



Building Strong Anti-Corruption Institutions for Sustainable Development: Enhancing Peace, Justice, and Public Trust in Public Policy Process

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Abstract

Building accountable, transparent, effective and inclusive institutions is a great challenge both in developed and developing countries resulting to increase conflict, corruption, insecurity and weak institutions thereby limited access to justice. Public trust is important for successful policy-making process. The implementation of governmental policies and programmes depends upon the behavioural responses from the citizens. The United Nations has published 17 Sustainable Development Goals and framed universal agenda not to leave behind. The SDG 16 clearly mentioned to decrease corruption and bribery substantially, building strong and peaceful institutions and provide equal access to justice among citizens. Despite corruption control strategies for prevention of corruption as one of the most important factors causing obstacles to good governance and declining the level of trust towards public institutions including anti-corruption agencies. At this instance, the research questions are:

- i) How far anti-corruption institutions are performing their functions efficiently and effectively for implementation of 'Zero Tolerance Policy' as announced by the Government of India and State Governments with the expectations of general citizens?
- ii) What are the major challenges faced by anti-corruption organizations to control corruption and building effective, transparent and inclusive anti-corruption governance in Sustainable Development Framework?

The study analyzes how anti-corruption institutions accomplish goals for trust, peace and access to justice among citizens and employees based on sample survey from citizens and police officials posted in anti-corruption agencies. The study has analyzed present status of intervention in functioning of anti-corruption institutions and developed models to strengthen anti-corruption institutions in policy-making process for combating corruption.

Keywords: Anti-Corruption Institutions, Good Governance, Inequality, Public Policy, Public Trust, Sustainable Development

Introduction

In the twenty-first century, distrust in government and its institutions is one of the major challenge in both developing and developed countries. The implementation of government policies entirely depends upon the reaction and responses from the public. Trust is important as it raises

competitiveness by reducing transaction costs. It is an outcome of institutional performance. Building high-trust in government and inclusive public institutions increases the efficiency and effectiveness which is beneficial for stability, peace and development of a nation (Cheema, 2010). The United Nations Convention Against Corruption (UNCAC, 2005) has mentioned in its Article 5 for effective and coordinated anti-corruption polices to fight against corruption.

The United Nations (2015) has published new Sustainable Development Goals after replacement of Millennium Development Goals. There are 17 goals and 169 targets to formulate the new universal agenda 'no one is left behind' signed by the member countries. The SDG 16 has clearly highlighted to decrease corruption and bribery substantially, promotion of rule of law, establishment of efficient, effective, transparent, accountable, responsive, participatory public institutions in public policy-making processes at all level of governance, strengthening national institutions and providing equal access to justice among citizens. During and after Covid-19 pandemic, corruption has become most serious factors causing major obstacles and hindrances to good governance resulting to decline the level of trust, peace and justice towards public institutions around the world and also in India (United Nations Conference, 2021). According to Neo and Chen (2007), if the previous policy choices fail due to environmental changes, the institutions and policies remain irrelevant and ineffective to achieve desired long-term goals. Human resource development challenges in developing countries are closely connected to the effectiveness of governance. Russell (2004) has pointed out that trust level among citizens on public institutions has been declining around the world in the new millennium. According to World Inequality Report (2018) income inequality has increased rapidly in North America, China, India and Russia and moderately grown in Europe since 1980's. As per surveys carried out by Edelman in 28 countries including India, it is revealed that due to misinformation on Covid-19 pandemic and economic crisis, people have widespread mistrust on their societal institutions and political leaders around the world (Edelman Trust Barometer, 2021). According to Blind (2010) corruption is the most important variable contributing to decrease the level of confidence and trust in governance institutions. Transparency International Report (2020) reveals that the Asia-Pacific region including India is stagnating to fight against corruption due to lack of laws and enforcement mechanisms and weak democratic institutions.

During the past few decades, the institutions of governance are improving the living conditions of masses, however the recent scams in administration have compelled the citizens to fight against corruption. The institutions of governance, instead of checking corruption are felt to be directly or indirectly involved into corrupt practices in administration. Corruption has impact on the development activities and becomes a cause of citizen's grievances. It is revealed from study that public personnel get protection under the constitution, the common people has not been protected except by judiciary. But judiciary or judicial process in India is very costly and time consuming, the Ombudsman institutions called as Lokpal and Lokayukta, Central Bureau of Investigation, Central Vigilance Commission and Anti-Corruption Agencies can look after the matters of corruption and favouritism more efficiently. There is a widespread perception that these public institutions have not been considered trustworthy so far. Hence, to examine whether the anti-corruption institutions in India are performing their role and functions efficiently and effectively as per the expectation of general citizens' and challenges facing for implementation of 'zero

tolerance policy' towards corruption in sustainable development framework, the research has been conducted.

The study will be aimed to analyze the major risk areas which are obstacles for building effective, efficient and strong anti-corruption institutions in public policy-making processes for combating corruption in India taking reference with empirical survey conducted in State of Himachal Pradesh, situated in the northern part of the country. The purpose of the study is to discover how far the "Zero Tolerance Policy" on corruption announced by the Government of India is put from papers to the reality on ground in the states. The present study is conducted on the State Vigilance and Anti-Corruption Bureau in the State of Himachal Pradesh which is investigating the complaints registered against public servants and also private individuals who have indulged the corruption under the provision of Prevention of Corruption Act, 1988 framed by the Government of India.

The research analyzes to measure the level of performance and assesses the effectiveness of Anti-Corruption strategies for strengthening the governance of anti-corruption institution for enhancing trust, peace and justice among citizens drawing on evidences from empirical survey from different groups of citizens and police officials of Anti-Corruption Agency who are handling the matter of corruption cases. The research identifies the relevant factors/ indicators which are covered in the major risk areas for combating corruption. Further, the anti-corruption models have been constructed to help for fighting against corruption based on the evidences from the empirical evidences from public and police officials of Anti-Corruption Institutions in public policy-making process for combating corruption from India and around the globe in different socio-economic, political, administrative environments.

Research Design

The study is designed to systematically organize, present and analyze the research inputs explaining the objectives, hypotheses, sampling techniques, research tools and methods applied for data analysis as follows:

Objectives of the Study

- To present the status of intervention on functioning of Anti-Corruption Institutions.
- To analyze and measure the level of trust and distrust among public and employees in Anti-Corruption Institutions.
- To develop models for strengthening Anti-Corruption Institutions in sustainable development.

Hypotheses of the Study

Null Hypothesis (Ho)

Socio-political, economic and administrative environment has not significantly associated with trust and satisfaction of citizens and police personnel in terms of building strong, peaceful and access to justice for all on Anti-Corruption Institutions for combating corruption in public policy-making processes.

Alternative Hypothesis (Ha)

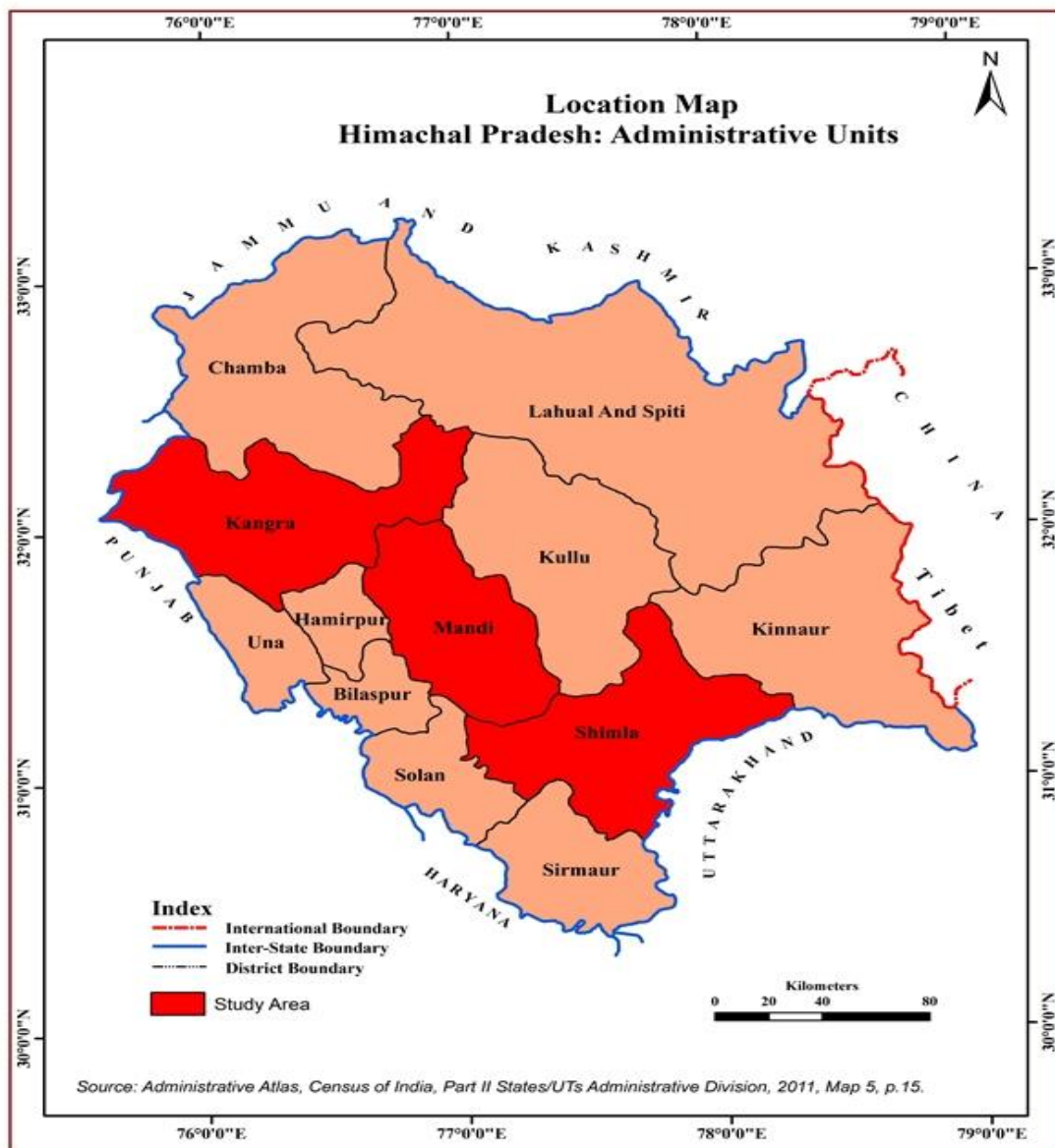
Socio-political, economic and administrative environment has significantly associated with trust and satisfaction of citizens and police personnel in terms of building strong, peaceful and access to justice for all in Anti-Corruption Institutions for combating corruption in public policy-making processes.

Research Methodology

The present study was conducted in three districts of the state of Himachal Pradesh which is situated in northern part of India. The universe for the present study comprised of general public and police personnel who are handling the matters of corruption cases. The respondents consist of student, government employee, businessman, agriculturist, advocate and journalist. Secondary sources of data have also been used. A simple random sampling procedure has been adopted for selection of respondents from general public and police personnel of Anti-Corruption Bureau who are investigating the cases of corruption. Stratification has also been done. Self-structured questionnaire was prepared on five-point likert scale. Data has also been collected through interview schedule, observation methods and informal discussions.

The primary data was collected from 360 general public from three districts in the State, 120 from each district. Further, 85 police officials, from highest to lower ranks who are dealing with corruption cases in Anti-Corruption Bureau were taken as a sample respondents. There are 12 districts in the state of Himachal Pradesh. Three districts - Shimla, Kangra and Mandi have been taken for this study because the registered number of corruption and trap cases is higher as compared to other districts. The data obtained from different sources have been tabulated on MS Excel and analyzed by using SPSS version, 20 (Field, 2011). The study areas are shown in figure 1.

Figure 1: Selection of Districts Indicating Study Areas of Three Districts in State



Analysis of Data and Findings of the Study

In order to analyze the present status of intervention on functioning of anti-corruption agencies, to develop anti-corruption environment, good governance and efficient public policy models have been built for strong anti-corruption institutions to enhance not only high-trust in Anti-Corruption Institutions but will improve the rule of law, peace and justice among the citizens. In the present research, the descriptive and inferential statistics have been applied to analyze the results of the data as discussed under:

The Major Risk Areas for Building Strong Anti-Corruption Institutions

Trust is an essential ingredient for successful public policy-making process. The OECD (2019) evidences show that the high level of values in governance such as integrity, openness, fairness and honesty are important predictors for trust amongst citizens. Similarly, competence in governance and its reliability and responsiveness in delivery of public services are crucial for developing trust in institutions (Fukuyama, 2004, Hetherington, 2005, Kim, 2010, Brillantes and Fernandez 2012, Kettl 2015 and 2017). Surveys have revealed that corruption is a major factor declining the trust in government and other public institutions (World Bank, 2021). Shockley-Zalabak et al. (2010) have pointed out that building trust and distrust among citizens, the causes of distrust to be identified first, then to make visible corrective strategies for re-building the trust. In this regard, to obtain the perception of public and police officials, the data has been collected through questionnaire with five point likert scale and their responses are tabulated in table 1 for interpretation as under:

Table 1: Descriptive and Inferential Statistical Analysis regarding Major Factors Responsible for Building Strong Anti-Corruption Institutions in Public Policy-Making Process: Responses of Public Respondents

Public Respondents N =360

Statement/ Variables	Extent to its Effects												
	Very High Extent	High Extent	Mode rate Extent	Som e Extent	Not At All	Tot al	Mea n	S.D	C.V	Skw	Ku	χ^2	P. Valu e
Public Service Delivery obstacles due unsympathetic & discourteous behavior of Police officials	103 (28.6)	107 (29.7)	68 (18.9)	61 (16.9)	21 (5.9)	360 (100)	3.58	1.228	34.30	-.479	-.853	68.389	.001
Unawareness about rules and regulations causes the lack of Public	180 (50.0)	82 (22.8)	36 (10.0)	34 (9.4)	28 (7.8)	360 (100)	3.97	1.296	32.64	-1.083	-.070	228.33	.001

Participation and Cooperation													
Political intervention in functioning of Anti-Corruption Agencies	222 (61.6)	92 (25.6)	10 (2.8)	22 (6.1)	14 (3.9)	360 (100)	4.35	1.0581	24.32	-1.838	2.632	452.88	.000
Participation of Civil Society for building strong Anti-Corruption Institutions	214 (59.4)	102 (28.3)	16 (4.4)	24 (6.7)	04 (1.2)	360 (100)	4.38	.92790	21.18	-1.675	2.287	432.33	.000
Press distorts the factual position during reporting corruption matters	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	1.657	106.64	.001
Lack of Political Will for creation of Separate Independent Anti-Corruption	78 (21.7)	204 (56.7)	71 (19.7)	07 (1.9)	0 (0.0)	360 (100)	3.98	.07019	17.63	-.313	-.019	226.56	.000

Note: Data collected through questionnaire, Data in bracket denotes percentage.

S.D - Standard Deviation, C.V - Coefficient of Variation, Skw - Skewness, Ku – Kurtosis, P. Value – Probability Value

Participation and Cooperation of Citizens on Implementation of Anti-Corruption Policies by the Anti-Corruption Institutions

With regard to cooperation and citizens' participation to implement anti-corruption policies, it is found that people are ready to cooperate with the police officials of Anti-Corruption Agencies during the time of investigation to some extent particularly students and journalists are eager to cooperate officials of ACB However, public does not cooperate with the police officials because

of unawareness about rule, regulations and functioning of anti-corruption machineries decreasing the trust level towards the Anti-Corruption Agencies.

Behaviour of Police Officials towards Citizens

The study has revealed that behaviour of police officials is not considered well with the citizens and due to rude and discourteous behaviour of police officials, public is hesitant to cooperate with Anti-Corruption Bureau and to approach Anti-Corruption Institutions for help.

Fear of Harassment and Unnecessary Questioning at Police Stations

According to the research, due to fear of harassment and unnecessary questioning by police officials, public does not want to approach to anti-corruption institutions. Hence, there is low level of transparency, integrity and confidence on the administration of Anti-Corruption Bureau. Further, police officials are also found to be considered corrupt by the public. The study supports that absence of competence, honesty, integrity, peace and justice lowering the level of trust in Anti-Corruption Institutions.

Political intervention on Anti-Corruption Institutions

A high level of political intervention in Anti-Corruption Agencies is found to hamper implementing the anti-corruption polices freely and fairly. Corruption among politicians is considered much higher.

Role of Press for Combating Corruption

The study finds that press distorts the facts and does not perform independent role regarding matters of corruption and it is biased not justifying as one of the prime pillars of democracy.

Lack of Political Will for Creation of Separate Independent Anti-Corruption Institutions

The study finds political leaders are not willing to establish separate anti-corruption institutions free from political interference. The political party came into power at national and state levels are changing the administrative structure to achieve their political gains resulting weak democratic institutions and lack of law enforcement mechanisms. Anti-corruption agencies created at national and state levels are not in exceptions. This finding has also been supported by the Transparency International Report 2018. Hence, lack of political will for creation of separate anti-corruption institutions is the main barrier for building strong anti-corruption institutions, formulation and implementation 'zero tolerance policy' on corruption from the state. On employing Chi-square test, the value of Chi-square found as 226.566 is significant at five percent significance level and null hypothesis is rejected.

Reasons for Increasing Challenges before Police Officials of Anti-corruption Institutions

After analyzing different factors affecting building effective and efficient anti-corruption institutions among citizens towards anti-corruption institutions in public policy processes, an initiative is being taken to find out the level of trust and distrust among police personnel of Anti-Corruption Bureau and they are facing challenges so that a balance opinion could be sorted out for developing suitable measures from public and employees responses and to assess the effectiveness of anti-corruption polices for combating corruption.

Shockley-Zalabak et al. (2010) have observed that trust is related directly to the confidence, faith and belief among employees and overall performance, organizational efficiency and effectiveness. Employees can be retained if the employers provide maximum welfare benefits which in turn, enhance trust and satisfaction towards organizations. Building trust begins with an assessment of communication practices, policies and processes demonstrating satisfaction of employees for their well-being. Covey and Merrill (2006) refer genuine caring as a motive, which according to them inspires trust coupled with an agenda of mutual benefits. According to them trust is a measurable accelerator to performance in institutional frameworks. In order to measure the satisfaction and trust of police officials from different ranking backgrounds, stratified random sampling method has been adopted as mentioned in the research design. 85 police personnel were selected as sample respondents who are directly dealing with the matter of corruption cases. The analysis is drawn as under in Table 2.

Table 2: Descriptive and Inferential Statistical Analysis regarding Factors Responsible for Challenges before Anti-Corruption Institutions: Responses of Police Officials

Police Respondents N = 85

Statement / Variables	Extent to its Effects						Mean	S.D	C.V	Skw	Ku	χ^2 Value	P-Value
	Very High Extent	High Extent	Moderate Extent	Som e Extent	Not At All	Total							
Trust level among Police Officials about Working environment and conditions of work	0 (0.0)	15 (17.6)	43 (50.6)	22 (25.9)	05 (5.9)	85 (100)	2.80	.79881	28.528	- .339	- .200	36.553	0.01

Inequalities and disparities of salary and wages	08 (9.4)	26 (30.6)	03 (3.5)	35 (41.2)	13 (15.3)	85 (100)	2.77	1.29 44	46.6 22	.260	- 1.307	41.0 59	0.01
Lack of public cooperation and participation	25 (29.4)	19 (22.4)	11 (12.9)	29 (34.1)	01 (1.2)	85 (100)	3.44	1.26 77	36.7 81	- .040	- 1.573	29.6 47	.000
Political Interventions in functioning of ACB	28 (32.9)	20 (23.5)	17 (20.1)	20 (23.5)	0 (0.0)	85 (100)	3.65	1.17 06	31.9 94	- .211	- 1.438	3.14 1	.370
Pressure from Civil Society in Anti-Corruption Agencies	03 (3.5)	03 (3.5)	05 (5.9)	39 (45.9)	35 (41.2)	85 (100)	1.82	.953 40	52.2 84	1.63 0	3.05 6	79.0 59	.000

Note: Data collected through questionnaire, Data in bracket denotes percentage.

S.D - Standard Deviation, C.V - Coefficient of Variation, Skw - Skewness, Ku – Kurtosis, P. Value – Probability Value

Trust and Satisfaction of Employees on Anti-Corruption Institutions

The study finds that police officials of Anti-Corruption Bureau are satisfied moderately with the conditions of service and the working environment. A major proportion of police personnel (41%) are not satisfied with salary structure and wages are being provided to the anti-corruption agencies. Further, there is moderate level of stress among police personnel and they are respected moderately by the societies. The study finds that police personnel are facing hardship to comply the order of higher authorities and superior officers. But a majority of police officials (65%) are unsatisfied with welfare measure provided by the government

Strategies for Building Trust in Public Policy-Making Process

On analyzing the competence, efficiency and effectiveness of anti-corruption institutions, it is found that police officials posted in Anti-Corruption Bureau are unsatisfied with the arrangement on temporary transfers from state police to ACB. They are dissatisfied with the selection procedure. Further, they have moderate level of pressure from political leaders and interference

in the process of recruitment of police personnel which is decreasing the level of trust towards Anti-Corruption Agencies.

Political Interference on Working of Anti-Corruption Agencies

According to the findings of the research politicians in high proportion are involved in corruption as since they have access to political parties and sometimes governance, they influence the system meant for interventions. It affects functioning of police personnel.

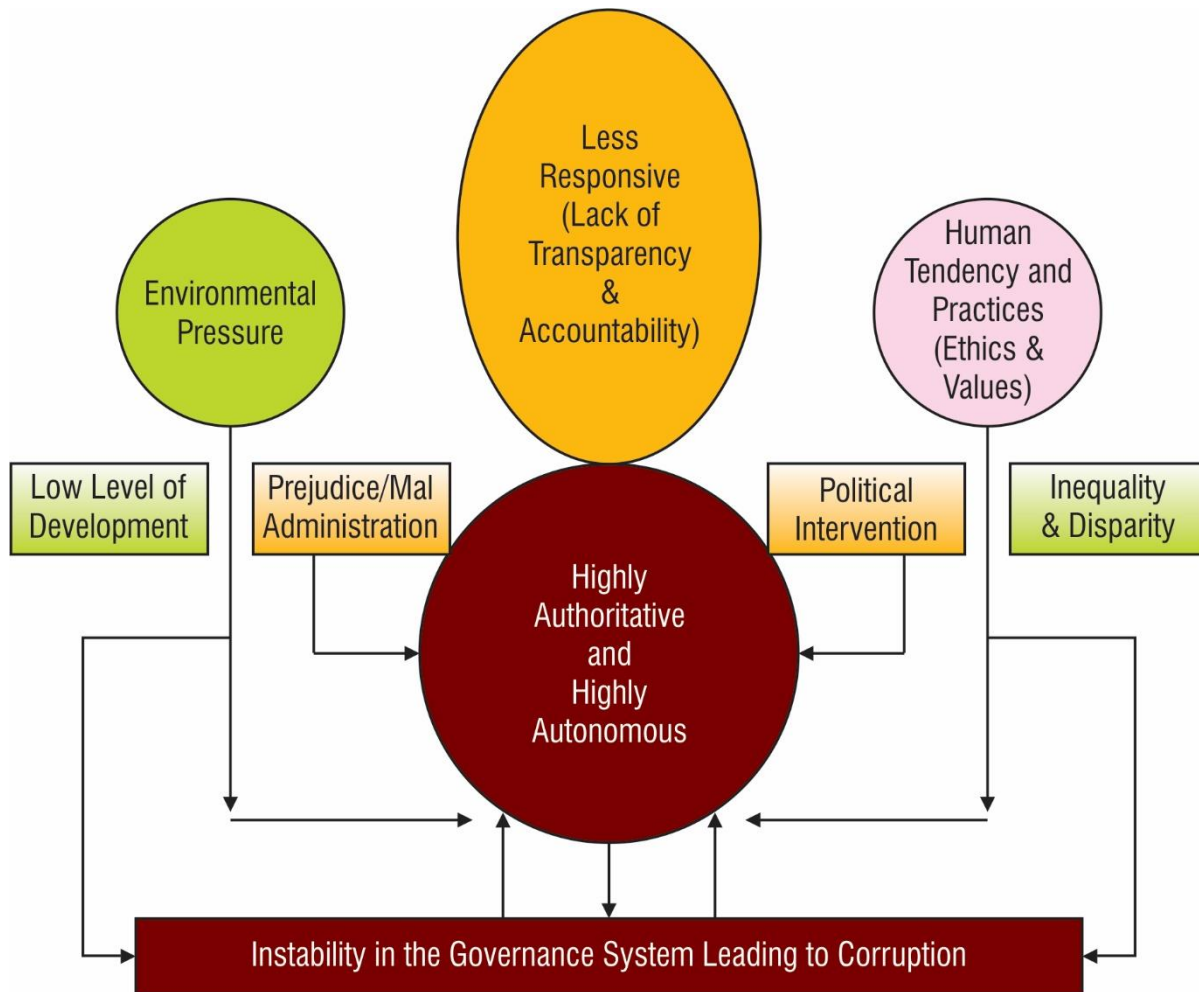
Trust and Satisfaction of Police Officials

Police officials are found not highly satisfied with regard to the conditions of services and the working environment of Anti-Corruption Bureau causing frustration also from pressure of the civil society.

Model Building for Combating Corruption in Public Policy-Making Process

India is role model for the countries across the world including developed nations as India is the country of spiritual richness, humanity, discipline, integrity and all other values considering human beings as humans. In India, the democratic set-up enshrined in the Constitution is a blessing and regulatory system is well defined. In the existence of such an enriched system people of the country have a moral duty to prove example of good citizens world-wide. Unfortunately, the system of implementation is not performing its role with honesty and lapses or confined interests come as barriers paving the way to excel in leading and establishing trust and at this juncture, it is the moral duty of researchers to brain storm to recommend measures for checking on the lacunae. The research is endowed to recommend measures in this direction. It is obvious that the scenario of distrust and corruption examined in this study is a matter of concern but the similar situation may prevail in all developed and developing nations for which primary researches are needed to be conducted and the models recommended in this study can have overall generalizations. Public trust will be developed when the government officials demonstrate the integrity, honesty and moral leadership and institutionalize the ethics and values through the process of people participation and cooperation. The present analysis reveals that trust and satisfaction of citizens and police personnel are low towards anti-corruption agencies. To develop performance, image and status of Anti-Corruption Institutions in public policy-making processes the following models have been developed for combating corruption and building strong anti-corruption and high-trust.

Figure 2: Instability in Governance System and Corruption Model



The study has been emerged that corruption is actually the outcome of symptoms which prompt a person to be corrupt. The degree of corruption depends upon the degree of presence or absence of these instabilities in the system of corruption. The model (figure 2) is shown how corruption is jeopardizing and what conditions prevent corruption in the system of governance.

Quantitative Indicators of Corruption

Six major parameters were examined for testing the hypotheses by using multiple methods including Chi-square, ANOVA, F-Test and other descriptive quantitative techniques etc. to analyze the status and extent of corruption concerned with varied nature. Based upon the results of the quantitative techniques, a framework of models has been set-up. Some of the major quantitative findings related with the parameters which have established the bases for construction of the models and drawing recommendations are as discussed below:

Transparency and Accountability

Since the mean score of the opinion of public respondents on variables regarding unable to lodge corruption cases to Anti-Corruption Bureau due to afraid of police officials (3.44), fear of harassment (3.70), suspicious working of anti-corruption agencies (3.64), loss of prestige in society (3.46) and lack of awareness about rules and regulations of anti-corruption agencies (3.97) were found more than three in five point Likert scale, it indicates that the public agrees about these facts. The results are also supported by the values of χ^2 relating to afraid of police officials (41.639), fear of harassment (103.750), suspicious working (103.611), loss of prestige (48.972) and unawareness about rules and regulations (228.333) signifying that the opinion of the respondents is not equally distributed.

Further, on analyzing the feedback of public respondents relating to the extent of participation and cooperation on Anti-Corruption Institutions, the mean scores are 3.69 and 3.70 respectively with negative values of Skewness (-.693 and -.576 respectively) reflecting that public does not prefer to reveal identity and also the way of questioning by the police officials. Chi-square test of goodness of fit analyzed as 148.361 and 96.750 respectively reject the null hypotheses and thus responses are not equally distributed. Thus, there is fear of revealing identity and the way of questioning by the police personnel in police station are the major reasons for non-cooperation and non-participation of public with the officials of Anti-Corruption Bureau.

The result of Post-hoc test (Tukey's HSD test) applied on the variable on non-involvement of citizens with the anti-corruption agencies because of rude and unsympathetic behaviour of police personnel on the three districts of primary survey indicates that the mean value of Mandi district is 3.8583 being higher than Kangra (3.8033) and Shimla (3.0833) districts and the standard deviation being 1.42948, 1.05556 and 1.00667 for Shimla, Kangra and Mandi districts respectively. The mean difference between two groups viz. Kangra and Shimla and Shimla and Mandi districts is similar that is, -.77500 found as significant at one percent significance level. While comparing Kangra and Mandi districts, the mean difference is worked out -.05000 being insignificant. This shows that behaviour of police officials of Mandi and Kangra district is very rude and discourteous as compared to their behaviour in Shimla district. Hence, it is proved from above statistical analysis that due to lack of transparency and accountability in the system of governance of Anti-Corruption Institutions, public is reluctant to participate and cooperate with the Anti-Corruption Bureau.

Economic Inequality and Disparity

Regarding identification of inequalities and disparities to determine the level of satisfaction of personnel serving in the Anti-corruption institutions, the mean value is calculated 2.77 with Standard deviation and Co-efficient of Variation score disclosing variation in responses of police officials. The positive value of Skewness indicates that responses are inclined on the lower level of scale and the value of Chi-square (41.059) is significant at one percent significance level which concludes that a large number of police personnel are not satisfied with salary and wages to some extent as compared to the Group 'A' officers.

With regard to satisfaction for creation of separate anti-corruption cadre in place of temporary arrangement from State police department to Anti-Corruption Bureau, the result of Chi-square test (2.011) is insignificant due to which the null hypothesis is accepted. Thus, from the quantitative analysis it is analyzed that the views of police officials irrespective of their ranking backgrounds are not distributed similarly regarding temporary arrangements/transfer growing frustration among police personnel of Anti-Corruption Bureau.

Political Intervention

The mean value of the views of public respondents regarding political interventions in the functioning of Anti-Corruption Institutions found as 4.35 which is much higher than standard score at 5 point likert scale. On police official survey, the mean value is calculated as 3.65. Standard deviation and skewness in both surveys have revealed that distribution of views of the respondents is shifting to higher side of mean. The Kurtosis value also supported the results. The χ^2 value found as 452.88 and 3.141 respectively are significant and insignificant which signifies that views of respondents are similar as well as dissimilar among public and police officials regarding political intervention on Anti-Corruption Institutions respectively. Thus, this statistical analysis has proved that political intervention is higher in public institutions as well as anti-corruption institutions creating a strong barrier in effective and inclusive public policy-making processes as well as policy implementation.

Further, on applying Tukey's HSD test, it is found that majority of the public respondents of Shimla district reported that political interferences have declined the level of trust followed by the responses from Kangra and Mandi districts. The standard deviation values are .88861, .89814 and .96667 for Shimla, Kangra and Mandi districts respectively. Mean differences of responses between Shimla and Kangra is .24167 and Kangra and Mandi is .04167 which indicates insignificant result at five percent significance level. While comparing Shimla and Mandi, mean difference is worked out as .28333 which is found significant with five percent level of significance. The results reveal that majority of the public in all the districts under study, highly agreed that political interferences have declined the level of trust towards Anti-Corruption Institutions.

On applying Chi-square test, the calculated value (9.470) is found significant at five percent level of significance which accepts the null hypothesis. Thus, respondents reported similarly irrespective of their occupational backgrounds.

Prejudices and Mal Administration

While considering the variable regarding fear of harassment by police officials Anti-Corruption Bureau, the mean value of female (3.8065) responses is higher than the male (3.6879) respondents being neutral to high. The standard deviation for male and female responses is worked out 1.19479 and 1.14289 respectively. The calculated value of T-test for equality of means (-.716) is insignificant at five percent significance levels. This shows that opinion of male and female respondents prevailed similarly regarding this statement.

As regard helping nature of police officials of Anti-Corruption Bureau, it is revealed from the analysis that the mean score of male and female responses is calculated as 2.7181 and 2.9677 and the standard deviation is .99209 and 1.10093 respectively being considered neutral with high inconsistency. While applying T-test, the value is -1.768 as insignificant at five percent significance level indicating that responses of the both genders are similar over the issue.

On employing Chi-square test relating to the conditions of modern equipments, the value of Chi-square found as 76.532 which is statistically significant with one percent level of significance. This indicates that responses of the police personnel are not similar on the statement regarding condition of equipments in Anti-Corruption Bureau i.e. police stations are not equipped with updated equipments.

Regarding Anti-Corruption Bureau working with inadequate number of police officials to deal with the corruption cases, the χ^2 value (2.466) found as insignificant which accept the null hypothesis. Thus, it can be exhibited that the strength of police officials in Anti-Corruption Bureau is inadequate to cope up with the existing workload.

Institutional Development

In order to find out the requirement of specialized and additional training consideration of ethical training and the quality of training for individual effectiveness as per suitability of institutional needs, the Chi-square value (2.594) reveals as insignificant at five percent significance level which signifies the views of police officials are similar about the specialized including initial and in-service training for efficiency and successful development of anti-corruption agencies irrespective of their raking backgrounds.

On analyzing the pressurization of civil society in governance of anti-corruption agencies, the value of mean score calculated as 1.8235. Standard deviation and coefficient value disclosed high variation in the responses. The skewness value has been found positive in this case. The χ^2 value found as 79.059 which is significant. this concluded that the civil society is being pressurized to somewhat level in the governance of anti-corruption agencies which had downgraded the level of trust among police officials.

The press is distorting the factual position at the time of reporting corruption cases, the results as per mean score of responses of the public respondents is calculated as 1.75. The standard deviation and coefficient value disclosed high variation in opinion of the respondents. The value of skewness found as positive. Significant χ^2 value (106.646) has been revealed from this analysis. It concluded that sometimes the press distorted the facts when reporting the matter of corruption.

On analyzing the responses of police officials, majority of police officials (55%) has reported to some extent level the press distorted facts regarding the action taken by the anti-corruption agencies. The mean value is calculated as 2.70. The skewness and standard deviation value calculated as .782 and 1.280 respectively. The value of skewness shows as positive. The χ^2 value

in both cases have been found significant. It analyses that distortion of facts by the press during reporting the matters of corruption cases to some extent agreed by both public respondents as well as police officials of anti-corruption agencies.

Trust and Distrust

The Post-hoc test (Tukey's HSD test) has been applied on the variable relating to corruption crippling the public life, the mean score in Mandi district is worked out 4.8083 followed by Shimla computed as 4.8000 and Kangra as 4.7583. The standard deviation is found .49536, .64815 and .56947 for Shimla, Kangra and Mandi districts respectively. The difference in the mean score of these three districts is worked out .04167, -.00833 and -.05000 which is statistically insignificant and revealing similar views of public towards this statement. It shows that majority of the respondents reported corruption crippling public life to very high extent.

Further, while considering the statement that is corruption among officials, it is found that mean value of responses from Kangra district (3.6583) is higher than Mandi (3.5667) and Shimla (3.4583) districts. On applying Tukey's HSD test mean difference of the responses of Shimla and Kangra district is (.20000) found significant at five percent significance level. While comparing the mean differences between Shimla and Mandi (-.10833) and Kangra and Mandi (.09167) districts the values are insignificant at 5 percent level of significance which reveals similar opinion of public relating to corruption among officials. It is revealed from the above analysis that there is high degree of officials' involvement in corruption which is matter of great concern as it indicates declining of trust among public towards Anti-Corruption Institutions.

As per the statement regarding role and performance of Anti-Corruption Bureau in curbing corruption and building trust among people, mean score of male responses (2.3490) is slightly higher than the female (2.3387) responses but is around 2.3 being at lower side at the five point scale. The standard deviation for male and female responses is worked out .95294 and .78810 respectively which indicates inconsistent response. On applying T-test, its calculated value (.079) is insignificant with five percent significance level. Thus, it can be concluded that performance and role of Anti-Corruption Bureau in curbing corruption and building trust among people to some extent level is reported similarly by all respondents irrespective of their gender.

Regarding overall performance, image and status of Anti-Corruption Institutions, the Chi-square value (15.165) found as insignificant and the null hypothesis is accepted. It can be concluded that performance, image and status of Anti-Corruption Institutions are considered by all ranks not up to the mark to meet the targets or performance standard for combating corruption.

Based upon the above quantitative results, it has been identified that in terms of the above mentioned variables, there is existence of corruption and as a consequence, low level of trust. Keeping this in view, the models have been constructed by taking these variables as the bases.

The model on Instability in the system of Corruption is conceptual based on present research as it is revealed that the institutional inefficiency influences the environmental settings as it is

reflected in terms of low trust on economic development, increases inequality and disparity, encourages political intervention, lack of accountability and transparency in administration as well as prejudiced administration. These symptoms are directly or indirectly involved in relation with public trust, peace, stability and access to justice in governance. Corruption has also damaged the value system in the areas where the decision making process is involved.

The present research has analyzed multiple variables to be responsible for combating corruption. The study finds that corruption leads to misappropriation of public money, cripples the administration in a country and it leads to poor implementation of government policies and programmes. The factors responsible for corruption are like public not raising voice against corruption, and people afraid of harassment by the police personnel followed by lack of awareness about the procedure to lodge complaints, rude and discourteous behaviour of police officials, long and lengthy procedure for finalization of cases, public perception that no action is being taken by Anti-Corruption Bureau, inaction regarding complaints on corruption and being threatened by the politicians and mafias.

It is found from the survey that people are not willing to lodge complaints in Anti-Corruption Bureau due to fear of unnecessary questioning by the police officials. There is low level of transparency, integrity and trust on the administration. Further, due to rude and discourteous behaviour of police officials, people are hesitant to cooperate with Anti-Corruption Institutions for help when they are in need. Anti-Corruption Bureau has decreased the trust on Anti-Corruption Institutions in the State.

Press has failed to help maintaining good relationship between public and police officials of anti-corruption institutions. There exists communication gap between press and anti-corruption bureau. Most of time, the press distorts the facts of ACB actions. Lack of political will for creation of separate anti-corruption institutions is the main barrier for making and implementation 'zero tolerance policy' on corruption.

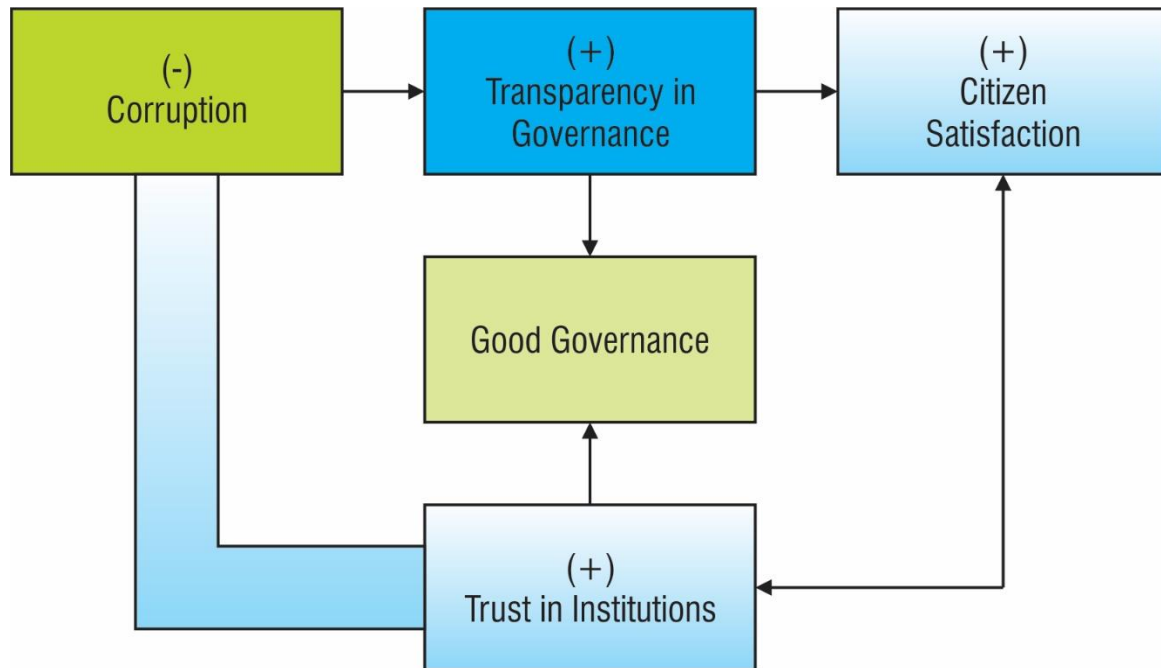
Multiple Comparison Post-hoc Test (Tukey's HSD test) applied on the major variables for analyzing trust and distrust among the general public indicated that public hesitates to lodge complaint to Anti-Corruption Bureau because of fear of police officials though having difference in opinion. Regarding fear of harassment and suspicious nature of working of police also a significant difference has been noticed in the views of public.

On the other hand, police officials of Anti-Corruption Bureau are satisfied moderately with the conditions of service and the working environment. There is also exists a moderate level of stress among police personnel which causes difficulties during working in Anti-Corruption Bureau and moderate level pressure from political leaders and interference in the process of recruitment of police personnel decreasing the level of trust towards Anti-Corruption Agencies.

The empirical analysis has revealed that dissatisfaction with regard to the conditions of services and the working environment of Anti-Corruption Bureau are creating frustration among police officials. The frustration is also comes from pressure of superior officers and civil society.

Dissatisfaction with regard to the conditions of services and the working environment of Anti-Corruption Bureau are creating frustration among police officials. The frustration also comes from pressure of superior officers and civil society. Corruption, trust and good governance have a firm bondage. The following model depicts the co-relation:

Figure 3: Corruption, Trust, Transparency and Good Governance Model



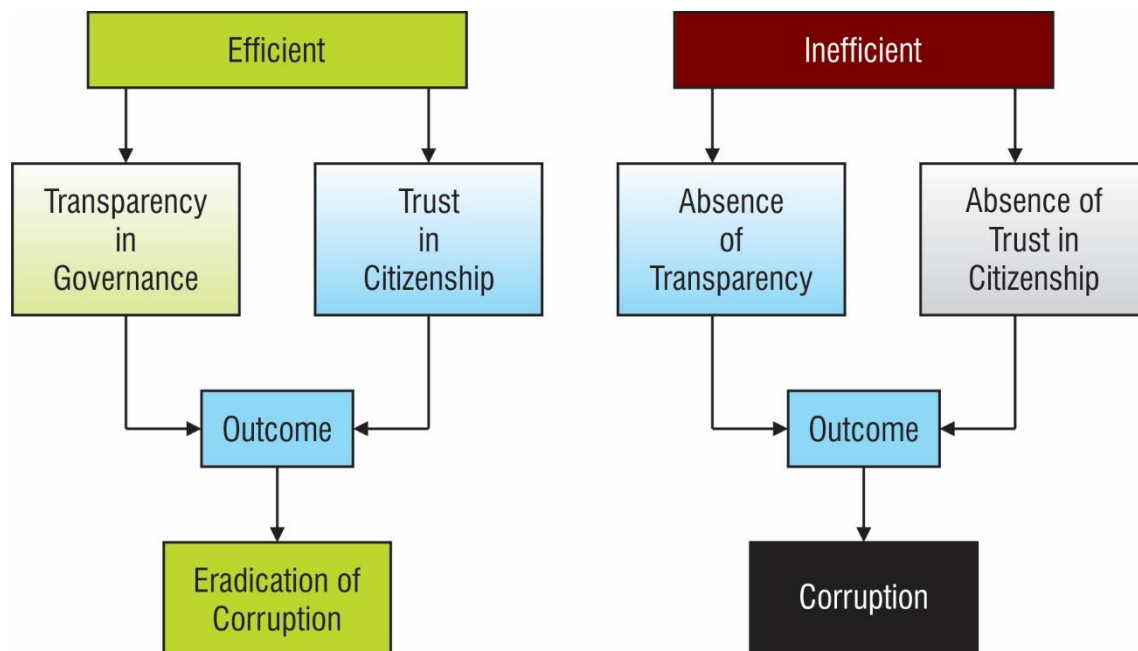
In view of above, the empirical analysis has revealed that satisfaction and trust among the different groups of public and employees towards anti-corruption institutions is far from satisfactory due to various socio-political, economic and administrative dimensions in public policy-making processes. Public cooperation and participation in the process of combating corruption is low due to lack of awareness about rules and regulations, fear of harassment, rude and discourteous behaviour of police officials and fear of revealing identity. Sometimes, corruption cases are not even registered by Anti-Corruption Bureau and even if they are registered, complainants get threats by the criminal groups particularly when protection is not provided to them by the Bureau. Hence, there exists a lack of transparency, accountability, efficiency, effectiveness, honesty and integrity on the part of Anti-Corruption Institutions. A huge communication gap arises between general citizens and police officials of Anti-Corruption Bureau. Sometimes, press distorts the real facts about corruption cases to the general public and also fails to maintain good relationship between the public and Anti-Corruption Institutions. The civil society and organizations are not appropriately institutionalized and are politically fragmented and rather weak. The political leaders and higher officers are highly interfering on the matter of corruption cases and influencing the Anti-Corruption Institutions to achieve their personal gains. Majority of employees are not highly and very highly satisfied with the working environment and job satisfaction in the Anti-Corruption Institutions. The dissatisfaction has created low level of morale among employees because of poor staff strength, infrastructures, welfare amenities, good

conditions of service, modern equipments, poor salary structures, lack of training facilities, without any recruitment process, political and bureaucratic interference in anti-corruption institutions. The budget allocated by the government to the Anti-Corruption Bureau is also insufficient to meet the development needs.

Robust, Resilient, Effective and Strong Anti-Corruption Institutions in Public Policy-Making Process for Combating Corruption

Statistically, the hypotheses framed that socio-political, economic and administrative environment has significantly associated with trust and satisfaction of citizens and police personnel in terms of building strong, peaceful and access to justice in Anti-Corruption Institutions for combating corruption in public policy-making processes, proved as significant. The research has proved that the above factors are influencing the anti-corruption institutions for combating corruption. Further, anti-corruption institutions are not contributing to build trust among public and employees towards eradication of corruption. The study also finds that there is lacking of competence, openness, honesty, integrity, efficiency and effectiveness and the poor working environment is affecting internal discipline and morale of police officials. Moreover, Anti-Corruption Institutions are facing problems of funds to meet the expenditure on legitimate needs of police officials. The research findings in terms of factors of efficient and in-efficient public policy-making are depicted in the model as under:

Figure 4: Efficiency and Inefficiency Model in Public Policy Making Process



In view of the above, for re-building effective, efficient and high-trust institutions of governance including anti-corruption institutions dealing with corruption matters by ensuring the features of ethics and values, simplification of rule and regulations, stringent punishments, comprehensive

legislation which is impersonally implemented by an independent anti-corruption institutions to minimize corrupt behaviour among civil servants and the citizens to develop the integrity, credibility, accountability, transparency, fairness, efficiency and effectiveness. Implementation of 'Zero Tolerance Policy' towards corruption from India is the prime necessity and the present research is made to suggest measures in this regards.

Apart from model buildings, the following measures are suggested to develop performance, image and strong Anti-Corruption Institutions and building high-trust among citizens and employees for enhancing peace and justice for all in public policy-making process.

- The Anti-Corruption Institutions need to be strengthened to provide sufficient young, honest, dedicated, efficient, educated and directly recruited personnel to investigate the sensitive matters of corruption cases. Police stations of Anti-Corruption Bureau have to be strengthened and developed though efficient, effective, directly recruited officials having credibility, competence, and integrity.
- Adequate budgets should be provided to modernize the Anti-Corruption Institutions with sophisticated weapons for quickly detecting the crime and corruption as the groups of criminals may possess superior weapons against the police personnel. Modern vehicles' should also be available for official duties.
- To check political intervention in the functioning machineries of institutions of governance, it is suggested that politicians, parliamentarians, and legislators should be under the ambit of code of conduct. Hence, conduct rule should be framed immediately for the above functionaries on the pattern of Civil Service Conduct Rules.
- Specialized training including ethical training should be imparted immediately to change the behaviour of police officials so that public may interact and discuss the corruption related matters with them.
- Working conditions and work environment needs to be improved in anti-corruption agencies. This will help to increase trust and satisfaction among police personnel of anti-corruption agencies. To meet the need of residential and office accommodation especially for lower and middle ranking police officials, the Anti-Corruption Bureau should approach the Government to provide sufficient funds to undertake necessary construction work.
- It is strongly recommended that one single independent Anti-Corruption Agency should be established at the national and state levels instead of multiple anti-corruption agencies free from political interventions for combating corruption from the country.

Research Limitations/Implications

In order to know about the reliability of the research, it is important to state the extent of limitations under which it has been carried out. The limitations of this study have been pointed as follows:

- i) The sample size for the questionnaire is limited to 360 public respondents and 85 police officials from three districts. Though the findings of this study may not have universal applicability in different cultural contexts, however, the anti-corruption strategies adopted by the UNDP and OECD for fighting corruption are relevant among all developing nations.
- ii) Incomplete, misleading and wrongly filled information of some questions or non-responses could not be avoided. These types of incomplete and wrongly filled questionnaires have been sorted out by the researcher with the extra efforts.
- iii) A large number of police officials initially shown their unwillingness and hesitated to disclose the information regarding the weak points and level of performance of their own anti-corruption institutions in the course of collection of primary data through interview schedule in the form of questionnaire and informal discussion.
- iv) Further, police respondents of different ranking backgrounds of anti-corruption bureau are found to be reluctant may be due to administrative reasons. On receipt of direction from the Head of Office, the researcher could convince the police officials, irrespective of their ranking background, to fill up the questionnaire though hesitant officials did not disclose correct information.

Originality/Value

The present research is mainly based on quantitative data. The data for this study has been collected from different groups of public respondents and police officials of State Vigilance and Anti-Corruption Bureau using a survey method, instead of secondary data. Hence, this study will be realistic attempt to help policy-making process to devise solutions to combat corruption and building strong anti-corruption institutions to ensure trust, peace and access to justice in public policy-making process.

Conclusion

Good governance is indicative of corruption free environment and countries world-wide are prioritizing to combat corruption. In context to India, as per the reports of Transparency International India ranks at 86th position with 4 CPI score till 2020. Despite of regulatory reforms and executive initiatives, there exist disparities and inequalities which are responsible for lust of power, undue earnings and other different kinds of corruption barring transparency in the system of governance resulting losing trust, conflicts and limited access to justice. Combating of corruption and building strong anti-corruption institution is examined in terms of rule of law, regulatory quality, political intervention, absence of violence, government effectiveness and control of corruption. Based on corruption status the grey areas are to understand instability in the system of corruption, bondage between corruption, trust, good governance, peace, justice and need for designing robust, resilient and effective anti-corruption policies.

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