose of any references originating from the Staff Councils by the Housekeeping Ministries as quickly as possible, refer any outstanding issues to a Coordinating Committee made up of representatives from the Ministries of Home Affairs, Finance, Works, Housing, and Supply, and consider the possibility of giving the administrative Ministries more authority. Without altering its charter, purposes, or operating procedures, the Staff Councils were renamed Staff Councils in accordance with the recommendations of the Cabinet subcommittee. For the purpose of resolving issues that were not addressed in the Staff Councils, a Coordinating Committee made up of members of the relevant ministry and the Ministries of Home Affairs, Finance, Works, Housing, and Supply was established. What issues should be presented before the Coordinating Committee is decided by the Ministry administratively responsible for Staff Councils. Throughout their existence (1955–1999), the Staff Councils issued several recommendations. The majority of them were approved and put into practice by several Ministries. However, they were insignificant things like water coolers, transportation options, leave authorization, workplace attire, cafeteria amenities, dispensaries, first aid kits, etc.

Neither the administrative infrastructure nor the significant employee complaints were addressed. "Due to lack of will on the part of the Government to accept the principles of joint consultation failed as an effective instrument for prevention of the disputes," the Second Pay Commission report said. The Second Pay Commission suggested that "the situation required the establishment of machinery which fully in spirit and substantially in form followed the Whitley Machinery in the United Kingdom" as a result. As a result, the Staff Councils and Councils failed to align with the true Whitley spirit and had "little in common with the Whitley Machinery." Government personnel in India have not shown any particularly notable inclination for joint consultative machinery. On the other hand, when the Staff Councils and Councils were first created, the government did not contact the employee associations.

It was an effort made unilaterally to achieve a bilateral goal. Additionally, the Whitley cause could not be furthered in the absence of an arbitration process to settle the contentious issues. Additionally, since they were advisory bodies, the Staff Councils/Councils' purview and activities were greatly constrained, and the officers' management of them further reduced their usefulness. Similar to the National Whitley Council, there was no Central Joint Staff Council to discuss matters that affected all Ministry workers on a broad and general level. The organised parts of workers stated their lack of trust in the Councils, rejected them, and thought of them as "merely eye-wash" since the Civil Service Unions/Associations were not engaged. Because they lacked Whitley thinking, the top officials were to blame for the Staff Councils' inefficient operation. In order to successfully convey their views, the staff representatives on the Committees/Councils lacked the essential leadership. In reality, they just served as venues for the workers to air their complaints and present them to the government representatives in the workers Councils [9].

### **National Council**

The highest authority is the National Council. With 85 members, it is one of the biggest joint councils. The government proposes the 25-person maximum membership official side. The recognised employee federations, unions, and organisations propose candidates for the staff side. The chairman of the council divides the seats among the federations, unions, and groups. The number of employees employed by each Ministry Department determines how

many seats are distributed among them. The Council's chairman is the cabinet secretary. He serves as the official side's boss and as a liaison between the government and its workers. By a simple majority vote, the staff side elects one of its members to serve as leader for a year. Secretaries are chosen by the official and staff sides from among their representatives. The Chairman is in charge of the council's permanent secretariat, which is present.

The National Council handles issues that affect Central Government employees generally, including minimum pay, dearness allowance, and pay for some common categories like office clerks, peons, and lower-grade workshop workers, as well as issues pertaining to staff categories that are shared by two or more departments but aren't grouped into one departmental council. The issues involving a single department would not be handled by the National Council. The National Council typically meets once every four months, but more often if needed. The Chairman may call a special meeting on his own initiative or at the request of the official or staff side. The official and staff side's combined individual strength makes up one-third of the quorum for a meeting. Two Standing Committees, one for industrial personnel and the other for non-industrial staff, may be established by the National Council to address their respective issues. To expedite the completion of its work, the Council may assign any of its functions to the Standing Committees. In order to investigate and provide reports on any issues coming within its purview, the Council and the Committees may additionally establish Sub-committees from among their respective memberships.

A subject that has been resolved by the council cannot be brought up again for a year unless the chairman approves it for a unique circumstance. The council should decide on every issue without deferring to the government for a later decision. The effectiveness or ineffectiveness of the National Council's operations heavily influences the success or failure of the Joint Consultative Machinery Schemes. Because it is intended that the National Council would serve as a mechanism for resolving complaints at the national level about issues that impact all Central Government workers. By the end of 1988, it has hosted 25 sessions since its founding in 1966. Even though it had significant setbacks, during the course of its 22-year life, it was able to endure all the challenges. In the early years, the council struggled to come to certain agreements, and in September 1968, workers staged a symbolic day-long walkout to protest the government's unhelpful approach. Many employee groups were de-recognized for a few years as a result of the strike. As a result, the National Council was unable to convene in its whole. To take the Third Pay Commission's recommendations into consideration, the Council and its Committees were very busy from 1974 to 1976. Even though the National Council was unable to accomplish all of its goals, it served as an efficient mechanism for resolving employee complaints and decreasing tensions with the government. The National Council, however, is here to stay and has established itself as a mechanism of mutual consultation and collaboration.

### **Departmental Councils**

The Joint Consultative Machinery Scheme establishes a Departmental Council for each Department, with responsibility for all issues pertaining to working conditions, employee welfare, increasing productivity, and raising the quality of work. However, consultation is restricted to issues of broad principles only when it comes to hiring, promotion, and punishment. Individual circumstances are not taken into account. The Councils deal with issues affecting staff members working for a Ministry/Department as well as the department's connected and subordinate offices. The Joint Consultative Machinery Scheme mandates that 21 Departmental Councils be established across multiple departments. Only 14 Departmental Councils were established up to 1974. Due to a lack of recognised unions or organisations, it was difficult to establish Departmental Councils in the beginning.



The Departmental Council is presided over by the Secretary of the Ministry, who represents the official perspective. The government or the department head nominates the official side. Ten people make up the official side's strength. The meeting's chairman may seek the opinions of experts and involuntary observers. For a three-year term on the employee side, the Associations/Unions recognised by the Department choose their representatives. One of the staff members is chosen to serve as the side's leader for a year. Under the chairman's direction, the council has a permanent secretariat.

Depending on the number of grades and services in the department as well as the overall number of workers, the staff side membership ranges from twenty to thirty. The Departmental Councils typically convene as required, but at least once every three to four months. One-third of the combined strength of the official and staff sides constitutes the quorum. Ad hoc committees may be appointed by the Councils. Regional/Office Councils Where practicable, the Joint Consultative Machinery Scheme allows departments to establish Regional/office Councils. The Councils exclusively address local or regional issues. The number of employees in a region or office determines the size of a regional or office council. The Chairman of the Council is the region's or office's head. Both the constitution and the number of councils are not addressed in the Joint Consultative Machinery Scheme. Since the Departmental authorities have certain reservations, not much progress has been made in the formation of the councils. The topics that will be covered are only those that are within the purview of the Joint Secretary (Administration) of a Ministry or Department, such as changes to working hours, how tasks are distributed, where employees are housed and catered to, and what they are expected to do on holidays.

The Office Council has a maximum of five official members and a maximum of eight staff members. The Chairman of the Council is the Joint Secretary (Administration), while the Secretary of the official side is the Under-Secretary (Welfare). The recognised staff associations make nominations on behalf of the employee side. The staff side elects a leader to serve for a year, and from among its members, it chooses a Secretary. At least once every two months, the office council meets. A total of 113 people from each party make up the quorum. It may form committees to investigate and report. If the council is unable to resolve a matter, it may be taken before the relevant Departmental Council. At the level of the office council, arbitration is not an option when two parties disagree. The establishment of regional/office councils is crucial for achieving all of the goals of the Joint Consultative Machinery Scheme. Because they serve as training grounds for the staff and official side representatives and as the foundation of the Joint Consultative Machinery Scheme. However, due to a lack of staff organisation and a supportive attitude among local authorities, not much progress is made in forming these councils.

### CONCLUSION.

Because the Staff Councils had limited authority and the Government did not implement its recommendations, the concerns of the Government workers were not resolved, and they were forced to go on strike to resolve them. To address the issues of the government employees, the Indian government established three-tier apparatus comparable to Whitley Councils in the 1960s. Additionally, the three-tiered apparatus lacked the same level of authority as the Whitley councils. The government employees had to go on strike as a consequence to resolve their issues. The government employees are not allowed to strike under the terms of the Indian Constitution or the legislation enacted by the legislatures. If the issues facing government employees must be resolved without a strike, the three-tier machinery should be given sufficient authority comparable to that of the Whitley Councils, and its recommendations should be implemented so that neither a strike nor the right to form an association are required of government employees.



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## CHAPTER 11

### BRIEF DISCUSSION ON CORRUPTION AND INTEGRITY

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#### ABSTRACT:

In general, corruption is the willful and intentional exploitation of one's position, status, or resources for personal gain, whether it be financial gain or an increase in power, prestige, or influence, beyond what is allowed or sanctioned by generally accepted norms, to the detriment of the interests of other people or the community as a whole. Any person who is or expects to be a public servant accepts, agrees to accept, or attempts to obtain from another person for themselves or for another person any gratification whatsoever other than legal remuneration as a motive or reward for performing or refraining from performing any official act or for showing or attempting to show favour to Parliament or the Legislature of any State in the course of their official duties is considered corrupt under the Indian Penal Code.

#### KEYWORDS:

Corruption, Financial, Intentional Exploitation, Integrity.

#### INTRODUCTION

Under the headings "historical causes," "economic causes," "sociological causes," "procedural causes," "environmental causes," "lack of civic consciousness," "political causes," "non-cooperation of commercial classes," "safeguards for public services," and "security of tenure," the causes of corruption are discussed below. All of Asia's emerging democracies still suffer from corruption, which dates back to colonial times. The former rulers felt that all of the highest jobs should be reserved for their own citizens, while lower ones should go to the citizens of the subjects. Naturally, the latter acquired a propensity to take advantage of others in order for them to live more comfortably and happy lives similar to their superiors, whose manner of life made them envy. Due to shortages brought on by World War II, corruption and bribery developed across all levels of the public service. Following their declaration of independence, the national governments of these nations vowed to accelerate economic growth. Thus, the need for restrictions, licences, and quotas developed. The doors to black marketing were opened. Black money started being dishonestly shown to influence government authorities. As a result, widespread corruption on a huge scale became the norm [1], [2].

#### Economic Causes

There are economic underpinnings for corruption. The wages given to government employees were either insufficient or much lower than those of business leaders employed by large corporations. The sometimes-occurring increase in D.A. did nothing to offset the commodities' constantly growing prices. The cost of living has been steadily rising in recent years, which has decreased many people's actual incomes, especially paid workers. As a result, the level of life has declined. An employee who cannot bear to watch as economic standards continue to decline resorts to taking unlawful gratification in order to make ends meet and maintain a quality of life befitting his rank and place in the administrative hierarchy. The severity of the issue has increased in India due to the country's fast population rise. Campaigns for family planning haven't been entirely successful. Because they have no other means of entertainment, low-class workers resort to sex play, which increases the

number of families. This worsens the issue even worse. They are loving parents who do not want to see their kids suffer from hunger, extreme poverty, or utter helplessness. So they are likely to get contaminated. The crooked people who hoard black money are always willing to pay 'speed money' to do tasks quickly. Possession of increasing sums of unexplained money by a variety of people, including those from the industrial and commercial sectors, is a serious obstacle to the cleansing of public life, as the Santhanam Committee correctly observed.

### **Sociological Causes**

The roots of corruption may be seen in our materialistic culture, which values possessions above character when determining an individual's grandeur and the nobility of their family. Wealth accumulation has turned into a must for existing. People delight in accumulating riches without giving any thought to the methods they use. Even Gods and God's men are appeased by greedy humans in order to achieve their worldly objectives, such as winning sports, winning the lottery, being exonerated in court, passing exams, or engaging in heinous crimes like dacoity or robbery, etc. Why shouldn't the corrupt civil services gain money when corruption is rampant if there is an inclination to bribe the gods? Greasing the palms of the dishonest workers is the greatest technique to complete one's task or to hasten the disposal of a file pertaining to the lengthy labour. This helps him to maintain a benchmark in today's world when ostentatious attire and external appearance matter [3], [4].

### **DISCUSSION**

The erosion of integrity is the major cause of corruption in the civil service. The use of the resources and authorities given to the public sector effectively, honestly, and for public objectives is referred to as public integrity, or integrity of the public sector. Transparency, accountability, efficiency, and competency are further linked ethical norms that the public sector is supposed to respect. The United Nations Staff Regulations state that employees of the organisation must "uphold the highest standards of efficiency, competence, and integrity," which are defined as including but not limited to probity, impartiality, fairness, honesty, and truthfulness in all matters affecting their work and status. The phrase "consistent alignment and adherence to shared ethical values, principles and norms for upholding and prioritising the public interest over private interests in the public sector" is another way to describe the notion of public integrity.

The advancement of the common good and the maintenance of public institutions' legitimacy depend on public integrity. Articles 7 and 8 of the United Nations Convention against Corruption (UNCAC) recognise it as the antithesis of corruption. However, improving integrity in the public sector is a difficult task that calls for more than just mandating that employees keep their ethical standards on a personal and professional level. Without an ethical organisational culture and an effective integrity management system, public servants may run against barriers that, despite their best efforts, will prohibit them from operating with integrity on an individual level.

The topics of personal and professional norms of integrity and ethics, which are relevant at the individual level, are thoroughly explored in Integrity and Ethics. In contrast, the current Module concentrates on the strategies for enhancing morality and ethics at the organisational level in the public sector. It amounts to a systemic approach that combines measures for promoting ethics at the individual level with organisational measures like audits, complaint mechanisms, hotlines, disciplinary bodies and proceedings, rules and procedures aimed at reducing opportunities for unethical behaviour, and incentives for enticing people to speak out against unethical behaviour. Such an organisational perspective is not entirely divorced from the individual level standards.

In light of this, organisational views on public honesty are examined. It addresses the idea of integrity management in this setting, along with the use of codes of conduct and other strategies for fostering ethics inside public organisations. Its main takeaway is that a holistic strategy combining compliance-based and value-based components is necessary to sustain integrity and ethics in public organisations. It then examines public integrity management and some of the important tools for promoting public integrity to place the subject within the larger framework of public service, including an overview of public service aims, values, and duties[5], [6].

### **Lack of Civic Consciousness**

The majority of people in emerging democracies lack literacy. Because of this, they lack civic awareness and do not clamour for the resolution of their complaints. The more educated governmental services unfairly profit on the overall apathy, ignorance, and indifference of the ordinary people. They engage in criminal activity without worrying about backlash from the public or widespread condemnation. In emerging democracies like India, the people is eager to defend such officials who are a sore spot for the administration. Only when they will personally be impacted by an official's behaviour do they become worried. The Railway Corruption Enquiry Committee correctly noted that people of a free nation have the right nay, the duty to urge that public employees do their duties in a proper manner for which they are compensated with funds from the general fund. However, citizens themselves must be watchful and insist on their rights. Additionally, they must be willing to pay the price for their tenacity, even if it means suffering a little loss or inconvenience. Therefore, it is essential to mobilise the public and make a concerted effort to prevent the payment of illicit gratification[7], [8].

### **Environmental Causes**

The rapid industrialisation and urbanisation have caused a shift in values. The showy and expensive lifestyle has replaced the simplicity of ancient and mediaeval times. In every community, developed or emerging, a person's status and prestige are determined by their material assets, administrative position, and economic clout. However, corruption thrives in conditions that are more hospitable in emerging societies. The governments of the emerging democracies are unable to pay their workers even the minimal minimum wage. On the other hand, industrialists have access to enough dark money. When visiting the dealing government official, the underpaid and status-conscious workers will unavoidably be enticed to take advantage of the riches that are likely to come to them in exchange for the services they provided to the industrialists.

### **Political Causes**

In a growing democracy like India, corruption has reached its peak since the dawn of the democratic age. The M.P.s and M.L.As, the Pradhan and the Sarpanches, as well as the ministers at the Central and State levels, put pressure on the officials at their respective levels to carry out unlawful actions. Even judges are not immune to the powerful influence of the governing party and its senior leaders, much alone the administrative officials. Judges who support the governing party's philosophy may seek promotions and advancement to higher positions, while judges who don't support it may be bypassed or replaced. The recent instance of the Indian Supreme Court justices being removed from office, especially when they disagreed with the majority judgement on the 24th and 25th amendments, is stated to be a stark illustration of political corruption of the highest calibre. Evidently, only the services that go along with political leaders' mandates and carry them out may thrive and enjoy the sunlight of wealth bestowed upon them by their political ancestors. In its Report, the Vora Committee identified a strong connection between criminal gangsters, politicians, and bureaucrats.

### **Security of Tenure**

No government servant may be fired or demoted by a body lower than the one that appointed him. Furthermore, unless he has been given a fair chance to object to the action that is being considered for him, no such person may be fired, removed, or demoted in rank. As a result of the 15th amendment to the Constitution, which went into effect in 1963, the accused employee only has one opportunity to object to the punishment that is being proposed for him on the basis of the evidence that has already been presented during the inquiry into the charges against him, without the need for any additional evidence or unrelated matters. Although the situation has somewhat improved as a result, the issue has not been resolved. The atmosphere in India has been vitiated as a result of all these factors. Corruption is becoming more prevalent. Employees who are meticulous and honest are becoming harder to find. Some dishonest administrators, dishonest politicians, and some of the so-called "custodians of justice" have brought about a vicious loop. However, steps are being taken to cure the country of the corruption disease that has become ingrained in Indian politics and is undermining our democracy[9], [10].

### **Safeguards for Public Services**

The legislation of our country holds both the donor and the recipient of bribes accountable. As a result, gathering evidence against the guilty is challenging. Despite not being aware of their employees' criminal activity, department directors are unable to take action against them due to a lack of sufficient evidence. Sometimes they lack the courage to even make negative entries in the confidential reports of their subordinates out of concern that they won't be able to back them up when questioned by those subordinates or receive enough backing from their administrative head if the political bosses are siding with the errant subordinates who have earned a bad report at their hands. Because they control the political head's "vote bank," errant subordinates who cause trouble for a specific official may get political backing. They are thus likely to assist such workers in any situation. This puts the worried officer in an unpleasant situation and lowers his morale. Such support is corrupt in some way and should be condemned[11].

### **Historical Causes**

The deterioration of civil service integrity in India has its origins in earlier colonial control. The nation's overall development did not interest the British government. British people were only allowed to hold higher positions, and they were well rewarded. Indians received offers for the lowest positions. The pay for these positions was very low. Scarcity in the years after World War II gave rise to several regulations. These low-paid workers now had more possibilities to use unscrupulous methods. Then it became into a routine. The greatest level of India's civil service integrity deterioration occurred during World War II. The post-war money influx and inflation that followed further exacerbated the unfavourable environment for integrity that had already been created by restrictions and scarcities during the conflict [12], [13].

### **Ensuring High Standards of Conduct among the Top Personnel**

High Officials who have a great deal of discretion must maintain strict discipline in order to turn down gifts, invitations, and other favours. The government's efforts to further the pursuit of honesty at the divisional and district levels should be noted in this perspective. A Divisional Vigilance Board, made up of Divisional Committees, a Deputy Inspector General of Police, and a Divisional Vigilance Commissioner, operates at the divisional level. A District Vigilance Officer is appointed at the district level by the District Collector and Deputy Commissioner in coordination with the Divisional Vigilance Board from among his or her gazetted assistants.

As a result, a network of surveillance organisations has developed across the nation. The Chief Vigilance Commissioner oversees an annual meeting of all State Vigilance Commissioners, which is held to simplify this pursuit of honesty. This annual event serves a useful purpose, offering a forum for the discussion of shared issues and the sharing of experiences.

It also raises awareness of the government's vigilance efforts at the central and state levels, fostering public trust in the government's sincerity of purpose. This does not, however, mean that there is no longer corruption in public administration or that it is under control. Far from it, corruption has permeated every aspect of Indian public life and is rife in the government of the nation. This has mostly occurred because there isn't any political will to get rid of it[14], [15].

## CONCLUSION

In this lesson, an effort has been made to provide information on the definition of corruption, causes of corruption, reasons for corruption in India, consequences of corruption, the erosion of civil service integrity, causes of the erosion of civil service integrity, reasons for the erosion of civil service integrity in India, and recommendations to improve civil service integrity. extravagant use of public funds, employment of family members, friends, and supporters, receipt of "speed money" for tasks completed, use of government resources to help a particular candidate win an election followed by favours from the political boss, writing of positive comments in private files and reports, and expecting the concerned subordinate to dance at the departmental meeting are all examples of extravagant use of public funds.

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## CHAPTER 12

### INTEGRITY PROBLEMS AND MODES OF CORRUPTION

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#### ABSTRACT:

Integrity, according to the dictionary, is "the quality of having strong moral convictions; the character of uncorrupted qualities; uprightness; honesty; sincerity, In fact, a welfare state's most important quality is integrity. Integrity in public affairs and management is crucial, thus it must be insisted upon in every area of public activity, as the first five-year plan correctly said. The corruption's impact is subtle. It undercuts both the public's trust in the government and the administrative system. Therefore, there has to be an ongoing battle against all forms of corruption in the government. Although personnel integrity is very essential, it has been completely abandoned in modern society and is in severe danger of disappearing from the public sector and most other spheres of life in our nation. There are many examples of someone lacking integrity. Or, in the words of author Nirad C. Chaudhuri, "There is hardly anyone from a petty clerk to a minister who is not manageable with a proportionate amount of gratification." This remark can be accurate for many facets of Indian society today.

#### KEYWORDS:

Character, Integrity, Modes of Corruption, Services.

#### INTRODUCTION

Under the topics of public service aims, values, and duties, public integrity management and ethical codes, and other integrity instruments, the significant issues for the loss of integrity are explored. Public agencies and the people that work for them make up the public service in every nation. Public organisations are ones that the State explicitly creates in order to serve public needs while yet being directly answerable to the State. Ministries, public hospitals, public schools, the military, the police, and other institutions fall under this category. Public organisations exist to further the common good, or the interests of the whole community. In contrast, businesses, such as corporations, sometimes exclusively serve the personal interests of their owners or shareholders. The fact that public organisations are primarily supported by mandatory payments from individuals, such as taxes and fees, is another important distinction between them and private organisations.

This implies that people are forced to pay for the services, in contrast to the free choice that drives consumer choices in the private sector. Trust from the populace is consequently necessary for the legitimacy of the public sector. Public service must be just, fair, transparent, responsive to residents' needs, in compliance with applicable laws, regulations, and quality standards, in order to earn their confidence. Results must also be obtained via a fair, legal, and accountable method. These fundamental principles of public service support the efficient functioning of the governing system. When individuals see the provision of public services as a legitimate process, they are more inclined to abide by the applicable laws and standards. This will therefore result in a more effective governance structure that can concentrate on providing services and advancing public interests rather than requiring compliance via coercion [1], [2]. State-owned enterprises are sometimes seen as a link between the two sectors because they are State-owned and typically support a key socioeconomic objective (such as electricity or telecommunications), but they operate on commercial principles and should

abide by the ethical standards of public organisations since they are State-owned and State-funded. Of course, there are private companies that provide services with social aspects, like private hospitals. However, they are not public organisations since they are not supported by or controlled by the State. It should be emphasised that regardless of the distinctions between the public and private sectors, all organisations are required to abide by the laws and rules relevant to their line of business, such as those pertaining to environmental standards, data protection legislation, and health and safety standards. Professional personnel must also respect professional ethical norms, whether they work for public or private organizations.

Public workers or public officials are common terms used to describe those who work for governmental institutions. The term "public servant" has a broad definition that includes anyone holding a legislative, executive, administrative, or judicial office of a State Party, whether they are appointed or elected, permanent or temporary, paid or unpaid, and regardless of their level of seniority; anyone else who performs a public function, including for a public agency or public enterprise, or provides a public service, as defined in the domestic law of the State Party and as applied in the present context. The public expects public officials to act in an open and responsible way, with the utmost professionalism and devotion to the common good. Following the law, effectively using public resources, and acting ethically are the three primary responsibilities of public employees that guide their public decision-making. The need of upholding moral principles is emphasised. To combat corruption, it is necessary for States to encourage "integrity, honesty, and responsibility among its public officials." Additionally, all the ideals and tenets outlined in the code of ethics or code of conduct that directs the operations of their organisation are required to be considered by public workers. Failure on any of these fronts runs the danger of undermining public confidence, which would lower the system's quality and efficacy. The public servant is referred to by Lewis and Gilman as a "temporary steward" who is given the ability and responsibility to decide on behalf of the society. They make reference to the five fundamental moral principles of the public service: accountability, objectivity, justice and fairness, preventing damage, and acting morally[3], [4].

## DISCUSSION

Public organisations serve the community's wellbeing, as was already said. They have a responsibility to utilise the resources entrusted to them wisely, efficiently, in accordance with the law, and with shared moral principles. Traditionally, enforceable norms and strict discipline were used to promote ethics in public organisations. But during the last several decades, the complexity and pace of change in the globe have increased, necessitating more adaptable methods for public service delivery. Staff members were given more latitude and decision-making authority in this situation. While such discretion and delegation could result in better outcomes and more driven government employees, they also involve the possibility of abuse by dishonest officials, who might exploit their position for personal benefit rather than furthering the common good. Public organisations use internal controls and performance and accountability frameworks to mitigate the ethical risk associated with discretionary choices and to promote organisational integrity. Parallel to this, public organisations implement policies that support increased employee engagement and rule-based, ethical decision-making. In addition to this, outside laws and regulations also have criteria that must be followed. Last but not least, a range of internal and external organisations work to enhance public integrity and compliance via activities including auditing, training, and inquiry.

The purpose serving the community serves as the basis for designing a public integrity management system. Organisations establish objectives and values that stem from their purpose and turn them into operational guidelines that support the intended outcomes. Organisations set up internal control systems to make sure that everyday operations are carried out in compliance with operational norms. The organization's objectives and goals

must be in line with the professional standards of the contributing professions for operational rules and the accompanying internal control systems to make sense and be successful. Having several contributing professions that follow quite different paradigms and public organisations with broad and diversified responsibilities, like a local municipality, might make this difficult. Consider the financial guidelines for a neighbourhood municipality. The organization's (the local municipality's) stated principles include being accountable, respecting social cohesion, being responsive to residents' aspirations, and being sustainable. The stated objectives are to provide assistance to the most disadvantaged, guarantee infrastructural accessibility across the municipality, preserve economic activity and employment possibilities there, encourage effective and efficient resource usage, and uphold sustainable financial management. The finance experts will anticipate proper expenditure caps and cost-benefit analyses throughout a budget allocation procedure. In most situations, the engineers who carry out infrastructure projects are able to readily produce quantitative estimates and modify them to budgetary limits. On the other hand, social service workers will need to exercise some judgement in certain situations in order to offer appropriate help to the vulnerable, since this support should be customised to each particular case's requirements. As a result, the selection criteria for infrastructure projects may be rather straightforward and even be part of the infrastructure plan. A different decision-making process must be in place for social assistance programmes, giving the social department discretion and establishing an internal control system to ensure that decisions are not skewed or corrupt (e.g., by involving a social committee or a higher decision maker along with the legal department). As a result, various areas need various operational rules and internal controls, as well as various procedures that result in budgeting choices[5], [6].

Furthermore, integrity cannot be ensured just by laws and regulations. Organisations must make sure that their integrity management system is implemented in daily operations as well as on paper. The staff's abilities, talents, and discipline are a factor in this. Another factor is that motivated employees should be devoted to following the law. In order for this to happen, organisational aims and practises must be in alignment with staff members' personal and professional beliefs. An integrity management system, in this sense, tries to harmonise these elements, for instance, via training, codes of conduct, and codes of ethics. Because it focuses on the organisation as a whole and aims to guarantee that organisational norms and values are mutually supportive and shared by all stakeholders, such a systemic approach to integrity management is beneficial.

While staff skill and dedication are crucial for maintaining public ethics, accountability and enforcement strategies are also crucial. Organisations must establish protocols for reporting integrity violations in this situation, as well as safeguards for the reporters. Additionally, organisations need to implement control measures and discipline procedures like internal audits and investigations. Promoting a culture of integrity necessitates encouraging workers and organisations to learn from their errors rather than relying on finger-pointing and punishment, as addressed in more detail under Integrity and Ethics. However, in certain circumstances, guaranteeing compliance necessitates disciplining staff members who disobey the regulations.

Between responsibility and 'softer' learning procedures, a delicate balance must be found. Rules can be breached, even with the finest enforcement measures in place. Therefore, it is important to employ both tangible and intangible rewards to create an ethical environment. This is in line with the idea that, as is further discussed in Integrity and Ethics, decision-making is not just influenced by logic but also by context and emotions. Thus, although tangible rewards and penalties are crucial, human conduct is also impacted by more intangible benefits, such as a sense of community or being valued as an employee. According

to research, people often choose abstract incentives above their physiological requirements. This realisation could inform tactics for enhancing moral behaviour in government agencies.

The goal of such abstract awards is to often and, in some cases, right away after proper performance, publicly commend the public servant's work for being ethical, successful, and efficient. It is reasonable to believe that the feeling of achievement, recognition, and ownership would be more significant to a public servant than performance-related compensation, notwithstanding the paucity of research on the kind of incentives that public employees value most. This has been supported by research that supports the use of performance-related compensation while cautioning against overestimating its positive impacts. Along with accolades, public employees may also receive developmental benefits including training, engaging/difficult work, and the devolution of power and responsibility. Organisations may increase ethical awareness by encouraging regular talks about integrity, ethics, and quality of work. This inspires public workers to perform better and may promote ethical behaviour. Such discussions might support the development of public service motivation and guard against moral disengagement. They may foster a culture of mutual respect, safety, and trust inside organisations. Organisations might also create an ethics office to provide guidance on moral matters. In light of this, public integrity management may be seen of as a method that makes use of logical, material, and emotional rewards to encourage moral behaviour in both people and organisations. This technique mixes (external) rule-based rewards with (internal) value-based rewards to boost employee motivation to advance the objectives of the company. Integrity in public service depends on both. The tactics and tools that may be used to foster an environment of integrity and encourage moral and law-abiding conduct among public employees and organisations are discussed in the following paragraphs [7], [8].

### **Ethical Codes and Other Integrity Instruments**

The ethics or conduct code is a crucial tool for enhancing integrity in any public organisation. These codes are designed to capture the values of certain public service fields and professions and to direct actors' conduct. Governments and international organisations both create moral standards for the public sector. According to this, States must implement "codes or standards of conduct for the correct, honourable, and proper performance of public functions." Since the definition of honourable and appropriate performance might sometimes depend on the situation, several States have developed their own public service regulations. Additionally, distinct codes selected for various stakeholder relations contexts or public service sectors may express unique contextual values.

Codes of conduct for the public sector are similar to the professional codes covered in Integrity and Ethics; they might be brief in certain situations or more detailed with a large list of ideals and principles. The expectation is that public employees would internalise the code and use it as their internal moral compass when making choices. The collection of ethical codes contains examples of how ideals like accountability, openness, and responsiveness have been integrated into public sector rules. The International Code of Conduct for Public Officials, which is an annexe to General Assembly resolution 51/59 on December 12, 1996, was created by the UN as a model. States looking to create ethical standards for their public sector might use this model code as a source of inspiration.

A code of ethics may be differentiated from a code of conduct because the former often sets objectives or standards for professionals to follow, whilst the latter imposes penalties for breaking the code's rules. Aspirations may be objectives to pursue or something to keep away from. They may be expressed to varying degrees of accuracy. They may suggest that staff members aim to have certain attitudes, characters, and take specific factors into account while making decisions, however they are not always targeted to real actions. Public employees'

inherent motivation and ideals are strengthened through the establishment of public service codes of ethics. Because they are aspirational, not only the words but also the creation and internalisation of the code are crucial. Employees become more aware of and emotionally committed to upholding the code when they are engaged in its creation. Additional tools that may help to form and reinforce the public service ethos include communication, consensus building, co-creation, application talks, induction, and oaths for new employees. The very important "tone from the top" as well as organisational rituals and ongoing conversations about ethics at work increase the likelihood that ethical issues and dilemmas are recognised as such, and not swept under the rug by moral disengagement or automatic and technocratic responses. Public servants are more aware of ethical considerations as a result. The ethical atmosphere that results boosts the societal benefits of behaving ethically by generating constructive peer and community pressure.

Public organisations utilise disciplinary compliance-based codes of conduct in addition to aspirational value-based codes. These codes outline the regulations that public employees must follow as well as the official penalties for breaking them. Discipline codes are intended to serve as tools for extrinsic motivation. An important distinction between a value-based code of ethics and a rule-based instrument like a code of conduct is that the former has enforceable clauses while the latter does not. States are urged to adopt "disciplinary or other measures against public officials who violate the codes or standards established in accordance with this article" by the necessity for such codes. It should be made clear, nevertheless, that it won't always be easy to tell between disciplinary rules (of behaviour) from aspirational codes (of ethics). So, for instance, codes may include both aspirational elements and consequences for grave wrongdoing. Only major infractions of these regulations will result in penalties.

Most public organisations implement policies involving conflicts of interest and postemployment prohibitions, whether in the context of a code of conduct or another sort of law. Conflicts of interest are a major concern when it comes to ethical behaviour in the public sector. When public employees stand to gain personally from choices or acts taken in their official role, a conflict of interest occurs. A judge who has a financial connection to one of the parties in a case or a public employee who must decide whether to hire their spouse both have a conflict of interest. The public official is required to declare any conflicts of interest and abstain from making decisions in certain circumstances. This brief article contains more instances of conflicts of interest.

Conflicts of interest are intended to be avoided via post-employment regulations. For instance, after leaving the public sector, former public employees who engaged in public procurement are not permitted to work for a firm that was hired by the organisation for a set amount of time. If not, there is a chance that the public servant may prefer a firm that they want to work for in the future in a public procurement decision, and the corporation may be motivated to bribe the public servant by promising a lucrative position in exchange for a government contract. Public employees are advised by applicable rules and regulations relating to their employment, including financial, health, and safety considerations, in addition to standards of behaviour.

As was previously said, one of the most crucial conditions for public honesty in any organisation is the tone set at the top. If the leadership does not act as an ethical role model, it is extremely improbable that employees at a ministry, hospital, or any other public organisation would behave ethically. This raises the issue of whether ethical standards should be applied to elected officials who temporarily lead public organisations during their terms, as opposed to solely public employees who have permanent positions at the organisation. Politicians are often forced to disclose their assets and financial interests, although not necessarily with ethical standards in place.



The issue of punishment and responsibility for integrity violations is another major issue. After all, issues often develop when ethical principles are not upheld. While internal motivation for moral conduct is critical, an organization's response to allegations of integrity violations is as vital for preventing and resolving such violations. In this setting, reporting structures, safeguards, and control measures like internal audits and internal investigations are all crucial. Promoting a culture of integrity involves encouraging employees and organisations to learn from their errors rather than placing blame and meted out punishment. To ensure compliance, however, in certain circumstances calls for disciplining employees who disobey the guidelines. The balance between responsibility and "softer" learning methods is so delicate.

An organization's integrity may be strengthened by creating a safe atmosphere, which includes assisting personnel in handling difficult events and worries. Public choices must, as was said before, take into account all public values. Creating decision-making procedures that include reflections on various values as well as bias-checking control systems is, in theory, the task of integrity management. Nevertheless, there are circumstances when public employees must make morally challenging choices. Integrity management systems play a crucial role in providing backing for such choices.

To guarantee that ethical quandaries are addressed and concerns are expressed, a safe organisational atmosphere and ethical awareness of leaders and managers are essential. Some businesses have ethical advisors on staff or provide access to outside legal counsel who may assist with individualised decision-making or a planned process of issue discussion. They play a crucial role in helping people decide what course of action to pursue by offering frank recommendations. In order to train personnel for appropriately reacting in such circumstances, organisations should also enable talks about common dilemma kinds.

The requirement to take an oath, induction training, dilemma discussions, conversations about new rules, internal policy workshops, and continuing education are other crucial tools for fostering an ethical culture in the organisation. These tools may encourage States to support education and training programmes for public officials "to enable them to meet the requirements for the correct, honourable, and proper performance of public functions." Staff members need to feel included and heard, experience emerging consensus (or at least understand the positions and concerns of others), have a safe space and a structured process for discussing ethical issues, be encouraged to share different interpretations, listen to and comprehend others' justifications for enforcing particular values and rules, discuss potential consequences of decisions, and more for the environment to be strengthened and maintained ethically. The power to conduct the training courses, dilemma talks, and dialogues may seem to be a problem in this regard.

The internal organisational structures of public organisations may be in charge of developing training programmes, or there may be a different, external organisation in charge of educating all public employees. In Lithuania, for instance, the majority of state ministries have their own training facilities, allowing public employees to regularly advance their knowledge and be reminded of the fundamental principles of the public service. However, other countries, including Denmark (Danish School of Public Administration), Czechia (Institute of State Administration), France (l'Institut de la gestion publique et du développement économique et le Centre des études européennes de Strasbourg), Germany (Federal Academy of Public Administration), Ireland (Institute of Public Administration in Ireland), and Italy (Scuola Superiore Della Pubblica Amministrazione), have their own public institutions that are in charge of providing these services. The important thing is that public employees may share daily struggles and roadblocks that can potentially result in deviation and unethical behaviour while also deepening their expertise through ongoing trainings[9], [10].

## Historical Perspective of Corruption

The indulgence in corruption in India is a consequence of integrity issues. The in-depth studies on corruption's historical context make this clear. Corrupt practises are a thing of the past. In one way or another, it has always been a part of human civilization. In his renowned treatise, "Arthashastra," Kautilya mentions many corruption tactics. Evidently, corruption was common in his day or he would not have considered this. Given that public workers did not have a significant influence on every part of our life at that time, it is likely that corruption was relatively restricted in its reach. However, in the lack of codified laws or norms, a few officials who were responsible for tax collection and maintaining peace and order abused their discretionary powers. The corruption grew to frightening proportions with the collapse of the Mughal Empire and the beginning of a new period, that of British control in India.

The East Indian Company, a group of British businessmen who exploited India and acquired fortune, put India in financial peril. In order to purportedly terminate the corrupt East India Company's reign and manage the government of India with prudence and care, the British monarch made an appearance dressed as a benign ruler. Without a doubt, the British crown attempted to establish effective administrative infrastructure in India via its representative, the Governor-General. However, a few of the agencies, like Police, Revenue, and Excise, which had a lot of discretionary authority, were prone to corruption. It was also claimed that a large portion of judges in the lower echelons of the court were fundamentally corrupt.

However, corruption was only present in the lowest echelons of administration prior to the start of World War I. First, since they received very tempting compensation, and second, because they lost connection with the population, the senior officials, who were mostly British, were not corrupt. Along with the British administrative apparatus's restriction to a narrow scope, British India's economy's downturn and the currency's restricted circulation were also significant factors in limiting corruption to a minimum. The start of the conflict released corrupting forces. Untrustworthy authorities have a great chance to amass fortune. The Bengal Administration Enquiry Committee (1944–1955) said that "the Second World War creates circumstances that make generating money simple. Being in possession of a licence increased its worth, and dishonest and unscrupulous people were willing to pay bribes to have the right to trade in the affected goods. Thus, the opportunity was created by the conditions of war, but it is undeniable that dishonest men found it far too simple to take advantage of the situation for their own gain due to two factors: advised administrative action and flaws in the law that make it difficult to detect offences and offer insufficient penalties for those who are found guilty. When India gained its freedom, a new age of welfare states began. As a result, the government's actions increased. The authorities were given challenging assignments. As a consequence, new laws, rules, licences, and permissions emerged, creating several chances for corruption.

The disease was made more serious by the desire for more power and prestige. Although efforts were made to hold the dishonest officials accountable, the techniques used led some people to believe that the government was not serious about fighting corruption. Another idea that gained popularity over time was that even while the government opposed corruption, it did not think it was necessary to remove corrupt people from office. Things grew even worse when democratically elected officials who were obligated to serve their citizens with zeal and the highest integrity got caught up in the vicious cycle as well. The supposedly guardians of Indian nationalism and protectors of her territorial integrity were really the ones who allowed the lovingly constructed Indian democratic edifice to slowly crumble. They want political monopoly by legal and illegal means. They increased suspicion against their honesty by giving out quotas and licences to their henchman and loaves of bread and fish to their political supporters[11].

The official, who followed the lead of the political Godfathers, didn't miss a chance to make money while the sun shined. The honest and diligent officials were utterly frustrated as the dishonest yes men who signed the dictated lines and obeyed their political superiors were lavishly rewarded with lucrative assignments, the best stations of postings, and letters of gratitude for their wonderful job. Stories of supersession, repeated transfers to godforsaken locations, and less esteemed assignments for individuals who didn't like the political power brokers started to circulate. Thus, within a few decades of our gaining freedom, corruption reached its peak. Almost all Indian states' chief ministers and other cabinet members have been accused of corruption, not only by opposing political parties but also by a group inside such parties. The report of the Das Commission on Punjab Chief Minister P.S. Kairon was enlightening.

The Commission exposed the flaws of administrative staff members who patronised the Chief Minister's family members and gave them the most generous concessions in the shortest amount of time. "The speed with which those officers moved was unusual and remarkable," the Commission observed. It is true that if the action taken is not in and of itself bad, there can be no objection to expedition. Such a breakneck pace in the resolution of a severe situation, for which complex procedures have been developed to be obeyed and followed, is by no means typical and can only be explained by a strong force controlling the pace. The sensational revelations by C.B.I. Excise Taxation officials, Income Tax officers, Central Excise officials, and most recently M.P.s, MLAs, and even judges of High Courts and lower courts speak volumes about corruption permeating the foundation of our administrative edifice. These revelations revealed the disproportionate wealth held by bureaucrats with the status of Chief Secretary of a state or Chairman of Delhi Milk Scheme. Critics even go so far as to claim that corruption has become institutionalised. The critics mockingly propose that corruption in our nation will soon be nationalised[12], [13].

Legislators are mistreating the people they are meant to represent, their citizens. With a few notable exceptions, the ministries rob the poor to line their own pockets with shiny cash. Instead of focusing on the task of mass development, the bureaucrats who are appeasing their political godfathers at the expense of the suffering people are more concerned about keeping their jobs or finding lucrative new postings. Due to its dilatory strategies and partial judgements that are purportedly the result of financial allures, the court, especially at the lower level, has become a laughing joke. Due to his unethical actions and financial irregularities, a Supreme Court judge who served as the Chief Justice of the Haryana and Punjab High Court was forced to face legal repercussions by a powerful judicial body. The Tehelka fraud, which took place in March 2001, used cameras to document the corrupt behaviour of politicians and other public officials as they negotiated weapons contracts.

The recent "cash for query" or "vote for cash" fraud in a vote of confidence against the former UPA Government led by Dr. Manmohan Singh may have weakened democracy in higher circles and extensively exposed dishonest tactics and behaviours even at the highest level. A month later, another Allahabad High Court judge was dismissed for allegedly taking part in the Ghaziabad Provident Fund scandal. Four High Court justices were recently moved to provide room for the CBI to undertake a full investigation in a fair and unbiased way. 35 judges were accused of participating in the illicit withdrawal of Rs. 23 crores from employee Provident Front accounts, including one in the Supreme Court, ten in the High Court, and 24 in lesser courts.

The fraud was discovered thanks to the Vigilance Officer's submission to the Allahabad High Court. In a lecture held in Delhi on November 18, 2008, Chief Justice of India K.G. Balakrishnan recently voiced worry about judicial corruption and quipped, "Who will watch the watchdog?" He noted that "differences in pay between the public and private sectors may be a contributing factor in corruption." These kinds of occurrences are multipliable. The Jain

Hawala case, the Bihar animal husbandry fraud, the security scam, the "Vote for Cash" scandal in the Parliament during a vote of confidence for the UPA Government led by P.M. or Manmohan Singh, and the payment for asking or refraining from asking questions scams. are a few significant scandals involving high dignitaries, including politicians, bureaucrats, and even some judges. Critics claim that the fact that one political party has the majority of political power provides plenty of possibilities for its corrupt members to tug strings from top to bottom. In general, the governing party is reluctant to look into allegations of corruption against its corrupt leaders in power and their go-to men. As a consequence, a conflict of interest has developed between corrupt government workers and politicians, giving them the impression that they would not be held accountable for their actions[ 14], [15].

## CONCLUSION

This lesson aims to clarify the intricacies around the definition of integrity, difficulties with integrity, historical views on corruption, forms of corruption, and measures used to combat corruption. An integrity management system is a collection of laws, rules, guidelines, policies, procedures, representatives, committees, and other organisations that encourage moral decision-making, combat corruption, and enhance the common good. Even if these systems aren't generally referred to as "integrity management systems," the idea is nonetheless valuable for the time being since it recognises the need for a comprehensive strategy to advance ethics and integrity in the public sector.

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## CHAPTER 13

### COMPREHENSIVE REVIEW OF NEUTRALITY AND ANONYMITY

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#### ABSTRACT:

Non-partisanship is an attitude, while impartiality is a way of acting. Political neutrality is being objective. No civil worker may support any political party or ideology. Officers are supposed to work with any governing political party. He must refrain from letting his political beliefs or ideologies affect his day-to-day operations. Even if they go against his values, he must faithfully carry out public policy. To maintain public trust in the civil service, neutrality is necessary. If there is a lack of reciprocal trust, political executives' faith in the civil services would suffer following a regime transition and they won't be able to cooperate for greater good. 'Trust' has disappeared in modern society. As a result, the new governing party will start mass-transferring the officials from the previous administration soon after each election.

#### KEYWORDS:

Anonymity, Behaviour Requirements, Impartiality, Neutrality.

### INTRODUCTION

The behaviour requirements for neutrality provide that an officer may vote but may not engage in politics or support a political party with funds or other resources during an election. However, he must not reveal his choice to others, show any electoral emblems on himself, his car, or his house, and engage in no rallies, dharnapradareshans, or protests without the authorization of the relevant authorities. The Ministers choose a convenient subordinate because they require a lot of money to fund election campaigns. They dislike an officer who offers candid, free advice. Officers make an effort to predict the minister's desires and provide guidance appropriately. In formal gatherings, they even stoop to touch the politicians' feet. Officers who don't act in this way get sideline assignments and develop into grumpy, unmotivated workers, which isn't beneficial to either them or the organisation.

#### Arguments against Neutrality

The lack of impartiality might lead to officers losing interest in social policy under changing regimes, according to the arguments against it. The status quo and inertia will seep into his job. The Indian bureaucracy, according to Indira Gandhi and others, is not "committed" enough to the social-welfare concept since they live in their own ivory towers and prioritise careerism. Each president of the USA brings their own executive staff. They are not required to use the 'neutral' card. They are capable managers who diligently carry out the president's plans. (Critique: Such partisan machinery may disregard voters who aren't in the top vote-bank.) Because both the minister and the bureaucrat are from comparable social classes and cultures, the neutrality notion works effectively in the first world. But things are different in India. Except for bureaucracy, no career promotes neutrality. But the only place we find cynics and weaklings is in the bureaucracy [1], [2].

#### Neutrality in Indian Civil Services

In order to fulfil their responsibilities in line with rules and regulations, public officials in the Indian civil service must be impartial and show no preference for any racial, religious, or



ethnic group. 'Political neutrality' should not be confused with 'programme neutrality,' as Paul Appleby pointed out. The job of civil employees throughout the policy-forming process is to provide open, honest advice that should be devoid of any political bias. After the elected government has given its blessing to a policy or project, it is the civil servant's responsibility to diligently and joyfully oversee its execution. It would be misbehaviour to do this work in an improper manner, which would result in the necessary penalties. Political neutrality of public officials is a logical extension of permanency; senior civil servants are prohibited from engaging in party politics even outside of their official responsibilities, and their counsel is supposed to be non-partisan. In a parliamentary form of government, Kenneth Kernaghan (1976) presented a concept of political neutrality where politics and policy are separated from administration. So, politicians decide on policy, public servants carry it out, public servants are appointed and promoted based on merit rather than party affiliation or contributions, public servants refrain from engaging in partisan political activity, public servants do not publicly express their personal views on government policies or administration, public servants give candid and unbiased advice to their political masters in private, and public servants are not allowed to participate in partisan political activities. Public employees carry out policy decisions loyally and zealously, regardless of the philosophy and programmes of the party in power and regardless of their personal opinions. In exchange, political executives protect the anonymity of public servants by publicly taking responsibility for departmental decisions. As a consequence, public employees who behave well and perform well benefit from tenure security.

To support the continuation of the pre-independence civil service structure, Sardar Patel made the following remarks in the Constituent Assembly. It hardly needs to be stressed that an efficient, disciplined, and competitive civil service, assured of its prospects as a result of diligent and honest work, is a *sine qua non* of sound administration under democratic regimes even more than under an authoritarian rule. The service must be above party, and we must make sure that political factors, whether in hiring new employees or maintaining discipline and control, are minimised, if not completely removed.

Unfortunately, today's civil service neutrality does not exist. Civil workers are often transferred in bulk as a result of changes in administrations, especially at the state level. Due to the prevalence of public officials who are associated, whether correctly or incorrectly, with a specific political regime, political neutrality is no longer the recognised standard. According to a common misconception, even in the Union Government, officials must establish political connections and seek their favour. As a consequence, the public often perceives the civil services as being more politicised. According to the Commission, it is important to maintain the civil services' political neutrality and impartiality [3], [4].

## DISCUSSION

The officer must abide by the law and departmental regulations and must keep official secrets confidential. This is in accordance with the behaviour standards for officers who must maintain their anonymity. (Except in cases where RTI is applicable.) He must obtain permission from the government before publishing a book, writing in a newspaper, appearing on television, or participating in radio programmes, unless they are of a literary, artistic, or scientific nature.

He must also refrain from doing the aforementioned things even if they are done under an alias or pseudonym. authorised small and affordable entertainments planned by governmental authorities or institutions; permitted goodbye party following retirement or transfer; Justification of official acts: Let's say that the public or press has criticised him for his official behaviour. Without their consent, he is unable to sue them for slander or issue press releases, which preserves the services' discipline, etiquette, and morale [5], [6].

### **Anonymity and Neutrality**

A government servant is said to be neutral if they are not engaging in any political activity or showing any prejudice while doing their job. Therefore, it seems sense that it supports impartiality. Since a public worker must be faithful to his political employer in order for the minister to place his trust in him, neutrality and impartiality need allegiance. Additionally, anonymity is a need for objectivity since a civil servant has to be certain that he won't be publicly implicated in a discussion or overtly associated with a particular policy in order to provide counsel in an objective, sincere, and unreserved manner. The ideology of neutrality was singled out as being substantially responsible for the high visibility and impending success of the British civil service, together with its ancillary characteristics of anonymity, impartiality, and loyalty.

The British Civil Service's core qualities are its anonymity and impartiality. Assuring that for every mistake, wrongdoing, or oversight in his department is the notion of collective responsibility and accountability of the Cabinet to the Parliament. A minister is accountable to the legislature. According to the anonymity principle, only their minister is required to testify before Parliament on the official's decisions or lack thereof. The concerned official is therefore shielded from criticism of Parliament since he is unable to defend himself in Parliament. The pastor gets the glory if everything goes well, and he takes the fall if anything goes wrong. Given that his staff's failure is irreversible, he may even be forced to quit.

The concept of ministerial duty protects him. The minister should be in charge, in principle. A budget leak may occur without the minister's fault, yet it might end his political career in an instant. A controversy involving the Life Insurance Corporation of India might result in the resignation of the minister of finance in a matter of weeks; a train tragedy could occur anywhere, forcing the minister to step down due to poor management of the railways. Thus, maintaining anonymity meant that the civil servant could advise the minister (or other politician) in private while avoiding exposure to the clamour and fervour of politics. They are not obligated to appear in front of the public or address the legislature; the minister is the one who does so. By citing specialists, civil employees, or the authorities they hired, the ministers are not in a position to defend the failure of their programmes. The All India Services (conduct) Rules, 1968 mandate that government officials abstain from engaging in any self-promotional activities in order to protect their right to anonymity.

The ministers are the only ones accountable to the Parliament and the public, even though the civil workers are the true administrators. Officials often write the speeches that ministers give at formal events and also prepare the responses to the questions he reads out in front of the Parliament. The majority of legislative ideas are put forward by public workers. The officials do have a significant say, even in cases when the cabinet may be interested in a bill due to ideological convictions or other factors. This is because professionals' draught laws, and their attitudes are left behind in the process. Thus, bureaucracy has a great deal of authority in countries with parliamentary governments, like Britain and India. It has flourished and expanded under the cover of government duties. The Central Civil Services (conduct) Rules provide a code of conduct that must be followed by all government employees in order to preserve the civil services' impartiality, integrity, discipline, and political neutrality.

The service rules for ensuring neutrality in politics provide that no member of the service shall be a member of, or be otherwise associated with, any political party or any organisation, which takes part in politics, nor shall he take part in, subscribe in aid of, or assist in any other manner, any political movement or activity; it shall be the duty of every member of the service to endeavour to prevent any member of the family from taking part in, subscribing in aid of, or assisting in any other manner, any such movement or activity which is directly or

indirectly to be subversive of the government as by law establishes; no member of the service shall canvass or otherwise interfere or use his influence in connection with, or take part in, an election to any, legislature or local authority; a member of the service qualified to vote at elections may exercise his right to vote but where he does so, he shall give no indication of the manner in which he proposes to vote or has voted; no member of the service shall, in any radio broadcast or any document published anonymously or in his own name, or in the name of any other person or in any communication to the press, or in any public utterance, make any statement of fact or opinion which has the effect of an adverse criticism of any current or recent policy or action of the Central Government or a State Government; or which is capable of embarrassing the relations between the Central Government and the Government of any State; or which is capable of embarrassing the relations between the Central Government and the Government of any foreign State.

Many government employees are heavily immersed in partisan politics; they are fascinated with it, it has entered them, and they now take part in it both individually and collectively. This is regrettable but reasonable since there cannot be a long-term split between the State's expressed intention (represented by legislators) and its implementation (by administrators). In other words, a paradigm in which government officials are secular, responsive, and act as change-agents, while politicians are communal, corrupt, and hide criminals, cannot be an equilibrium stance. Political and administrative ideals must eventually align. Whatever little traits the civil services may have had over the years integrity, political neutrality, bravery, and strong morale have begun to deteriorate. Low self-esteem, an identity crisis, and total detachment from other people's worries have all had an effect on their conduct, which is weird and abnormal[7], [8].

### **Principles Governing the Relationship between Political and Permanent Executive**

The two wings must function under a set of fundamental requirements after the basis for their separation has been established. When the lines between the tasks are blurry and overlap, the circumstances are much more important. Two crucial principles, neutrality and anonymity, were born out of this requirement. Let's attempt to comprehend the effects of these two standards.

#### **Norm of Neutrality**

The neutrality standard presupposes three things. Political parties in power, merit-based bureaucracy, and permanent bureaucracy are all changing. Now let's attempt to comprehend these three circumstances. First off, it is inevitable that the parties in power will shift in a free democracy with a pluralistic character of political parties and, in particular, with an election system. In actuality, it is how the system works. Before the Pendleton Act was established, there existed a spoils system in the United States.

Under this structure, the political parties taking over may replace the whole administrative hierarchy at any time. This indicates that the party's political ideals and the administrative system's values were in alignment. Because of this, the administrative staff was mostly selected based on their principles. This system did have its own issues, which led to the passing of the Pendleton Act and the introduction of the merit system. This brings us to the second need, which is the selection of administrative system employees based on their particular merits. We won't discuss the definition of merit in this context. It is sufficient to say that all applicants seeking to join the administration are subject to the selection criteria that have been developed.

Here, it is important to avoid political appraisal in its purest form. This results in the third need, which is permanent hiring. In other words, those selected for the service become lifelong members of it. This suggests that changes in the fortunes of political parties have little

effect on whether or not public service employees will remain in their current positions. In actuality, it is due to these considerations that the idea of a permanent executive was introduced. In a shifting political environment, the hiring of permanent employees necessitates the neutrality of the permanent members. This indicates that the members are not permitted to ally themselves with any political principles. Regardless of their political beliefs, they are expected to work with and support any party in power. This suggests that the members of the permanent executive either lack definite preferences or do not allow those ideals to influence how they do their daily business. This topic has been the subject of several discussions. However, the current theoretical stance is that the permanent executive and each employee's own value choices cannot coexist. As a consequence, one of the guiding principles defining the interaction between the political and permanent executives is impartiality.

### **Norm of Anonymity**

The second tenet, anonymity, follows naturally from the neutrality standard. The anonymity concept highlights that permanent executives operate beneath a veil of secrecy. In other words, they need to keep a low profile. This suggests that the political executive bears full accountability for all acts of commission and omission. The executive accepts praise for their successes and blame for their shortcomings. The political executive or the political party that the executive represents may be punished or rewarded by the people via the election process. The political executive must provide general leadership and direction for the permanent executive to operate. The political executive will have the authority to demand work from the permanent executive as well as to reward or punish them. In accordance with this system, the permanent executive is also held accountable to the political executive whereas the political executive is completely responsible to the people. It is for this reason alone that maintaining one's anonymity has come to be seen as one of the governing standards of the interaction between political and permanent executives.

How can we reconcile these two norms might be a topic of debate about these two norms. Because the second norm promotes responsibility while the first norm supports neutrality. Can the political executive afford to remain impartial if the permanent executive is completely answerable to it? Can the permanent executive continue to change its allegiance from regime to regime if it implies that they should be loyal to the political executive in power? Otherwise, the members of the permanent executive should preserve their impartiality to the point that they could even come to accept all governments. Technical and managerial abilities, on the other hand, are seen to be apolitical. It is well known that Lenin embraced Taylorism, a result of American industrial growth. Any political party in power may use the technical knowledge and talents that are often considered to be nonpolitical.

### **Areas of Cooperation and Conflict**

This division comes with a few strengths and benefits by default. The political executives dedicate their time to educating the populace about politics and mobilising them politically. By understanding the prevailing attitudes and shifting ambitions, they may not only mobilise the populace but also define the value choices. They can also have somewhat more in-depth conversations about other options. The permanent executive may continually assess its own on-the-ground experience and derive valuable lessons for future activities. They may also keep an eye on different plans on a step-by-step or daily basis. They may spend more time developing their management and technical abilities for more efficient and better goal fulfilment. Thus, the division of labour that results from this separation of duties may help the community run more efficiently. There are a number of causes for the decline in collaboration between these two CEOs. The collaboration between the political and permanent executive relies on society agreement on the objectives pursued, which is one of

the key causes of this worsening condition. This is a benefit of certain western capitalist countries when there is broad agreement on development objectives. The sociocultural forms also exhibit some degree of uniformity.

This offers such systems an extra edge. In other words, the social context establishes the foundation for a more effective pattern of interaction between the political and permanent executive. There will inevitably be certain issues in third-world countries like India where a consensus on development objectives has not yet been reached. The political elite and the permanent executives both share the diversity of the society. Political uncertainty affects the political executives since there is no unanimity about growth and no sociopolitical homogeneity. The ideological foundation is weakened by the lack of a long-term perspective on society. In consequence, this causes a great deal of uncertainty in policy choices. The results in a phenomenon that has come to be recognised as adhocism. The permanent executive cannot be led by ad hocism. On the other hand, political processes begin to dominate even the administrative and technological realm. The divide between the political executive and permanent executive becomes more limited as a result. The connection may be strained by this.

Second, the antagonism between these two CEOs is a result of both socioeconomic growth and historical processes. Historically speaking, the permanent executive during the colonial era handled both political and administrative duties. In fact, throughout the colonial era, these two roles converged to the point that it would be difficult to distinguish between the two. The division of the positions was a result of the anti-colonial struggle, which sought to provide political authority to elected representatives. Aspirations of the people were conveyed by the independence movement, but the bureaucracy was seen as a counterforce. The political elite thus had its own misgivings and suspicions. The administrative elite had an inflated sense of themselves because they were so ingrained in colonial administrative culture. They were egotistical and haughty. The triumph of independence should have led to a restructuring of the whole administrative structure to better prepare it to handle the new demands. The political elite was hesitant to change the system, however. As a consequence, the elite of Independent India had to rely on the bureaucracy that the colonial overlords deployed against the freedom fighters as a tool of gaming. The historical process disparities made it more difficult for the two branches to get along.

Thirdly, there is a further aspect that causes disagreement. The social backgrounds of India's political and administrative elite do vary. Both elites originate from small populations, but their backgrounds in the middle class are different. Comparatively speaking, the political elite must be more diverse than medium and upper-level administrative workers. The top and intermediate level administrators are from the urban middle and higher middle classes, despite the fact that the majority of members of the political executive, notably at the state level, have come from rural and agricultural backgrounds. Their modes of communication, perspectives on the world, and mannerisms all demonstrate these disparities. As a result, the discrepancies are highlighted and retained. Even while bureaucracy has been evolving, this evolution has been rather sluggish. The makeup of the political elite is likewise evolving. However, it is impossible to compare or compare them to one another. In other words, the permanent and political executives are dominated by the urban, industrial middle class and the rural, agricultural upper or middle strata, respectively.

Fourthly, there are institutional systems that heighten or enlarge conflict zones. Politicians often have more latitude and freedom at their disposal. Given that they are always in contact with the social system, they must be somewhat more responsive. In a parliamentary form of government, the political executive even takes the legislature for granted. Many times, they just provide the legislation or Parliament with the decisions for approval. Under truth, the initiative does not lie with the legislature under a parliamentary system of government. The



whole of the procedure boils down to the legislative chambers' acceptance or rejection of the proposed legislation. As a result, the political executive has become fairly powerful. In fact, it has been noted that through time, parliamentary governments have evolved into cabinet-style governments, which are then evolving into prime ministerial governments. As a result, the executive branch has taken over the legislative branches' functions and grown to be fairly strong. They want things to go more quickly since they have such much power. They encounter no limitations while using their strength. Being a crucial component of the executive arm of the government has given the permanent executive more authority. However, the permanent executive is often less adaptable because of the lengthy colonial history, fixed laws and regulations, and established processes. Additionally, they do not value the political expediency. They place a lot of value on precedent.

Because of the institution's basic makeup, the law serves as the source of its authority. They thus lack enthusiasm for experimentation and developments. Through administrative reforms, the political executive does try to alter these institutions. There are other examples that demonstrate how unwelcome the changes are among the permanent executives. In fact, they first strive to slow down the reform efforts. Their strategy is still influenced by their strong habit of adhering to the laws and regulations. Thus, there is a clash between adaptability and rigidity, haste and wisdom, and aim and method. Last but not least, the political executive is under a lot of strain in emerging nations like India where resources are few and there is fierce competition for them. In the Unit on Pressure Groups, the effect of pressure groups on the administration will be covered. The bureaucracy is under pressure from the political executive in turn. The temptation is often to go against the rules that they set for themselves. The rules must be followed for proper government, yet in times of scarcity, tensions grow. The permanent executive is under pressure as a consequence to go against the standards and other policies. Since these tendencies have their roots in strict rules and restrictions, they reject them. Tensions result from this. They could give in in certain cases. Public positions might be utilised for private objectives as a result of this procedure. These officials may get involved in numerous scandals, investigations, etc., as a result. These are some of the significant causes why the relationship between the executive branch of the government had become tense for a variety of reasons[9], [10].

### **Popular Consciousness**

In recent years, it has been more apparent that as public awareness grows, the relationship between the political and permanent executive may also become more strained. The majority of emerging economies, including India, have unequally distributed and scarce resources. The multitudes who were enslaved by the culture of silence have begun to emerge. This has occurred in part as a result of anti-colonial or liberation movements. The ambitions of the public have increased throughout these conflicts. They participated in the movements with fresh aspirations. The demands on the system have undoubtedly increased as a result of this. The election or political procedures also caused changes in awareness. The aggressive politics continued to raise peoples' expectations without delivering on them. A number of third-world nations have chosen military dictatorships over competitive political systems and put a stop to them.

However, civilizations like India that still practise electoral politics continue to make promises to the populace. The idea behind this political process is that the populace eventually starts to demand performance since every promise must result in either performance or disappointment. The political systems that have improved their ability for formulating policies have not also given themselves the tools they need to deliver on their commitments. This substantial difference causes anger and sometimes even violent outbursts. We should comprehend the fast-evolving patterns of relationships between the political and permanent executives in this setting. In the aforementioned scenario, there are two major



changes that the political executive goes through: the first is the stage of deception, and the second is the stage of repression. In the stage of manipulation, they turn to hyperbole, populist catchphrases, impromptu fixes, and assigning responsibility to others. Through this process, political authority is being wrested from the people. The permanent executive must continue to work at different field levels, and daily contact with violent persons is unavoidable. Failings of the system are seen as failings of the permanent executive as well as the administrative apparatus.

These changes are responsible for the idea that excellent policies may be implemented poorly. One needs to wonder: Can there be excellent policies that are impossible to put into practise? Does it become appropriate if the political administration sets certain impossible goals and then holds the permanent executive accountable? In other words, an administrative failure need not always result from a failure at the implementation level. In actuality, a good policy is one that is successfully and efficiently carried out. Because implementation issues must be considered throughout the policy-making process itself. At the implementation level itself, the implementation techniques cannot be designed. Technical kinks may be sorted out at this stage. There may be some small alterations made. However, concerns like sufficient funding, required technology, and institutional infrastructure need to be created at the policy-making level rather than at the implementation level. The idea that ideas are excellent and execution is bad is predicated on the implicit premise that the political executive is dedicated while the permanent executive is inattentive, uncaring, and uncommitted. According to this reasoning, people who create excellent policies must inevitably be good, and those who fail to put them into action must necessarily be evil. The neutrality principle may be detrimental in this situation. Because of this, the policy and execution must be seen as one cohesive process.

The main result of the whole process is the pressure it puts on relationship patterns. The political executive who is ill-equipped to deal with the waves of rising awareness will be unable to handle the situation. As a consequence, there would be a strong propensity to hold the permanent executive responsible. In reality, there may be times when the political executive criticises and disparages the permanent administration in public. The permanent executive, which is bound by the concept of anonymity, could not be in a position to defend itself in public in such a case. The political executive may assist and encourage the populace to vent their displeasure against the permanent executive in a more direct manner. In the early stages of public discontent, they could thus have to deal with popular rage. The gulf between the permanent executive and the public is much wider when the political executive decides to use the coercive arm. The connection between the political executive and the people is at its lowest point at this point. Because of this, it is important to examine the interaction between the political and permanent executive in its wider context[11], [12].

## CONCLUSION

The Administrative Reforms Commission of India has issued a number of proposals to balance the interaction between ministers and public officials while maintaining impartiality and anonymity. All significant choices, together with the justifications for them, should be reduced to writing as soon as possible, especially where the policy government is unclear, when a policy deviation is involved, or when the minister and secretary disagree on a crucial matter. Ministers need to work to foster a culture of bravery and justice. They should provide the secretaries with the direction they need to carry out their directives and policies. With the help of the Cabinet Secretary and the Central Personnel Agency, the Prime Minister should take a particular interest in stopping the development of unhealthy personal ties between public officials and certain ministers. Unless there is a significant injustice, serious mistake, or poor administration on the side of the public workers, ministers shouldn't become involved in day-to-day operations. If a citizen requests or complains about a rule, process, or policy,

the request or complaint should be addressed by enacting that adjustment rather than loosening the rules to account for a particular circumstance. The Secretaries and other government employees need to be more understanding of and sensitive to the Minister's challenges. Additionally, they must distinguish between little changes and actions that compromise fundamental values or are likely to have long-lasting effects on the effectiveness and morale of the services. The Secretary's formal connection with the Minister should be one of loyalty, and the Minister's official relationship with the Secretary should be one of trust.

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