



Building World Class Anti-Corruption Institutions in India: Challenges of Human Resource Development

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Abstract

The success of a world class institution depends upon its dynamic, skilled, well trained and motivated workforces. Government organizations are manned by public officials who try to develop and manage the human resources to meet the challenges and create management capability for the growing demands of the people. High quality education and specialized training are essential to building human resources that can turn the mission, visions, goals and objectives of an institution or government. In order to combat corruption, the Government of India as well as various state governments have established anti-corruption agencies at centre and state levels, appointed committees, commissions, promulgated Acts and resolutions to strengthen anti-corruption institutions to curb corruption from the country. The research questions arising are: (1) Can anti-corruption organizations in their current human resources discharge their functions effectively? (2) What challenges they are facing now? (3) What is the track record of anti-corruption institutions in India so far and what should be the remedial measures? The research paper focuses on certain HR practices of Anti-corruption Bureau to check corruption in administration and attempts to present an assessment of human resources for effective and efficient anti-corruption governance in the state. To conduct the present study, a structured questionnaire was prepared and circulated among eighty-five police officials of Anti-Corruption Bureau. The data was collected from those police officials who are investigating corruption cases in three districts of Himachal Pradesh. The data was tabulated in MS Excel and analyzed with IBM SPSS statistics. Secondary data has also been used. In the study, descriptive statistical analysis and non-parametric test (Chi-Square) have been employed to prove the hypotheses.

Keywords: Anti-Corruption Institutions, Building Trust, Effectiveness of Training, HRD, Organizational Development

JEL Classification: M12, M53, J81

Paper Classification: Research Paper

Introduction

In the twenty first century, the world has progressed in communications, science, technologies, human capabilities, facilities and quality of living. These developments of a few decades have made remarkable progress but resources, opportunities and benefits to the growing large number of poor people were not equally distributed. The effective human resource development is one

of the most pressing needs that the public institutions are facing. The growing importance and concern for human resources in organization is gradually reflected in the administrative system.

Corruption is one of the most important factors declining the level of trust and confidence among citizens towards governments and organizations. The institutions of governance at national, state and regional levels are expected to work with transparency and accountability to the people. In the twenty-first century of scams by the political leaders and civil servants in the administration have compelled the general public, at large, to unite and fight against corruption. In the year 1965, Vigilance Department was established in Himachal Pradesh to investigate the corruption cases against public officials who are misusing their official position. The present paper has presented an assessment of certain human resource practices in Anti-Corruption Bureau which are enough to combat corruption in public life. The present paper must find out how far the HRD climate has brought useful results in development of anti-corruption institutions in the state.

Review of Literature

Corruption has adversely affected almost all facets of economy, polity, administration and society all over the world. The Government of India and various state governments have enacted many Acts and legislations and established anti-corruption institutions from time to time to tackle corruption in public life. According to Transparency International Report (2015), favouritism, abuse of authority and nepotism can affect the progress of human resource management of recruitment, training, induction and welfare conditions. It is assumed that trust among the citizens on public institutions in most of the countries around world has been declined due to corruption (Blind, 2010). Hence, the eradication of corruption from public life is a major challenge before the countries and it has been viewed seriously by the United Nations Organization in its development goals of the new millennium. and highlighted in Sustainable Development Goals (United Nations, 2015). It consists of 17 goals and 169 targets signed by the Members of United Nations. Goal 16 clearly described to reduce corruption and bribery, establishment of transparent, accountable and inclusive institutions at all levels (Sachs, 2015). Cheema (2010) has highlighted that the Asian regions are facing human resource challenges and stressed the need for improvements in governance through effective, accountable and transparent institutions. Rao (1996) in the study focused that a few countries have been able to meet the challenges for improving the quality of life through adaptation of HRD strategies. According to Robbins, Judge and Vohra (2014), an effective selection process will increase the efficiency and productivity of the organizations. Training is the process of increasing knowledge and skills to develop capabilities and competence among employees and, therefore, helps to improve the climate of an organization. Menzel (2015) has stressed the need of ethics management in the selection process to hire right people and in training programmes. David and David (2016) has emphasized to formulate and implement an effective process for developing a clear strategic planning. Stainer (1971) opined that development of any organization depends upon the recruitment and selection of the right man for the right job applying scientific policy. Harris (1976) in the study pointed out that the success of training depends upon the selection of appropriate training techniques. According to Jha (2005), improper planning may lead to either over-staffing or under-staffing should be avoided. Manpower planning should, therefore, be considered as an endless process producing successive approximations and not simply as an event ending up with a report. Reina and Reina (2008) in the study have focused on trust and workplace relationship. The study clearly depicted a road map for building a congenial and effective workplace relationships in organization which is important to develop effective organizational performance. Shockley-Zalabak, Morreale and Hackman (2010) i have pointed out that there are five key dimensions for building the high trust in organizational excellence. According to French, Bell and Vohra (2009), organization development is not just

about improving organizations, but also about developing individuals. Moreover, Transparency International Report (2015) has revealed that corruption can affect in the areas of recruitment, training, promotion, transfer, conditions of service and personal records identified as major risk areas. The HRD activities in anti-corruption institutions can be identified on availability of trained and competent police officials, who have the requisite knowledge, skill and attitude to cope with the challenges and opportunities for delivering service to the people and society. Thus, the proper manpower planning is necessary to avoid over-staffing or under-staffing.

Based upon the existing literature and the initiatives to search for eradication of corruption with the motive to examine the influence of human resource, it is evident that bold steps have been taken and scholars have tried to stress upon the effective and accountable mechanism to train and motivate human resource to be proved as trustworthy. However, still corruption is prevailing in society.

Research Objectives

The objective of the study is to find out the impact of human resource on organizational effectiveness and importance of the HRD in Anti-Corruption Institutions. The research paper also aims:

1. To discuss the relevance of human resources in organizational development contexts.
2. To examine the present HRD practices in SV&ACB for curbing corruption in the state.
3. To analyze the staffing pattern, recruitment, training, morale and motivation of police officials of Anti-Corruption Institutions.
4. To suggest remedial measures to develop human resources for creating a World Class Anti-Corruption Institution.

Hypotheses of Study

The following hypotheses were formulated as follows:

Null Hypothesis (Ho): There is no significant association between the Human Resource Development and the Anti-Corruption Institutions for creating World Class Organizations in India.

Alternative Hypothesis (Ha): There is a significant relationship between the Human Resource Development and the Anti-Corruption Institutions for creating World Class Organizations in India.

Research Methodology

The study is based on the primary data of eighty-five sample respondents and was collected from police officials of SV&ACB through a structured questionnaire. These officials were directly investigating the matter of corruption cases in the state. The total sanctioned strength of police officials in SV&ACB is 380. Further, interview was conducted among higher and middle level police officials of the Anti-Corruption Bureau. Observation and occasional informal discussion methods have been applied in the present survey. Secondary data was collected from earlier records, journals, reference books, internet sources. There are twelve districts in the state of Himachal Pradesh. Three districts were selected for the study because the rate of corruption is higher as compared to other districts. The stratified random sampling method was used in the

survey. Data collected through the structured questionnaire were tabulated in MS Excel and analyzed by using the descriptive statistical analysis. Non-parametric test (Chi-square) has been used to prove the hypotheses. Chi-square test - goodness of fit and test of independence have been applied as per requirements of the study.

Importance of Human Resource Development

In the last few decades of 20th century, there has been a growing importance of Human Resource Development (HRD) both in developing and developed countries. The HRD must play a catalytic role in building and facilitating the right kind of work environment in terms of making and enabling employees willing to learn, change and adopt themselves for organizational objectives. Hence, adoptability of organization has never being so important than it is today. HRD is the process for increasing the knowledge, skill and capacities of the people which are important not only for an organization but also for a nation to develop its human resources. Hence, a country can develop only when its human resources are developed through education, training, health, nutrition and research.

In the developing countries, HRD climate brought in the wake of liberalization, globalization and changing technologies are offering complex and challenging situations to organizations as well as governments. Rothwell, Prescott and Tylor (1999) has pointed out that organizations adopt several specific action plans or strategies to address increased globalization. The Indian organizations are facing challenges to meet globally prevalent standards. The country is covered by 17% of the total world population, but achievements of the HRD are very meager as compared to other developed nations. It is very unfortunate that lack of proper manpower planning in various fields, capable and efficient workforces are proceeding to other countries and government has failed to utilize their services for development. Hence, there is a need to develop capabilities and competence among employees as well as to create an organizational environment conducive to the employees' development. The police are an important instrument for maintaining domestic peace and security. In India, police forces are the organ of government to maintain peace, prevention and detection of crime and corruption. The police officials in the anti-corruption institutions are engaging to enforce anti-corruption laws for combating corruption in the country. The paper has analyzed certain HR practices of the Anti-Corruption Bureau to check corruption in the administration and attempts to present on assessment of the human resources for effective and efficient anti-corruption governance in the state.

Interpretation of Data and Results

The Human Resource climate is the perception of the employees about the prevailing HRD culture in the organization. Organizations often conduct survey with a structured questionnaire to analyze the responses with a guidance of a strategy map focusing on human resources programmes that is, recruitment, training and career planning that develop the organization's human capital (Kaplan and Norton, 2004). In the study, data was collected from field survey with structured questionnaire from three districts - Shimla, Kangra and Mandi of Himachal Pradesh. The primary data was tabulated with Microsoft excel and interpreted by using IBM, SPSS statistics (Field, 2013).

Age Structure of Respondents

The age-wise distribution of police officials posted in SV&ACB has been categorized into four groups, that is, Deputy Superintendent of Police (Dy. SP) and above ranks, Inspectors, Sub-

Inspector including Assistant Sub-Inspector (ASI), Head Constable and Constable. The age-wise distribution of sampled respondents is presented in Table 1. The Minimum and maximum age of police officials in the selected sample was taken as 18 years and 60 years respectively.

Table 1: Age and Rank-wise Distribution of Police Officials of SV&ACB

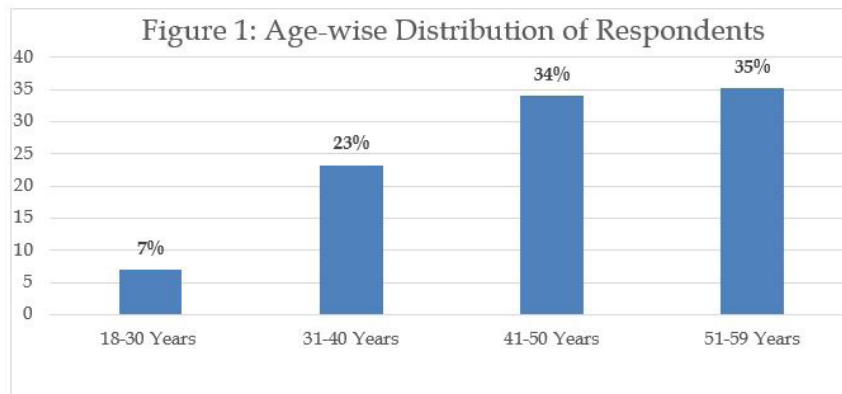
Sl. No.	Age	Rank					Total
		Dy. SPs and above	Inspectors	Sub- Inspectors & ASIs	Head Constables	Constables	
1.	18-30 Years	0(0.0)	0(0.0)	01(5.0)	0(0.0)	05(33.3)	06(7.2)
2.	31-40 Years	02(20.0)	02(13.3)	04(20.0)	06(24.0)	06(40.0)	20(23.3)
3.	41-50 Years	06(60.0)	01(6.7)	03(15.0)	15 (60.0)	04(26.7)	29(34.2)
4	51-60 Years	02(20.0)	12(80.0)	12(60.0)	04(16.0)	0(0.0)	30 (35.3)
	Total	10(100.0)	15(100.0)	20(100.0)	25(100.0)	15 (100.0)	85(100.0)

Source: Data collected through questionnaire

$\chi^2 = 53.991$

P. Value = .000

Table 1 and Figure 1 show that majority of police officials (35.3%) posted in SV&ACB belonging to different categories fall in the age group of 51- 60 years. Thus, many police officials are quite mature as per the consideration of their age factor. Since there is no direct recruitment in SV&ACB, all posts in different ranks are filled in from Himachal Pradesh police on temporary transfer basis.



On applying χ^2 test, its calculated value (53.991) must be found as significant. Hence, it can be concluded that age in different ranks of police officials has been associated with each other irrespective of their ranking background.

Educational Qualification of Police Respondents

Literacy among police officials promotes their efficiency and helps them in their promotion. There are different points of entry in the service of police and the qualification at each point also differs. Keeping in view these different entry points, educational qualifications from matric at lower level to post graduation level has been taken as one variable influencing performance of police officials.

Table 2: Education and Rank-wise Distribution of Police Officials in SV&ACB

Sl. No.	Educational Qualification	Rank					Total
		Dy. SPs & above	Inspectors	Sub-Inspectors & ASIs	Head Constables	Constables	
1.	Matric	0(0.0)	04(26.7)	01(5.0)	09(36.0)	03 (20.0)	17(20.0)
2.	10+2	0(0.0)	04(26.7)	02(10.0)	05(20.0)	06(40.0)	17(20.0)
3.	Graduate	06(60.0)	04(26.7)	14(70.0)	05(20.0)	06(40.0)	35(41.2)
4.	Postgraduate	04(40.0)	03(20.0)	03(15.0)	06(24.0)	0 (0.0)	16(18.8)
	Total	10(100.0)	15(100.0)	20(100.0)	25(100.0)	15(100.0)	85(100.0)

Source: Data collected through questionnaire

$\chi^2 = 28.235$ P. Value = .005

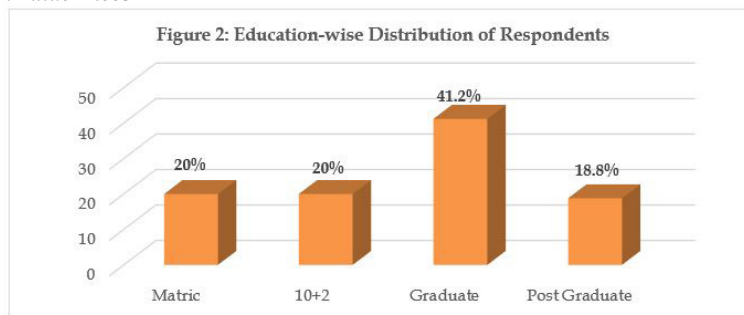


Table 2 and Figure 2 present that education-wise most respondents (41.2%) were graduate followed by 18.8% Postgraduate and 20% Intermediate and Matriculate each. The computed value of χ^2 (28.235) found as significant which reveals that there is association between education and different ranks of police officials posted in the Anti-Corruption Bureau.

Satisfaction with Manpower Planning in Anti-Corruption Bureau

During the survey, it is found that sanctioned strength of Anti-Corruption Bureau was 380 including clerical staff. Many Dy. SPs and above ranked officers as well as middle and lower level posts are vacant for a long time. No attention has been paid by the government to fill the vacant posts or increase strength of the Anti-Corruption Bureau for many years. Due to insufficient number of staff strength in SV&ACB, the functioning is hampered. In this regard, police officials were asked about the management of work being done by the limited number of officials posted in SV&ACB. The reactions of the respondents are presented in Table 3 below:

Table 3: Rank-wise distribution regarding adequate number of Police Officials posted in SV&ACB

Ranks	Adequate number of Police Officials Posted in the SV&ACB		
	Yes	No	Total
Dy.SP.s and Above	02(20.0)	08(80.0)	10(100)
Inspectors	04 (26.7)	11(73.3)	15(100)
Sub-Inspectors including ASIs	05(25.0)	15(75.0)	20(100)
Head Constables	06(24.0)	19(76.0)	25(100)
Constables	01(6.7)	14(93.7)	15(100)
Total	18(21.2)	67(78.8)	85(100)

Source: Data collected through questionnaire

$\chi^2 = 2.466$

P-Value = .651

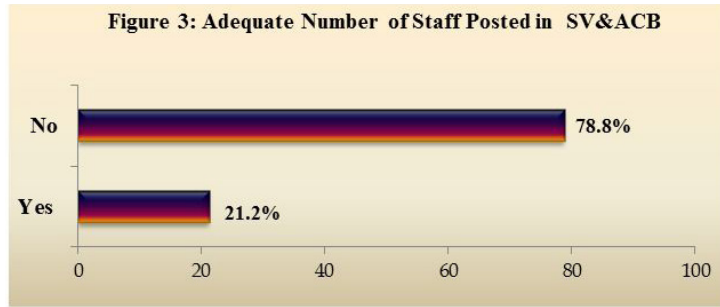


Table 3 and Figure 3 show that many police officials (78.8%) reported that SV&ACB had insufficient staff for smooth functioning of Anti-Corruption Bureau. Only 21.2% respondents stated that enough staff is available. All respondents irrespective of their ranks has opined similar opinion on the above statement. On applying χ^2 test, its calculated value (2.466) found as insignificant and null hypothesis was accepted. Hence, it is revealed from the study that strength of police officials in SV&ACB was inadequate to cope up with the existing workload of Anti-Corruption Bureau.

Satisfaction with Recruitment Procedure in Anti-Corruption Agencies

During the survey, it was observed that officials of SV&ACB were posted on temporary basis from Himachal Pradesh police. Hence, there is no direct recruitment procedure in SV&ACB. In this regard, police officials were asked whether they were satisfied with the existing mechanism of human resources adopted by the government of Himachal Pradesh.

Table 4: Satisfaction regarding the Existing Recruitment Procedure in SV&ACB: Rank-wise Distribution

Ranks	Satisfaction regarding Recruitment Procedure		
	Yes	No	Total
Dy.SPs and Above	03(30.0)	07(70.0)	10(100)
Inspectors	04(26.7)	11(73.3)	15(100)
Sub-Inspectors including Assistant Sub-Inspectors	06 (30.0)	14(70.0)	20(100)
Head Constables	04(16.0)	21(84.0)	25(100)
Constables	03(20.0)	12(80.0)	15(100)
Total	20(23.5)	65(76.5)	85(100)

Source: Data collected through questionnaire
 $\chi^2 = 1.672$ $P\text{-Value} = .796$

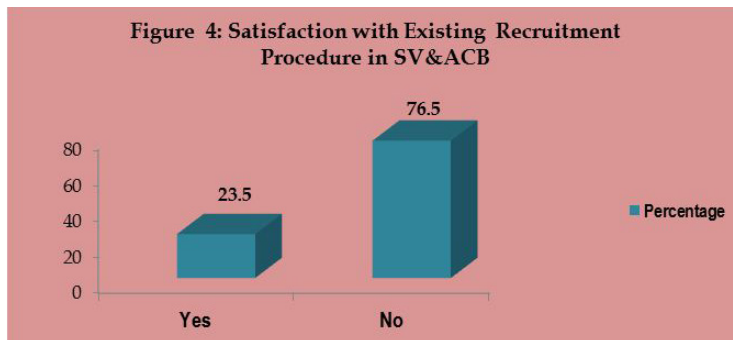


Table 4 and Figure 4 depict that 76.5% respondents felt that they were not satisfied with the existing procedure of temporary posting from Himachal Pradesh police to SV&ACB. On the contrary, 23.5% respondents were satisfied with the present practice. The calculated value of Chi-square (1.672) found as insignificant which accepted null hypothesis. Hence, it can be concluded that the distribution of views is similar about satisfaction of selection procedure of police officials in SV&ACB irrespective of their ranking backgrounds.

Political Interference in Recruitment Process

Political interference in the process of recruitment is the major problem in India even though the institutions do not agree to any political intervention in the recruitment process. The opinions of the respondents regarding the extent of political interference in the recruitment process in the state has obtained in five-point Likert scale are presented in Table 5.

Table 5: Rank-wise Opinion Regarding Political Influence in Recruitment Process

Ranks	Political Influence in Recruitment Process					Total
	Large Extent	Moderate Extent	Indifferent	Some Extent	Not at All	
Dy.SPs and Above	0(0.0)	0(0.0)	0(0.0)	02(20.0)	08(80.0)	10(100)
Inspectors	01(6.7)	01(6.7)	0(0.0)	08(53.3)	05(33.3)	15(100)
Sub-Inspectors including ASIs	03(15.0)	02(10.0)	03 (15.0)	11 (55.0)	01(5.0)	20(100)
Head Constables	07 (28.0)	03(12.0)	02(8.0)	12(48.0)	01 (4.0)	25(100)
Constables	05(33.3)	04(26.7)	01(6.7)	05(33.3)	0(0.0)	15(100)
Total	16(18.8)	10(11.8)	06(7.1)	38(44.7)	15(17.8)	85(100)

Source: Data collected through questionnaire

$\chi^2 = 47.796$

P-Value = .000

Table 5 shows that majority of police officials that is, 56.5% opined that there was political interference in recruitment either to some or moderate level. 17.8% respondents denied that there was any political interference in recruitment. It is noted that 80% Dy.SPs and higher ranks officers found no political interference in the recruitment process. The Chi-square value calculated as 47.796 was found significant which rejects null hypothesis and accepted alternative hypothesis. Thus, it can be concluded that moderate level political influence in the recruitment process has downgraded trust and casual frustration among police officials of the Anti-Corruption Bureau.

Satisfaction with Quality of Training for HRD

Human resource development is a process of increasing the knowledge, skills and capabilities of the people. The purpose of good quality of training programme is to improve the behavior, competence of a person which ultimately raises organizational performance. Training and development programs are seen by employees as practices with the potential to be positive expressions of concern for the employee development (Zalabak-Shockley et al., 2010). It has been found during the survey that police officials were posted in Anti-Corruption Bureau based on temporary posting from Himachal Pradesh police. To know the quality of training requirement in anti-corruption bureau, the police officials were asked the need of specialized training for dealing with corruption cases and to develop the organizational performance.

Table 6: Rank-wise Opinion regarding Training Imparted in Training Centre Compatible for Investigation of Corruption Cases

Ranks	Yes	No	Total
Dy.SPs and Above	02(20.0)	08 (80.0)	10(100)
Inspectors	0(0.0)	15(100.00)	15(100)
Sub-Inspectors including ASIs	01(5.0)	19 (95.0)	20(100)
Head Constables	03(12.0)	22(88.0)	25(100)
Constable	0(0.0)	15 (100.0)	15(100)
Total	06(7.1)	79(92.9)	85(100)

Source: Data collected through questionnaire
 $\chi^2 = 5.891$ P-Value = .207

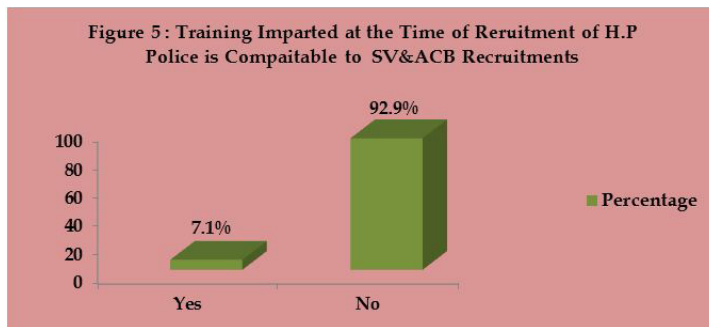


Table 6 and Figure 5 reveal that majority of the respondents, that is, 92.9% opined that there was need for imparting training in SV&ACB while, only 7.1% police officials reported that there was no need of training. The calculated value of Chi-square (5.891) has been found as insignificant and accepts the null hypothesis. Hence, the need for training imparted to the officials at the time of recruitment of Himachal Pradesh police is not compatible for dealing with corruption cases. It has been reported by all respondents, irrespective of their ranking backgrounds.

In the globalized era, training is an important aspect in HRD to improve the organizational efficiency and performance. Technology is changing very fast. No organization can take advantage of latest technology without a well-trained employee. In this regard, the views of police officials regarding specialized as well as ethical training provided to the Anti-Corruption Bureau officials for prevention of corruption have been evaluated and presented in Table 7.

Table 7: Opinion of Respondents regarding Specialized and Ethical Training provided to Police Officials for Developing Human Resources

Ranks	Specialized Training to Officials of SV&ACB		
	Yes	No	Total
Dy.SPs and Above	03(30.0)	07(70.0)	10(100)
Inspectors	06(40.0)	09(60.0)	15(100)
Sub-Inspectors including ASIs	06(30.0)	14(70.0)	20(100)
Head Constables	08 (32.0)	17(68.0)	25(100)
Constables	03(20.0)	12(80.0)	15(100)
Total	26(30.6)	59(69.4)	85(100)

Source: Data collected through questionnaire
 $\chi^2 = 1.446$ P-Value = .836

It is revealed from Table 7 that majority of police officials (69.4%) in different ranking backgrounds reported that they had not been provided with any specialized or ethical training. Only 30.6% respondents agreed to this statement. The calculated value of Chi-square (1.446) has been found as insignificant which accepts null hypothesis. Hence, it can be concluded that opinion on specialized and ethical training provided to the police officials has been reported similarly by all respondents irrespective of their ranking hierarchy

Descriptive Statistical Analysis Regarding Extent of Factors in Human Resource Challenges for building World Class Anti-Corruption Institutions

Weak Human Resource Development is responsible for the failure of building a strong efficient and accountable public institution. Building and re-building institutional trust is based on strategic action more than on good intention. Distrust can be identified as a serious violation of expectations, an integrity breach, illegal behavior, or other unethical behavior. When distrust is showed, institutions must first determine how pervasive the distrusting reactions are? What are the causes? And finally, how can distrust be overcome? Distrust must be approached with intentional action addressing the causes of distrust and making visible corrective strategies for regaining trust Shockley-Zalabak, Morreale and Hackman, (2010). During the survey, it was revealed that frustration among the police officials has been growing for various human resource processes and declining the level of satisfaction and trust towards anti-corruption organizations.

Table 8: Descriptive and Inferential Statistical Analysis regarding the Extent of Satisfaction and Challenges facing by the Police Officials on HRD variables in Anti-Corruption Institutions

Statements	Extent to its Effect						Mean	Standard Deviation	C.V	Skewness	Kurtosis	χ^2	P-Value
	Very High	High	Moderate	Some	Not At All	Total							
Job Satisfaction in Anti-Corruption Bureau	23 (27.1)	31 (36.5)	05 (5.9)	23 (27.1)	03 (3.4)	85 (100)	3.56	1.248	35.01	-.433	-1.178	35.767	0.01
Political interference in Anti-Corruption Institutions	28 (32.9)	20 (23.5)	17 (20.1)	20 (23.5)	0 (0.0)	85 (100)	3.65	1.170	31.99	-.211	-1.438	3.141	.370
Satisfaction with the existing pattern of superior-subordinate relationship	12 (14.1)	20 (23.6)	15 (17.6)	35 (41.2)	3 (3.5)	85 (100)	3.03	1.169	38.53	.342	-1.143	32.824	.000
Satisfaction with Pay Packages	08 (9.4)	26 (30.6)	03 (3.5)	35 (41.2)	13 (15.3)	85 (100)	2.77	1.294	46.62	.260	-1.307	41.059	0.01

Source: Data collected through questionnaire.

Job Satisfaction among Police Officials in Anti-Corruption Institutions

Job satisfaction is a set of favourable and unfavourable feelings which employees view about their jobs. High Job satisfaction results into high work performance, less turnover and less absenteeism. According to Feldman and Arnold (1983), the degree of job satisfaction affects an individual's physical, mental and emotional reaction to a job. Thus, high level of job satisfaction among employees tend to be more productive and creative towards their employers. In this regard, the police officials were asked whether they were satisfied with the present job or it is hard and difficult.

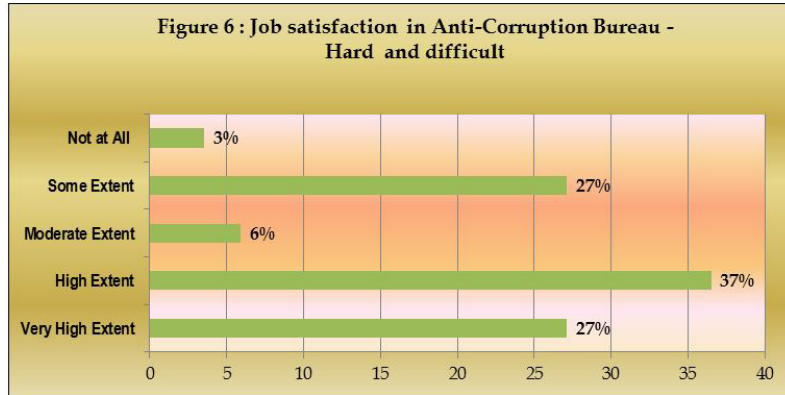
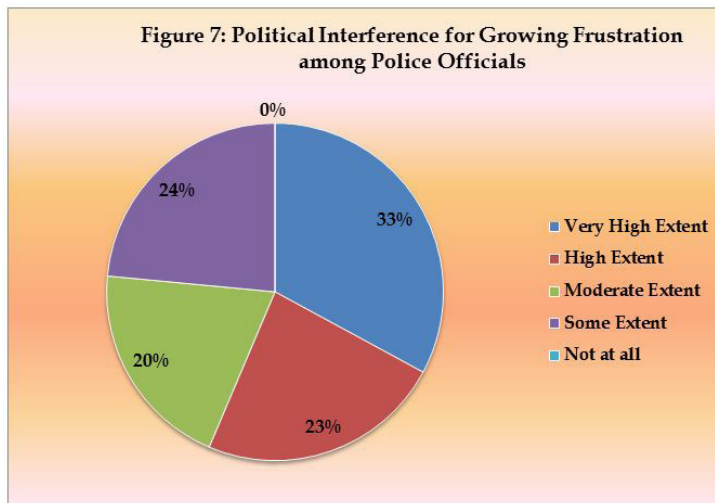


Table 8 and Figure 6 show that 27% police officials reported that their work in the Anti-Corruption Bureau was hard and difficult to some extent followed by 37% and 27% respondents to high extent and very high extent. A few of them (3%) did not find that their work as hard and difficult. Mean score of responses calculated as 3.56 which is more than three at five-point scale and indicates that police officials are facing high level difficulties during investigation of cases. Further, standard deviation (1.248) and co-efficient of variation (35.01) shows the variation of responses. The negative skewness value indicates variation of responses towards the upper side of the mean. The calculated value of Chi-square (35.765) was found as significant. Thus, it is revealed from above analysis that respondents are facing more difficulties during working in Anti-Corruption Bureau.

Political Intervention in Anti-Corruption Bureau

Political involvement in the appointment of civil servants leading to the politicization of the public sector as political parties have incentives to gain over bureaucrats (Transparency International, 2015). In general, it is believed that the functioning of public Institutions is considerably influenced by the politicians who get advantage from the officials to settle their cases. This belief has been found to be correct in police official survey which is presented in Table 8 and Figure 7. It was found that majority of respondents (56%) reported that the level of political influence in Anti-Corruption Bureau was to very high extent or high extent.



The opinion of police officials (mean value 3.65) regarding political influence in SV&ACB is much higher than the standard average score. The value of Standard Deviation and Skewness are calculated as 1.170 and -.211 respectively revealing high level of political influence in the Anti-corruption Bureau. The analysis is also supported by Kurtosis value. Chi-square value found as insignificant which indicates that opinions of police officials is similar about the political intervention irrespective of their ranking hierarchy. Thus, the above statistical analysis proves that political interference is much higher in the state which is creating frustration among officials towards anti-corruption institutions.

Satisfaction with Existing Pattern of Superior-Subordinate Relations

The attitude of the senior officers towards subordinates is of vital importance for determination of job satisfaction within an organization. Reposing faith, confidence and trust in the ability to work and capacity would minimize their grievances and would create a better working momentum in them.

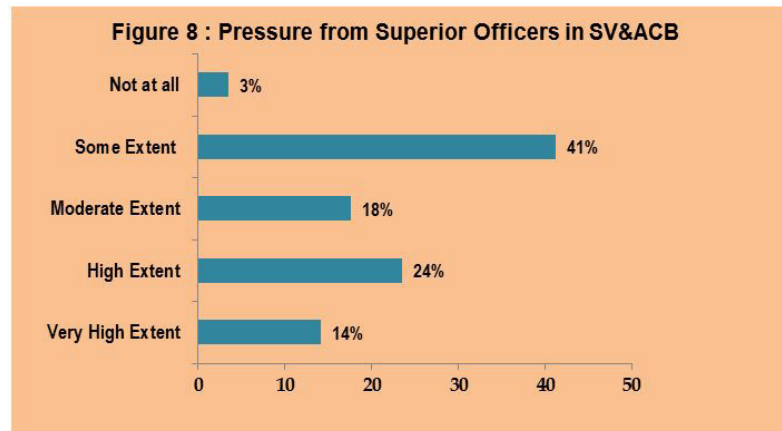


Table 8 and Figure 8 reveal that a significant number of respondents have opined that pressure from superior officers in Anti-Corruption Bureau is one of the major causes for growing frustration among the police officials. The value of mean score was found as 3.03 at five-point scale. Further, variation in the opinion of respondents was found from calculated value of standard deviation and co-efficient variation. The value of skewness is found as negative which indicates the variation of opinion among respondents towards the upper side of the mean. Chi-square test (value 32.824) is found as significant which leads to the conclusion that pressure from superior officers was the main reason for growing frustration among the police officials in Anti-Corruption Institutions in the state.

Satisfaction with Pay and Allowances

Leslie Palmier (1985) in his survey focused that poor salaries are one of the most important factors for rise of corruption in Hong Kong, India and Indonesia. It is assumed that Group A officers are not poorly paid whereas huge difference exists in lower level officials that is, group C and D which breeds resentment and frustration (Chakraborty, 2012) Thus, payment of good pay package will ensure proper compensation to the police officials, which in turn, affects their high moral and the level of satisfaction.

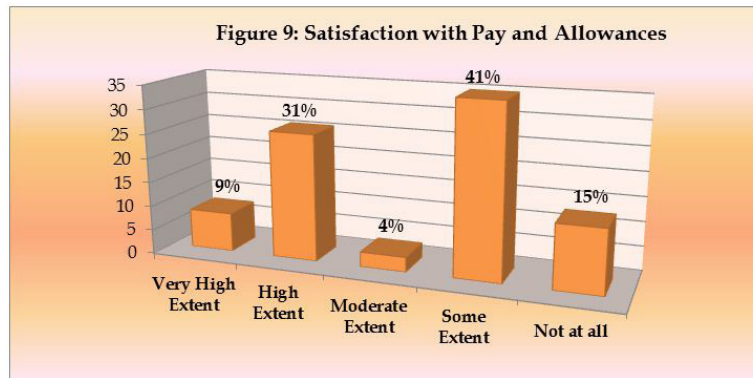


Table 8 and Figure 9 present that majority of police officials (41%) were satisfied to some extent with the present salary structure. Only 15% respondents were not at all satisfied. The mean value of respondent's views is calculated as 2.77 which is lower than the standard score (3) at five-point scale. Standard deviation and co-efficient of variation disclose the variation in the responses. The value of skewness has been found as positive indicating that the variation in responses of the police officials tends towards the lower side of the mean. The calculated value of χ^2 (41.059) is found as significant. Thus, it can be concluded that majority of the respondents were moderately pleased with pay and allowances being provided to them.

Overall Performance and Status of Anti-Corruption Institutions

Majority of public institutions in India are at developing stage and the Anti-Corruption Institution is no exception. Table 9 and Figure 10 reveal that many police officials (79%) opined that overall performance of Anti-Corruption Bureau is at developing stage while only five percent viewed that the level of anti-corruption agencies has been placed at an advanced stage. Further, 15% respondents opined that SV&ACB is obsolete and only one respondent expressed it as backward. No personnel have reported the performance of anti-corruption organization as highly advanced. The calculated value of Chi-square (15.165) has been found as insignificant which accepts null hypothesis. Hence, it can be concluded that the performance and status of Anti-Corruption Institution is not up to the mark.

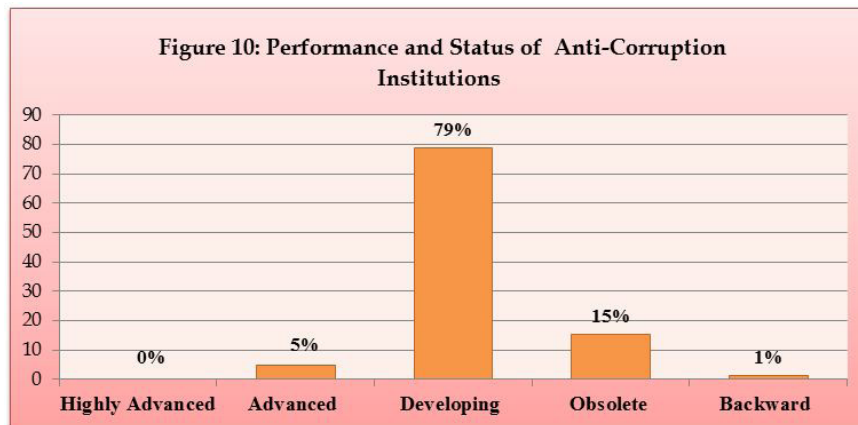
Table 9: Perception regarding Performance and Status of Anti-Corruption Institutions

Ranks	Highly Advanced	Advanced	Developing	Obsolete	Backward	Total
Dy.SPs and Above	0(0.0)	02(20.0)	08(80.0)	0(0.0)	0 (0.0)	10(100)
Inspectors	0(0.0)	0(0.0)	13(86.7)	02(13.3)	0 (0.0)	15(100)
Sub-Inspectors including ASIs	0(0.0)	01(5.0)	17(85.0)	02(10.0)	0(0.0)	20(100)
Head Constables	0(0.0)	01(4.0)	19(76.0)	05(20.0)	0(0.0)	25(100)
Constables	0(0.0)	0(0.0)	10(66.7)	04(26.7)	01(6.6)	15(100)
Total	0(0.0)	04(4.7)	67 (78.8)	13(15.3)	01(1.2)	85(100)

Note: Figures in parentheses depict percentages

$\chi^2 = 15.165$

P-Value = .233



The Major Findings of the Study

The study finds that effective HRD climate is one of the pre-requisite tasks for creating congenial environment wherein employees can duly contribute their maximum potential. A series of acts, rules and policies were formulated, and agencies were created at centre and state levels for combating corruption from country, but still anti-corruption institutions are facing human resource challenges. The major findings emerged from the study are as under:

- Age-wise, the study finds that majority of the police respondents, 35.3% are dominated by quite mature within the age-group of 51-60 years. Majority of respondents (60%) were highly qualified, that is, Graduate and Postgraduate.
- During the survey, it was found that many posts of officials were lying vacant for long. Thus, the strength of police officials in SV&ACB is inadequate to cope up with the existing workload of Anti-Corruption Bureaus.
- The study found that police officials were not satisfied with the existing procedure on temporary transfer from Himachal Pradesh police to SV&ACB and their views are similar about the dissatisfaction regarding the selection procedure irrespective of their ranking backgrounds. Moreover, there was a moderate political influence in the recruitment process which downgraded the level of trust among police officials on SV&ACB in Himachal Pradesh which is supported by χ^2 test as the calculated value (1.672) is insignificant and accepted null hypothesis.
- Based on above analysis, it is revealed that training imparted to the police officials at the time of recruitment in Himachal Pradesh police was not compatible to deal with corruption cases and neither any specialized nor ethical training was imparted to them. The value of Chi-square has been found as insignificant which accepts the null hypothesis. Hence, it is felt that training programs for various ranks were not designed after assessing the training needs for the eradication of corruption from the state.
- Majority of the respondents have opined that political influences in the government institutions is much higher in the state. Political interventions in Anti-Corruption machinery has been admitted by the police officials for declining the level of trust in the Anti-Corruption Institutions and has caused frustration amongst officials.
- Further, police officials were pressurized to moderate level by the superior officers while investigating the matters of corruption cases. The calculated value of χ^2 (32.824) has been

found significant. The analysis concludes that there is some extent interference of superior officers on the functioning of machinery of anti-corruption institutions in the state.

- Many respondents are satisfied moderately with pay and allowances which has been proved by the statistical analysis as the value of Chi-square is found as significant.
- The study also found that there was dissatisfaction about good conditions of service creating frustration among the police officials. It has been revealed from study that police officials posted in SV&ACB were facing difficulties about the office accommodation as well as residential accommodation, canteen and messing facilities.
- Further, the study finds that police stations were extremely facing shortage of stationery articles, printed forms, registers etc. There was also lack of young, educated and technically trained personnel in the police stations. There is also an acute shortage of officials which was badly affecting functioning of police stations of all these districts.

The empirical analysis proves that there is a decline in competence, openness, honesty, integrity, efficiency and effectiveness in the Anti-Corruption Institutions due to lack of human resources that is, poor staff strength, lack of good conditions of service, political influence in recruitment process, inadequate training facilities, pressure and interference of politicians during the investigation of corruption cases.

Recommendations of the Study

The effective Human Resource Development is one of the most pressing needs that the public institutions are facing today. The growing importance and concerns for human resources in organization is gradually reflected in the administrative system. Thus, a congenial working environment can be conducive to development of both individual and organizations. The following remedial measures are recommended to create anti-corruption institutions, a world class organization.

- Considering the increase of general population in India, the Anti-Corruption Institutions need to strengthen human resources by providing a greater number of well educated, young, efficient, loyal, honest and directly recruited police officials especially under executive cadre. The police stations of Anti-Corruption Bureau must be strengthened and made effective with integrity, professionalism, competence and impartiality. It is proposed that investigation officer should not be below the rank of Inspectors with the educational qualifications of graduate and post-graduate and below 50 years of age.
- There is an urgent need to incorporate exemplary punishments in anti-corruption acts against corrupt officials and politicians to check and eliminate corruption. Further, transfer, posting and recruitment process should be separated from the government so that police officials can work independently and fearlessly without any kind of pressure.
- Adequate attention needs to be paid for specialized and ethical training to the police officials immediately after joining in Anti-Corruption Bureau. It is felt that training programmes for various ranks should be designed after assessing their training needs and changing roles. The training methodologies need to be upgraded to meet the present anti-corruption requirements. The training programmes for all the ranks especially the lower ranks, should emphasize on developing the right types of attitudes and inculcating qualities of good human beings.
- It is found from survey that superior-subordinate relationship was not cordial with the requirement of the HRD. Many police officials believe that relationship between them was healthy and conducive for development of human resources to some extent. This is very

serious matter for development and success of the HRD programmes. Hence, there is an urgent need to create a congenial atmosphere for improving inter-personnel relationship

- The study finds that low level salary structure among lower and middle level police officials of anti-corruption bureau is creating resentment and frustration as compared to civil servants of central and state governments and their job is hard and full of potential threat. Hence, it is proposed that the government should pay more attention to improve the pay packages as an incentive to boost up their high morality.
- A sample code of conduct that spells out appropriate behaviour of both elected and appointed functionaries is a preventive mechanism to fight against corruption. Political interference in the Anti-Corruption Institutions should be eliminated as far as possible. Ethics and values are the essence which need to be developed right from childhood followed by the curriculum in the primary stage of education to the higher studies.
- Morale of the police officials is low due to lack of good conditions of service, poor working environment and pay packages. Hence, there is an urgent need to emphasize on infrastructure and facilities at the headquarter and district levels for welfare of the police officials posted in the Anti-Corruption Agencies.

To sum up, it is proposed that a separate State Vigilance and Anti-Corruption Bureau cadre needs to be created to recruit competent personnel having an aptitude to be honest, efficient and with well-educated backgrounds. It is suggested that the Anti-Corruption Institutions should be created as an autonomous body like the Election Commission of India. It is strongly recommended that for creating World Class Anti-Corruption Institutions, the Government of India as well as state governments should develop the quality of work life as developed by the United Nations Development Programme (UNDP, 2015) and implement it for the achievement of the goals of recruitment, training and promotion methods, technologies for enhancing the work environment, conditions of service and rational reward and compensation system.

Conclusions

Based on the above findings and recommendations, it can be concluded that lack of human resources in the anti-corruption institutions felt among the different ranks of police officials. The status of Anti-Corruption Bureau is at developing stage which is far from advanced and highly advanced stage. Hence, the relationship between the Human Resource Development and the Anti-Corruption Institutions for creating world class organization in India has been statistically proved as significant. These human resource factors are influencing the anti-corruption agencies for creating a world class institution. However, satisfaction with good conditions of service, level of political interference, inadequate manpower planning and overall performance and status of anti-corruption institutions in the state have been found insignificant. Further, inadequate training facilities, poor working environment, lack of superior-subordinate relationship and dissatisfaction of salaries are affecting internal discipline and morale of police officials. Thus, for building world class anti-corruption institutions and combating corruption in the country, there is a need to design effective, efficient and dynamic HRD climate in terms of goals and objectives to improve better performance and development.

Limitations and Directions for Future Research

The present empirical survey was conducted within three districts of the state and was limited to certain human resource variables. There is an ample scope to undertake a comparative study with a larger sample size in different states and between central and state level anti-corruption

agencies established by the governments. The study reflects the perceptions of employees', their feelings, thinking and believe about human resources on an organizational framework that exists within their organizations may be visible in other states. The findings and results emerged out from the study would still help the practitioners and policymakers to draw conclusion and suggest some policy options, which could be enormously useful for understanding the future development of human resources in the anti-corruption institutions and implementation of 'Zero Tolerance Policy' on corruption from country.

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