

INDIAN PERSPECTIVE OF ANTI-CORRUPTION INSTITUTIONS FOR COMBATING CORRUPTION IN SUSTAINABLE DEVELOPMENT A SCORECARD

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PURPOSE

CORRUPTION has become major threat to good governance all over the world and India is no exception. United Nations in its sustainable development goal no. 16 has stressed the need to substantially reduce corruption and bribery, strengthen national institutions, ensure equal access to justice for all, and the promotion of peaceful society. The major challenge before the state is the corrupt behavior of individuals working in the government institutions. The study aims to measure the performance of Anti-Corruption Institutions for implementation of anti-corruption strategies to build trust and satisfaction among different groups of stakeholders using balance scorecard for eradication of corruption in Sustainable Development.

Research Methodology: Geographically, Himachal Pradesh has been divided into twelve districts. Out of these 12 districts, selection of three districts namely, Shimla, Kangra, and Mandi districts was made on the basis of highest number of registered corruption and trap cases. Data were collected from 360 public respondents and 85 police officials through rational sampling method. The present study is based upon stratified random sampling from general public and police officials who are directly dealing with the corruption cases in the State Vigilance and Anti-Corruption Bureau (SV&ACB) in Himachal Pradesh. In this study, descriptive statistical analysis has been employed to interpret the data and Chi-Square test has been applied to test the hypotheses.

Findings: The study was designed to find out the performance of State Vigilance and Anti-Corruption Bureau (SV&ACB) at state level with long range perspectives applicable in macro level to the world communities for combating corruption. On analyzing the balance scorecard, it was found that satisfaction and trust among public and police officials remained low towards Anti-Corruption Institutions in the state of Himachal Pradesh. The result of data analysis revealed that lackadaisical anti-corruption strategies, for combating corruption at regional and national level to strengthen Anti-Corruption Institutions, are associated with building trust and satisfaction among different groups of stakeholders in the global perspective in sustainable development framework which, have been proved significant.

Research Limitations/Implications: The sample size and area covered in this study were limited to three districts of Himachal Pradesh. The study recommends that administrative machineries of Anti-Corruption Institutions should become flexible and should be able to respond quickly and effectively to the changing environment. A responsive administration providing an effective and efficient governance will remain a dream unless it has a motivated, trained, and developed work force in the form of public servants.

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Practical Implications: *The study is one of the few systematic empirical researches which has evaluated the various dimensions responsible for building trust and satisfaction among general citizens' in the socio-political as well as administrative environment. The study also attempts to recommend suitable revitalizing strategies for re-building trust towards the governance of Anti-Corruption Institutions not only at regional, state, and national level but also its recommendations are applicable in global perspective for combating corruption.*

Originality/Value: *This study provides a detailed analysis of performance of Anti-Corruption agencies and building a strategy-based scorecard for creating high level trust in Anti-Corruption Institutions. No such empirical research has been conducted in Himachal Pradesh before this study.*

Key Words: *Anti-Corruption, Combating Corruption, Institutions, Public Trust, Sustainable Development.*

Introduction

Widespread corruption remains one of the major challenges for sustainable development in the developed and developing nations. It has affected all aspects of our national life. Corruption poses a threat not only to the environment but also to human rights, democratic institutions, fundamental rights, and freedom. It also undermines development and spreads poverty among millions of poor in the world. International institutions, national, and state governments have initiated anti-corruption strategies and promulgated acts and resolutions for eradication of corruption at global, country, and regional level. The major problem before the states is the corrupt behavior of individuals working in the government institutions. Corruption cannot thrive without participation (willing or non-willing) by the citizens. Their perception about this phenomenon would affect whether and how much they contribute to promote or check corruption. The extent of corruption in the state of Himachal Pradesh has been identified on the basis of sample survey among different groups of general public and police officials who are directly involved in the investigation of corruption cases. Himachal Pradesh is a young state of the Union of India divided into 12 districts. All of these districts vary from the point of view of climate, population, literacy, crime, corruption rate, etc. The psychological phenomenon envisages that individuals perceive others with queries and questions on integrity particularly in official positions. However, in order to determine the values and facts related to the realities, there arises a need to evaluate the performance on the basis of the balance scorecard. It is worth noticing that balance scorecard is a successful strategic instrument to find out the answers of such issues as Kaplan & Norton (1992) have already implemented in the context to four perspectives, that is, financial, customer, internal process, learning, and growth as a link between strategic objectives and operational goals through identifying mission, vision, and targets. The research emphasizes upon identifying clear performance targets and satisfaction of public and employees towards the Anti-Corruption Institutions in Himachal Pradesh. The adverse effects of corruption on the society, polity, economy, and public administration are manifold. Corruption is one of the most common as well as the most dangerous form of ethical failure in government and administration. In one form or another it has existed in all societies at all times of history. But in recent years in India, it has assumed frightening proportions. It has not only spread to every part of the governmental machinery, but has had a more rapid growth amongst the professional politicians and the party men, both at central and state levels. The main thrust of the study is to measure the performance of Anti-Corruption Institutions for implementation of anti-corruption strategies to build trust and satisfaction among different groups of stakeholders using balance scorecard for eradication of corruption in Sustainable Development frameworks. The study also attempts to recommend suitable revitalizing strategies for re-building trust towards the governance of Anti-Corruption Institutions not only at regional, state, and national level but also its recommendations are applicable in global perspective for combating corruption.

Review of Literature

According to Bedi (2012), the widespread disease of corruption has seeped into the system of governance so deep that the common man has lost trust in public institutions. There are great obstacles before the nations to check corrupt behavior of the individuals working in the government institutions.

Mathur (2014), in his study, has presented a comprehensive overview of India's public services, bureaucratic systems, and explored why widespread corruption and inefficient delivery have slowed the development. He has discussed the underlying reasons for prevailing inefficiency in public services. He examined the complex linkages between ethics-based public service, India's cultural and spiritual heritage, and its current economic development model. The author has given some outlines to create an ethical code and an environment that is conducive to better administration and good governance.

Rajshekhnan (2011) has focused that corruption in public offices has grown worse over the years and has become a threat to the stability of governance and democracy in India and the world over. It may destroy trust of people in the governmental institutions.

Cheema (2010) observed that corruption is anti-poor, anti-development, and anti-nation. It can only be tackled by better governance. The author has suggested a three-pronged strategy to combat corruption including (i) simplification of rules and procedures; (ii) greater transparency and empowerment of the public; and (iii) effective punishment. The author believed that introduction of modern technology in the governance will also help to reduce corruption.

Moore (2013), in his study, has described how public managers can translate the ideas of public value into a tangible system of managing performance and resources. He has tried to produce more operational definition of public value in the form of a 'public value scorecard'. It focuses on the actions necessary to build legitimacy and support for the envisioned value and on the innovations that have to be made in existing operational capacity.

Reina & Reina (2010), in their study created a practical manual for understanding, building, and rebuilding trust in working relationships. They have stated that the workplace trust is at an all-time low. The authors provided pragmatic steps that can be put to use immediately to re-build broken trust among co-workers.

Kettl (2015) has focused upon a new framework for reconciling effective administration with the requirements of democratic government instead of thinking in terms of organizational structure and management. The author has suggested that administrators and theorists need to focus on "governance" or the link between government and its broader environments – political, social, and administrative.

Vittal (2012) focused on systematic assessment of the role that each of the stakeholders in society can play as a useful guide to eradicate the menace of corruption. He has examined the issue of corruption as a disease of Indian society. The author reveals that scams during 2010 created a crisis of trust in governance and the leadership. It affects accountability in public life. The author is optimistic of achieving a clean India through greater application of the right to information, strengthening of the judiciary and Central Election Commission, an alert civil society and media.

Quah (2012) has found that the level of trust and governance in Singapore is higher than that in the Philippines. The author has addressed contextual differences and how the political leaders have responded to the various challenges facing their countries. He has analyzed the perceived level of corruption in both countries according to their rankings and scores on Transparency International's Corruption Perceptions Index (CPI) and the World Bank's control of corruption governance indicator (World Bank, 2016).

Robinson (1998) suggested that complementary strategies must be devised to tackle various forms of corruption at the international, national, local, and institutional levels by involving the government, the civil society, the private sector, and international sectors.

Shih (2012) in his study analyzed the effectiveness and trust of anti-corruption network in Taiwan. The author came to the conclusion that the performance of Taiwan's anti-corruption network has not met the expectations of general public and Taiwan's CPI (Corruption Perception Index). He suggested that network governance requires trust to function for the achievement of public interest. Trust and transparency are the two basic requirements to network governance. It is stated that the degree of corruption situation is related to the degree of transparency and the degree of transparency correlates with the people's trust towards government. So, corruption is the dark side of network and corruption will cause damage to good governance. The author concluded that, trust and transparency are created from interactive relationships and they are the cornerstone of good governance.

Fratantuono (2013) suggested the potential for cross-sector collaborations – i.e., collaboration involving some combination of representatives from the state, private (for-profit business), and civil (non-profit) sectors – involving the military and other sectors to address sustainable development for the purposes of addressing comprehensive security. Singh (2002) stated that sustainability of development with particular focus on human development must find central focus in all our decision making. War or cut throat competition are not sustainable in nature. The fundamental truth that economic development is for mankind is lost and there is a mad race for achieving economic goals at any cost.

Objectives of the Study

The overall objectives of the study are as under:

1. To study anti-corruption strategies at global, national, and regional level for combating corruption in Sustainable Development.
2. To measure performance of Anti-Corruption Institutions for implementation of anti-corruption strategies for building trust and satisfaction among different groups of stakeholders in the state of Himachal Pradesh.
3. To analyze the participation of civil society and media for curbing corruption.
4. To examine suitable measures to strengthen institutional effectiveness for effective implementation of anti-corruption initiatives for combating corruption in global perspectives.

Hypotheses of the Study

To achieve the above objectives, the following null (H_0) and alternative (H_a) hypothesis have been formulated:

H_0 1: Lackadaisical anti-corruption strategies for combating corruption at regional and national level to strengthen Anti-Corruption Institutions has no association with building trust and satisfaction among different groups of stakeholders in the global perspective in sustainable development framework.

H_a 1: Lackadaisical anti-corruption strategies for combating corruption at regional and national level to strengthen Anti-Corruption Institutions has association with building trust and satisfaction among different groups of stakeholders in the global perspective in sustainable development framework.

Research Methodology

This study is based upon stratified random sampling from public and police officials who are directly dealing with the corruption cases in the State Vigilance and Anti-Corruption Bureau of Himachal

Pradesh. The data set include, primary data collected through interview method using a structured questionnaire designed as per five point Likert's scale and secondary data were collected from previous records, reference books, reports, discussion papers, and internet. The sample consisted of 360 public respondents and 85 police officials who are directly dealing with corruption cases in the three districts of Himachal Pradesh. The data collected through the various sources has been converted into readable data, tabulated, and analyzed for logical status using appropriate statistical methods. In this study, descriptive statistical analysis has been employed to interpret the data and Statistical Package for Social Sciences (SPSS), IBM version 20 was used for processing the data. Chi-Square test has been applied to test the hypotheses.

Anti-Corruption Initiatives at Global Level

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

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

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

Transparency International has been conducting surveys and compiling information relating to corruption across countries. The Corruption Perception Index (CPI) ranks countries according to perception of corruption in the public sector. Transparency International's Global Corruption Barometer is the largest cross-country survey to collect the general public's views and experiences of corruption.

The 2017 Corruption Perception Index (CPI) showed that India is ranked 81st. In the CPI 2015 report, India's rank was at 76 out of 175 countries with a CPI score of 3.8. However, the CPI 2014 report reveals that the corruption rank of India was 85th out of 175 countries which was better than that in the year 2015 despite similar score in both the years (Transparency International Report, 2015). Hence, it is revealed by the Transparency International report that the intensity of corruption is still same as it was in the year 2014.

National Anti-Corruption Strategies in India

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

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

Objectives of National Anti-Corruption Strategies

The major Anti-Corruption Institutions created by the government within the legal and institutional framework are Central Vigilance Commission, Central Bureau of Investigation at the national level; and vigilance departments, anti-corruption bureaus, and Lokayuktas' at the state level. In addition, the institution of Comptroller and Auditor General of India (C&AG) also plays a significant role in bringing out the facts about embezzlement and wastage of funds in the public domain (Ghuman, Mehta, & Singh, 2012).

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

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

Anti-Corruption Initiatives at Regional Level

In order to fight against corruption from Himachal Pradesh, two major Anti-Corruption Institutions, that is, Lokayukta and State Vigilance and Anti-Corruption Bureau (SV&ACB) have been established for dealing with corruption matters in the state. Lokayukta institution has come into existence in different years across the states of India. Orissa was the first state to present a bill on establishment of Lokayukta in 1970. However, Maharashtra was the first state to have established the institution in 1972. In Himachal Pradesh the institution of Lokayukta has been set up in 1983 to investigate corruption charges leveled against bureaucrats as well as politicians. Vigilance departments and Anti-Corruption Bureau in various states are also functioning to fight against corruption. As per Himachal Pradesh

Government Notification No. Per(Vig.)A(4)-2/99 dated 15th November, 2006, the existing vigilance and enforcement departments have been merged to form one new department namely “State Vigilance and Anti-Corruption Bureau” (SV&ACB) with its headquarter at Shimla. The bureau is headed by an officer of the rank of Director General of Police/Additional Director General of Police. Presently, SV&ACB is functioning under the Additional Director General of Police. He is assisted by the Inspector General of Police (IGP), Deputy Inspector General of Police (DIGP), and Superintendent of Police. For preventing corruption and effective control on all the districts, they have been grouped into three zones, viz. southern zone, central zone, and northern zone. Out of twelve districts of Himachal Pradesh, three districts viz., Shimla, Kangra, and Mandi districts have been chosen for collecting first hand data on the basis of highest number of registered corruption and trap cases.

Data Analysis and Results

The present study has been undertaken mainly with the purpose to analyze the level of satisfaction and trust among different groups of stakeholders on Anti-Corruption Institutions in Himachal Pradesh with the help of self-structured questionnaire. The focus of the study was to measure performance and build a strategy-based scorecard for creating high level of performance in Anti-Corruption Institutions (as shown in table no. 1, 2, and 3).

Perceptions regarding Public Participation and Co-operation

Prevention and proper investigation of corruption is an important aspect of Anti-Corruption Bureau. Scientific and meticulous investigation can lead to booking of the real culprits and thereby increasing the level of trust and satisfaction among people. The success of Anti-Corruption Institutions depends on support and cooperation of people. A healthy relationship between the public and Anti-Corruption Bureau is vital to secure the desired public involvement and cooperation with Anti-Corruption Institutions. It is meaningful and acceptable in the society for eradication of corruption. Behavior of the police officials of SV&ACB can be judged when the public has interaction while at work. public respondents were asked about the behavior of SV&ACB officials during their duties. From the balance scorecard shown in table no. 1, it is found that majority of the respondents (from public) reported the behavior of police officials towards public as rude and unsympathetic during investigation of corruption cases. It was stated that public is unnecessarily harassed by the SV&ACB officials. It is revealed from statistical analysis that significant number of public respondents (35.8%) have replied that there is unnecessary harassment in SV&ACB. The mean score of the responses is 3.60. It is above standard score (3) and points out that, the majority of the respondents have agreed with the statement that unnecessary harassment by the police officials in SV&ACB is responsible for non-cooperation and non-participation during the investigation. The value of standard deviation is calculated as 1.339. It infers that the distribution of their opinion is shifting towards high extent to very high extent. The χ^2 value is much more than the table value at 1 percent level of significance. Thus, the null hypothesis is rejected. It reveals that the opinion of public respondents are not equally distributed over the issue.

The responses of the police officials with regard to lack of public cooperation have been tabulated in table no. 2. It is found that majority of respondents (51.8%) opined that public did not cooperate during the investigation of corruption cases. The mean score of the responses is 3.44. It is above standard score (3) and points out that majority of the respondents highly agree with the statement that there is lack of public cooperation with the officials of SV&ACB. The value of standard deviation has been found to be 1.267. It can be inferred that the distribution of their opinion is shifting towards high extent to very high extent. On applying χ^2 test, the value of χ^2 is much more than the table value at 1 percent level of significance. Thus, the null hypothesis is rejected. It reveals that the opinions of respondents are not equally distributed over the issue. Thus, it can be exhibited from the above statistical analysis that non-participation of public at the time of investigation has eroded the level of trust among officials towards anti-corruption institutions in the state.

Table No. 1: Performance Measurement of Anti-Corruption Institutions using Balance Scorecard: Descriptive Statistical Analysis

N=360

Public Respondents	Very High Extent	High Extent	Moderate Extent	To Some Extent	Not at All	Total	Mean	S.D.	C.V.	Skw.	χ^2	P. Value
Public Cooperation and Participation during Investigation of Corruption Cases	129 (35.8)	86 (23.9)	45 (12.5)	75 (20.9)	25 (6.9)	360 (100)	3.60	1.339	37.19	-0.482	96.750	<0.01
Political Interference in Anti-Corruption Institutions	78 (21.7)	204 (56.7)	71 (19.7)	07 (1.9)	0 (0.0)	360 (100)	3.98	0.70190	17.63	-0.313	226.556	<0.01
Media in Reporting matters of Anti-Corruption Bureau	09 (2.5)	34 (9.4)	05 (1.4)	168 (46.7)	144 (40.0)	360 (100)	1.75	1.040	59.42	1.552	106.646	<0.01
Role of Civil Society to promote participation in Anti-Corruption activities	212 (58.9)	90 (25.0)	24 (6.7)	31 (8.6)	03 (0.8)	360 (100)	4.32	0.98594	22.82	-1.443	398.194	<0.01
Performance Rating of Anti-Corruption Institutions	01 (0.3)	55 (15.3)	67 (18.6)	182 (50.6)	55 (15.3)	360 (100)	2.34	0.92504	39.53	0.507	246.444	<0.01

Source: Data collected through questionnaire

Note: Figures in brackets represent as percentage, S.D. - Standard Deviation, C.V. - Coefficient of Variation, Skw. - Skewness, P. Value - Probability Value

Table No. 2: Performance Measurement in Anti-Corruption Institutions using Balance Scorecard: Descriptive Statistical Analysis

N=85

Police Respondents	Very High Extent	High Extent	Moderate Extent	To Some Extent	Not at All	Total	Mean	S.D.	C.V.	Skw.	χ^2	P. Value
Lack of Public Cooperation and Participation during Investigation of Corruption Cases	25 (29.4)	19 (22.4)	11 (12.9)	29 (34.1)	01 (1.2)	85 (100)	3.44	1.26779	36.78	-0.040	29.647	<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	1.17060	31.99	-.211	3.141	0.370
Media in Reporting matters of Anti-Corruption Bureau	14 (16.5)	10 (11.8)	06 (7.1)	47 (55.3)	08 (9.4)	85 (100)	2.70	1.28010	47.41	-0.782	68.235	<0.01
Role of Civil Society for Combating Corruption	03 (3.5)	03 (3.5)	05 (5.9)	39 (45.9)	35 (41.2)	85 (100)	1.82	0.95340	52.38	0.342	79.059	<0.01
Performance Rating of Anti-Corruption Institutions	0 (0.0)	04 (4.7)	67 (78.8)	13 (15.3)	01 (1.2)	85 (100)	2.87	0.48276	16.82	-0.999	135.00	<0.01

Source: Data collected through questionnaire.

Note: Figures in brackets represent as percentage.

Political Interference in Anti-Corruption Institutions

Political interference with the government institutions has a bearing on the performance duties to check anti-corruption in any state. Generally, it is believed that politicians can get the work done from police officials whenever they want. Here, an attempt has been made to test the hypothesis with the help of responses from the general public and police officials who are directly dealing with combating corruption from the state.

It is found from table no. 1 that the mean value (3.98) of the views of public respondents regarding corruption among politicians in Himachal Pradesh is much higher than the standard average score. The Standard Deviation and Skewness are 0.70190 and -0.313 respectively. It indicates that the distribution of their opinion is shifting towards higher side of mean that is most of the politicians are corrupt. The respondents of the official survey presented in table no. 2 reveals a very dismal picture wherein, about 56.4% of respondents have opined either to very high extent or high extent level of political interference in the SV&ACB. It is found from the table that the mean value (3.65) of the respondents' views regarding political interference in the Anti-Corruption Bureau in Himachal Pradesh is much higher than the standard average score. The Standard Deviation is calculated as 1.17060. It indicates that the distribution of their opinion is shifting towards higher side of mean that is high level of political interference in the SV&ACB.

The χ^2 value (226.556) on the views of public respondents is much more than the table value at 1 percent level of significance and the null hypothesis is rejected. It reveals that the opinions of respondents are not equally distributed over the issue. While applying χ^2 test on the responses of police officials, its calculated value (3.141) is insignificant at 5 percent level of significance which signifies that views of respondents are similar about the political interference of Anti-Corruption Bureau irrespective of their ranking hierarchy. Thus, it is clear from the above statistical analysis that political interference is much higher in Himachal Pradesh in the functioning of Anti-Corruption Bureau which lead to decline in the level of trust among the public towards these institutions.

Role of Media for Curbing Corruption

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

On the basis of table no. 1, it is revealed that approximately one half of the public respondents, i.e., 46.7% had reported that the media distorted the facts while reporting corruption cases to some extent whereas 40 percent did not find any distortion of facts by the press. The mean value of responses has been worked out to 1.75 which is less than the mid score at five point scale indicating that public is of the view that media distorts facts of the corruption cases to some extent. The calculated value of standard deviation is 1.040 and coefficient of variation is 59.42 which disclose high variation in the responses of the sample. Positive value of Skewness (1.552) denotes the variation in the response which tends to fall below the mean. It is also found from table no. 2 that majority of police officials, i.e., 55.3% opined that media distorted the facts regarding the action taken by SV&ACB followed by 11.8 percent to high extent and 16.5 percent to very high extent. Only 9.4 percent respondents believed that there is no distortion of facts of State Vigilance and Anti-Corruption Bureau. While applying χ^2 test, the calculated value of χ^2 has been found to be 106.646 and 68.235 respectively which was significant at 1 percent level of significance which leads to the conclusion that media distorts the facts to some extent while reporting the matters of corruption cases as per the perception of public as well as police officials.

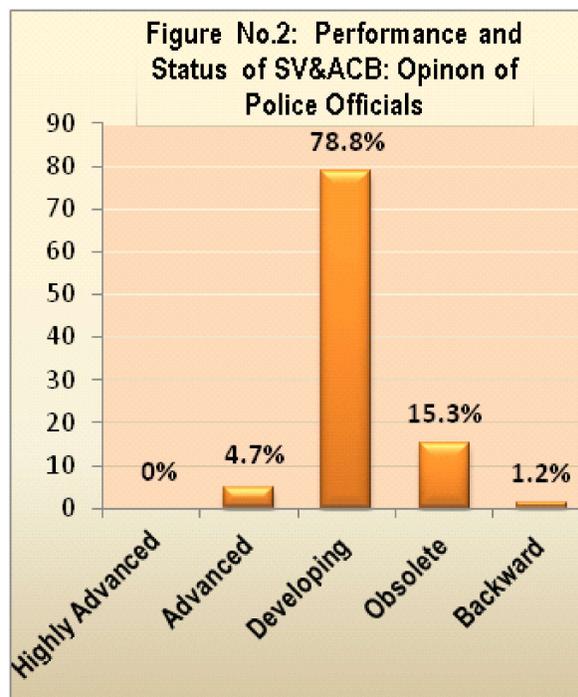
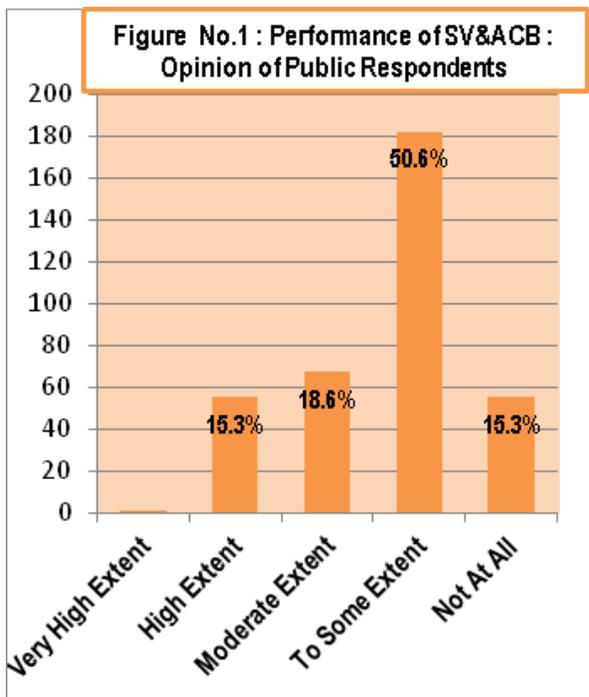
Role of Civil Society to Promote Citizen's Participation in Anti-Corruption Activities

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

In order to know the views of public and officials relating to role of civil society towards Anti-Corruption Bureau in Himachal Pradesh, it is evident from table no. 1 that 58.9% public respondents have opined that civil society can play an important role to a very high extent for making good governance and combating corruption from the state. The mean value supports the above opinion. The Standard Deviation is 0.98594 and Skewness is -1.443 which shows that the variation in their opinion is changing towards higher side of the mean standard score. On the contrary, the perception of police officials concerning to the pressure from civil society in the functioning machinery of anti-corruption administration in Himachal Pradesh has been tabulated in table no. 2. It is revealed from the table that, significant number of police officials (45.9%) has reported that there is pressure from civil society to some extent. The mean value of responses has been worked out as 1.82 which is near to five point scale. The calculated value of standard deviation is 0.95340 and coefficient of variation is 52.38 which disclose high variation in the responses of the sample. Positive value of Skewness (0.342) denotes that the variation in the response tends to fall below the mean. Further, calculated value of χ^2 on the statements is found significant at 1 percent level of significance and null hypothesis is rejected. It shows that their opinion is not equally distributed. It can be concluded that the role of the civil society is most important for building trust amongst people and also to pressurize the Anti-Corruption Institutions to eradicate corruption from public life.

Performance Rating and Status of Anti-Corruption Institutions

The functioning of Anti-Corruption Institutions is not generally known to a common man. An attempt has been made to know the views of the respondents regarding role and performance of SV&ACB for building trust to fight against corruption effectively. It is clear from the table no. 1 and figure no. 1 that majority of public respondents (50.6%) have reported that the role of SV&ACB is to build trust among public to some extent whereas only one respondent has opined that it builds trust to large extent on the statement. On the contrary, 15.3% public respondents have reported that SV&ACB is not playing any role to build trust for curbing corruption in Himachal Pradesh. It is also found from table no. 2 and figure no. 2 that a large number of respondents (78.8%) reported that the status of SV&ACB was at a developing stage while 1.2 percent viewed that the level of SV&ACB was placed at an advanced stage. Further, 15.3% respondents opined that the SV&ACB was obsolete and only one respondent expressed it as "backward". No one reported the performance and status of Anti-Corruption Institutions as "highly advanced". The calculated value of χ^2 on the performance rating and status of SV&ACB are found significant at 1 percent level of significance. It shows that opinion of public and police respondents are not equally distributed. Thus, it can be concluded that the low level performance of SV&ACB adversely affects to build trust among public for combating corruption from the State.



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

After analyzing the strategies responsible for high level of performance on Anti-Corruption Institutions amongst public and employees, now an attempt is being made to examine the employees' satisfaction towards SV&ACB, so that a balance scorecard could be sorted out for suitable measures for trust-building. Trust in context to stakeholders, is directly related to employee satisfaction and perception of overall organizational effectiveness. Employees are retained when they trust their organizations for their welfare (Zalabak, Morreale, & Hackman, 2010). In this section, the pertinent questions relating to working environment, job satisfaction, satisfaction with salaries, level of stress, superior and subordinate relationship have been analyzed. In order to know the level of satisfaction among police officials from highest ranks to the lower ranks, a stratified random sample with a size of eighty five police officials, who are directly investigating the corruption cases in Shimla, Kangra, and Mandi district have been included in the sample. The views of police respondents regarding level of satisfaction using balance scorecard has been presented in table no. 3.

Working Environment

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

It is revealed from table no. 3 and figure no. 3 that 50.6 percent of police officials were moderately satisfied with the working environment of SV&ACB. A significant number of police officials (25.9%) opined that they are satisfied to some extent. Only 17.6% were highly satisfied with working environment. However, none of the respondents from all ranks were satisfied to a very high level. The mean score of the responses has been worked out to be 2.8000 which is near to moderate level of satisfaction at 5 point scale. It indicates that police officials in SV&ACB are moderately satisfied

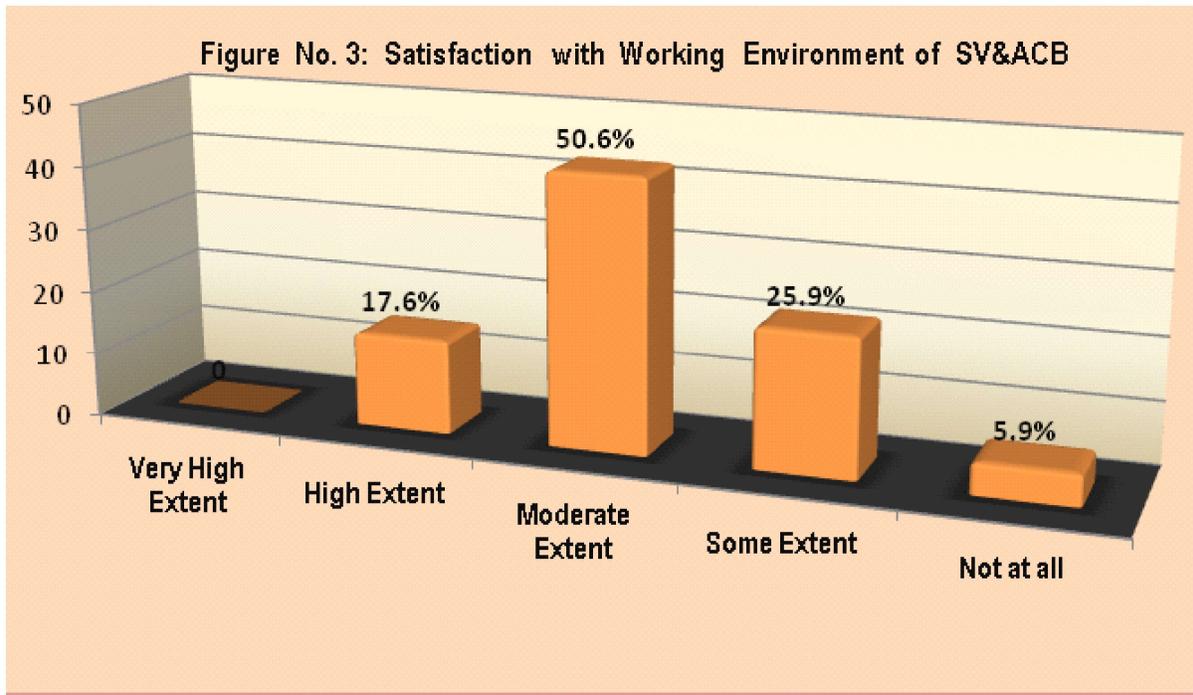
Table No. 3: Employee's Satisfaction of Anti-Corruption Institutions using Balance Scorecard: Descriptive Statistical Analysis

N=85

Strategy	Very High Extent	High Extent	Moderate Extent	To Some Extent	Not at All	Total	Mean	S.D.	C.V.	Skw.	χ^2	P. Value
Satisfaction level of Working Environment in Anti-Corruption Institutions	0 (0.0)	15 (17.6)	43 (50.6)	22 (25.9)	05 (5.9)	85 (100)	2.8000	0.79881	28.528	-0.339	36.553	<0.01
Satisfaction with Salaries	08 (9.4)	26 (30.6)	03 (3.5)	35 (41.2)	13 (15.3)	85 (100)	2.7765	1.29446	46.622	0.260	41.059	<0.01
Stress level while investigating corruption cases	22 (25.9)	16 (18.8)	08 (9.4)	36 (42.4)	03 (3.5)	85 (100)	3.2118	1.32821	41.354	0.193	39.059	<0.01
Perception regarding whether SV&ACB work is hard and difficult	23 (27.1)	31 (36.5)	05 (5.9)	23 (27.1)	03 (3.5)	85 (100)	3.5647	1.24830	35.018	-0.433	35.765	<0.01
Perception regarding Difficulties in complying orders of superiors	09 (10.6)	08 (9.4)	02 (2.4)	56 (65.9)	10 (11.8)	85 (100)	2.4118	1.14740	47.574	1.263	114.118	<0.01

Source: Data collected through questionnaire.

Note: Figures in brackets represent as percentage.



with the working environment. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of public respondents. There has been 28.528 percent variation in the responses from the mean and the negative value of skewness which indicates that the variation in responses tends towards the upper side of the mean. While applying χ^2 test, the calculated value of χ^2 (36.553) is also significant at 1 percent level of significance which leads to the conclusion that officials were moderately pleased with their working environment in the SV&ACB.

Satisfaction with Salary

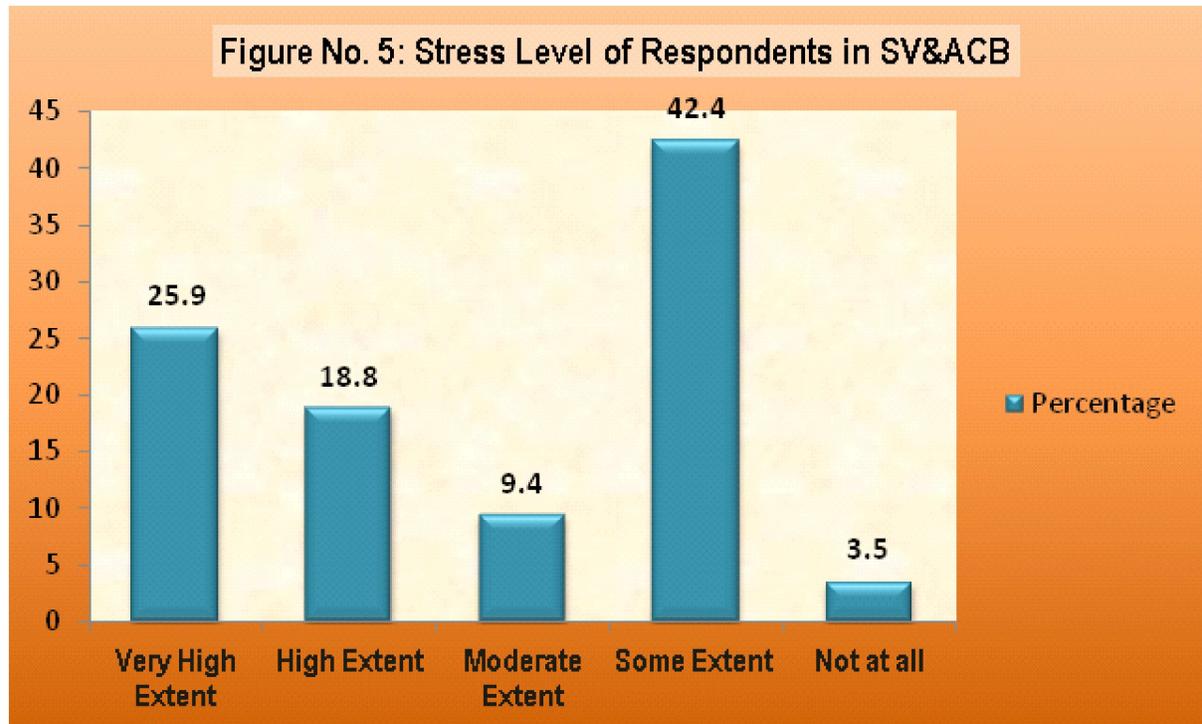
Palmier (1985) identified poor salaries as one of the factors giving rise to corruption in these countries. It is assumed in India that the civil servants, especially at the group 'A' level, are not poorly paid at all. But the salary differentials between the top of the line bureaucrats and lower level civil servants breed resentment and frustration among the latter. It is also stated that the salaries of government servants in India are not very high, and there is hardly anything left to save for life after retirement. Thus, there is a strong temptation among the government officials to grant illegal favors to corrupt politicians and bureaucrats in lieu of re-employment after retirement. Sound wages and salary package structures ensure payment of proper compensation to the personnel, which in turn, affects their satisfaction level.

It is evident from table no. 3 and figure no. 4 that majority of the police officials (41.2%) were satisfied to some extent with the present salary structure being provided to them. 30.6% respondents were highly satisfied with the present salary structure. Only 15.3% respondents were not at all satisfied. The mean score of the responses has been worked out as 2.7765 which is lower than the standard score at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of respondents. Positive value of Skewness indicates that the variation in responses tends towards the lower side of the mean. While applying χ^2 test, the calculated value of χ^2 (41.059) found significant at 1 percent level of significance. It leads to the conclusion that a majority of the police officials were moderately pleased with the salary being provided to them.



Measurement of Stress Levels

Stress at work place is quite common these days and it has become a fact of life inevitable in this age of intense competition. However, stress is inherent in uniform services (Kapoor & Karmakar, 2014). Stress has become one of the most serious occupational health hazards and these problems



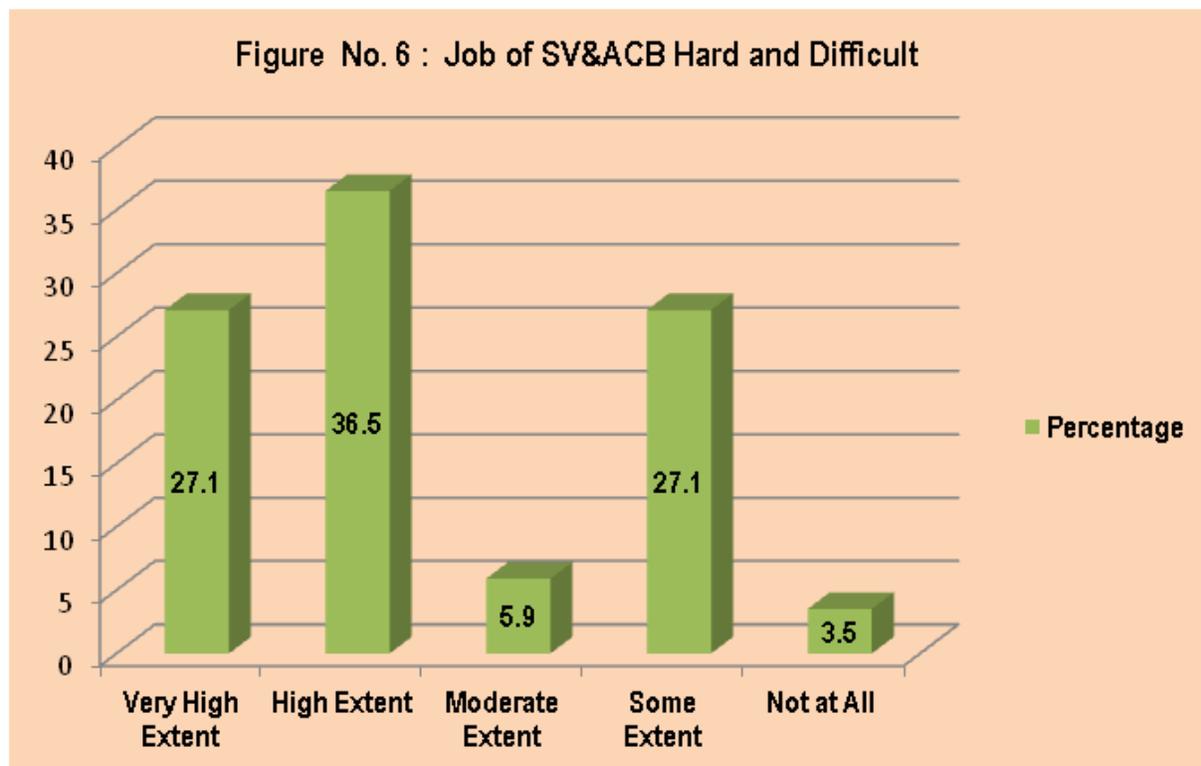
are further affecting organizational performance adversely by contributing to poor employees' productivity, high employee turnover and absenteeism, poor organizational climate, low employee morale, reduced job satisfaction, and job insecurity. A study conducted in Central Reserve Police Force (CRPF) found that the situation becomes worse because of environmental factors like poor living conditions, odd and prolonged duty hours, toxic leadership, and negative image in society and media (Singh, 2007).

It is clear from table no. 3 and figure no. 5 that a significant number of respondents (42.4%) were feeling stress to some extent during the time of investigation of corruption cases. The mean score of the responses has been worked out as 3.2118 which is more than standard score at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of public respondents. Negative value of Skewness indicates that the variation in responses tends towards the higher side of the mean. While applying χ^2 test, the calculated value of χ^2 (39.059) is also significant at 1 percent level of significance which leads to the conclusion that there was moderate level of stress among the police officials. It is further supplemented with the help of different ranking background-wise views of police officials with regard to feeling of stress during the time of investigation.

Job Satisfaction

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

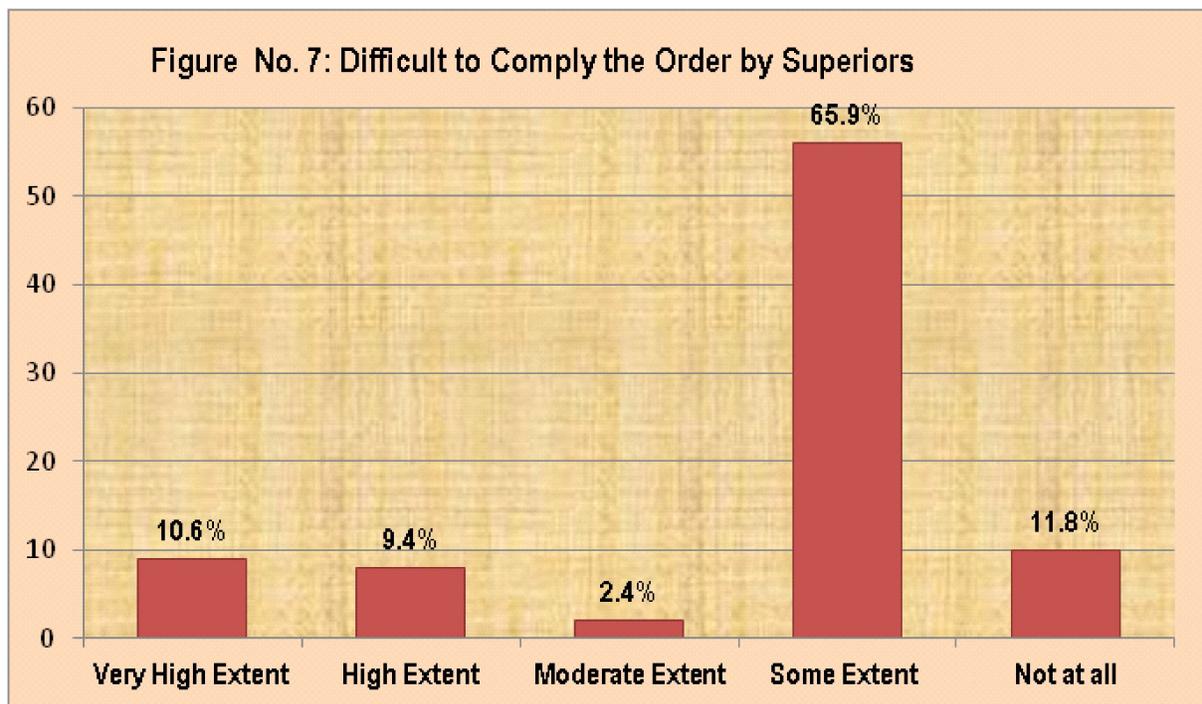
A good number of police officials (27.1%) perceived that their work in SV&ACB is hard and difficult to some extent followed by 36.5% and 27.1% respondents to high extent and very high extent. Few



officials (3.5%) did not find their work as hard and difficult. As per table no. 3 and figure no. 6, it is evident that mean score of responses worked out to be 3.5647 which is quite more than moderate and is near to 4, that is high level at 5 point scale and shows that the police officials faced difficulties during investigation of corruption cases to a high level. Differences in the responses of the sample have also been disclosed by standard deviation (1.24830) and coefficient of variation (35.018). Further, the value of Skewness has been found to be negative indicating that the variation is in the responses towards the upper side of the mean. The value of χ^2 (35.765) has been found to be significant at 1 percent level of significance. This conveys that the police officials face high level of hardship during working in the SV&ACB.

Relationship with Superiors

Conflicting organizational relations adversely influences performance and also dissatisfies the workers/staff. The opinions of the respondents in respect of relations with the superiors have been presented in table no. 3 and figure no. 7.



It is found from table no. 3 and figure no. 7 that a majority of respondents (65.9%) have perceived that they could not comply with the orders to some extent given to them by the superiors. The mean score of the responses has been worked out as 2.4118 which is less than three at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclosed a variation in the responses of public respondents. Positive value of Skewness indicates that the variation in responses tends towards the lower side of the mean. While applying χ^2 test, the calculated value of χ^2 (114.118) is also significant at 1 percent level of significance which leads to the conclusion that officials felt it difficult to comply with the orders of superiors.

Major Findings of the Study

Corruption is a global phenomenon, due to which governance across the world has emphasized on promulgating regulatory provisions to check corruption. Acts, regulations, and resolutions framed not only in India or at the micro levels confined to states or specific agencies but internationally as well.

However, it was found that despite substantial regulatory mechanisms, corruption still is in prevalence which was responsible to lower the level of trust among masses. The findings of the study have been summarized as follows:

- Based on the empirical survey from public respondents, it was found that majority of public respondents of different occupational backgrounds have expressed their inability to register complaints against corruption due to fear of police officials posted in the SV&ACB. This has been evidenced as mean score of the responses has been worked out to be 3.60 which is more than standard score at 5 point scale. The variation in the opinion is recorded at 37.19 while Skewness is -0.482. On applying χ^2 test, the calculated value of χ^2 has been found significant at 1 percent level of significance.
- A high level of political interference is stated to be influencing the Anti-Corruption Institutions in Himachal Pradesh. It is found from the study that the mean value (3.98) is shifting towards higher side of mean that is most of the politicians are corrupt. On applying Chi-Square test of goodness of fit, the calculated value of Chi-Square is 226.556 which is much higher than the table value at 1 percent level of significance. Thus, it can be said that the null hypothesis is rejected and the alternative hypothesis is accepted which concludes that the responses are not equally distributed over the issue. Whereas, on analyzing the balance scorecard of police respondents the value of Chi-Square is found insignificant in this regard. Hence, it can be exhibited from the above statistical analysis that corruption amongst politicians is much higher in Himachal Pradesh and decreasing the level of trust among people towards public institutions.
- The press and civil society have also been put at stake by the public as well as police respondents. The study finds that there was a significant difference in the opinion of public regarding role of the press in highlighting the matters of corruption in public life. Further, the study finds that press distorted the facts to some extent due to which public perceived that press was not playing a judicious role. It is proved as mean value has been worked out to be 1.75 which is less than the mid score at five point scale indicating that public is of the view that press distorted facts of the corruption cases to some extent. The calculated value of standard deviation is 1.040 and coefficient of variation is 59.42 which disclose high variation in the responses of the sample. The positive value of skewness (1.552) denotes the variation in the response which tends to fall below the mean. While applying χ^2 test, the calculated value of χ^2 (106.646) has been found significant at 1 percent level of significance which leads to the conclusion that press distorts the facts to some extent while reporting the matters of corruption cases.
- Further, the study finds that the civil society can play a key role in awakening the citizens for curbing corruption and building trust amongst people and the Anti-Corruption Institutions to combat corruption from the state. From the responses, it has been found that the civil society can build up trust and generate public opinion against corruption from the state. The mean value (4.32) of the respondents' views regarding role of civil society to generate public opinion against corruption is higher than the standard average score. The Standard Deviation and Skewness are 0.98594 and -1.443 respectively. It indicates that the distribution of their opinion is shifting towards higher side of mean. The calculated value of kurtosis supports the above analysis. On applying Chi-Square test of goodness of fit, the calculated value of Chi-Square is 398.194 which is much higher than the table value at 1 percent level of significance. Thus, it can be revealed that the null hypothesis is rejected and the alternative hypothesis is accepted which concludes that the responses were not similarly distributed.
- Organizational performance and intellectual caliber amongst police officials were found to be the dominating factors determining the image as majority of public was admitted that the role of

SV&ACB to build trust among public to some extent. Consequently low level performance of the SV&ACB adversely affected to build trust among public for combating corruption in the state. The calculated value of χ^2 (246.444) which is statistically significant at 1 percent level of significance, indicates that there was a significant difference in the opinion of different groups of respondents regarding rating about the performance of SV&ACB.

- The study finds that, the police officials were moderately satisfied with the working environment of the SV&ACB as per the analysis drawn in table no. 3, the mean score of responses is calculated 2.8000 at 5 point scale. The calculated value of standard deviation and co-efficient of variation disclose variation in the responses of police officials. There has been 28.528 percent variation in the responses from the mean and the negative value of skewness indicates that the variation in responses tends towards the upper side of the mean. While applying χ^2 test, the calculated value of χ^2 (36.553) is also significant at 1 percent level of significance which leads to the conclusion that officials have been moderately pleased with their working environment in SV&ACB. Further, more than half of police respondents that is 50.6 percent were moderately satisfied with the working environment of SV&ACB and majority of the police officials (41.2 percent) were pleased with the wage and salary structure being provided to them. The statistical findings clearly evidenced as the calculated value of χ^2 which is 41.059, is significant at 1 percent level of significance concluding that a majority of the police officials were moderately pleased with the salary being provided to them. There was a moderate level of stress among police officials and they faced high level of hardship during working in SV&ACB. The study also finds that the police profession in SV&ACB is respected moderately by the society. It is further concluded that officials feel difficult to comply the orders of superiors. Statistically, χ^2 value has been calculated as (39.095), (35.765), and (114.118) is significant which analyzed moderate level of stress in terms of the job considered by others, by society and in terms of complying orders of the superiors. Thus, from the analysis of the hypotheses it has been proved that police officials were moderately satisfied with the working environment and the conditions of service causing stress, hardship, and disregard.

Statistically, the hypothesis that lackadaisical anti-corruption strategies for combating corruption at regional and national level to strengthen Anti-Corruption Institutions has association with building trust and satisfaction among different group of stakeholders in the global perspective in sustainable development framework has been proved significant. Further, this study has also proved that these factors are influencing the anti-corruption strategies not only at regional, state and national level but also its findings and recommendations are applicable at global perspective for combating corruption. Keeping in view, it is mandatory to re-build trust in public institutions dealing with corruption in the state by ensuring features and χ^2 values like honesty, competence, integrity, transparency, accountability, efficiency as well as effectiveness.

Recommendations of the Study

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

- To encourage general public to lodge complaints against corruption with the Anti-Corruption Bureau, the identity of the complainants should be kept secret, so that they are free from fear and harassment in any way. Police protection should be provided to the complainants, if they are in need.
- There is an urgent need to bring changes in behavior of the officials. Police officials should try to be polite with the public. They should try to amend their behavior. The behavior of the lower and

middle level officials should be exemplary, courteous, and helpful. For this, it is very important that the officials of SV&ACB should be imparted specialized ethical training so that their attitude could be made citizen friendly.

- There is also a need to bring psychological orientation and change in the attitude of police officials through broad-based courses, in-service courses, and impartial recruitment, free from political interference at subordinate level. Many times, the police personnel do not find the top officials' leadership supporting and inspiring which makes them succumb to political pressure.
- To mitigate the political interference in the working of Anti-Corruption Institutions, it is proposed that there should be a code of conduct for the politicians. The government and senior officers should give due support to the police officials working in just, fair, and straight forward manner. Further, Anti-Corruption Institutions should not be used as the platform of political rivalry.
- During the survey, it was revealed that there is no Public Relation Officer (PRO) in the Anti-Corruption Bureau to give the true picture of the functioning of Anti-corruption Institutions. Press should be highlighted to boost the morale of the police officials and project their good image. It is found from the study that press distorts the facts of SV&ACB action while reporting the matters of corruption cases. Hence, it is urgent to appoint the Public Relation Officers at state head quarter and range headquarters to make regular contact with the press and through it, with the public. With the appointment of these officers, information of news could be made available to the press expeditiously as well as judiciously.
- Good credentials of leadership of the civil society are also important for making it a powerful force to influence public policy. In order to make the Anti-Corruption Bureau more effective and efficient, the major stakeholder, i.e., civil society should be made more aware through awareness program for eradication of corruption from the state.
- Healthy working environment is essential for the development of an individual's personality. There is a great need to improve their present working and living conditions. Congenial working environment should be created in the Anti-Corruption Bureau so that every person may feel secured. It will help for development of trust and effectiveness of the Anti-Corruption Institutions in the state.
- The salary structure of police officials at lower and middle level is very poor in comparison to that of the higher ranks posted in the central and state government institutions. On the contrary, the job of police officials is hard and is full of potential threat. Hence, the Anti-Corruption Bureau officials need to be equitably paid so that it may act as an incentive for maintaining integrity and boost up their morality.
- An effective institutional arrangement should be made to check and eliminate corruption amongst the government servants as well as police officials through inflicting immediate and exemplary punishments to the guilty officials. It is the political system that can reform the policies regarding transfer, posting, and selection of police officials outside the government so that they can work independently and fearlessly without any kind of pressure.

Conclusions

In view of socio-politico, administrative as well as human resource management scenario and problems of corruption faced by the citizens in public life, it is strongly recommended to create independent Anti-Corruption Institutions which will be free from political influence to combat corruption from the state. The Anti-Corruption Institutions should be an autonomous body without any interference from any

political party in power in the central and state governments. Further, administrative machineries of Anti-Corruption Institutions should be able to respond quickly and effectively to the changing environment. A responsive administration providing an effective, efficient, and good governance will remain a dream unless it has a motivated, trained and developed work force in the form of public servants. The public institutions should replace the traditional power and authority culture and adopt an effective governance strategy to build trust among general masses and public officials working in governmental institutions. Such an effort would ensure balance scorecard of the role and image of the Anti-Corruption Bureau in terms of eradication of corruption cases in sustainable development frameworks.

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