

Indian Civil Services Losing charm as a career option for the upcoming generations: An analysis in the light of problems and challenges faced by civil servants.

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ABSTRACT:

Civil services in India are considered one of the elite services. It is the executive body of India that constitutes the permanent structure for governance. It is also referred to as the steel frame of India.

The present civil service model derives its basic structure from the British civil service. These services were created with the aim of fulfilling the motives of their political masters. Policy implementation and revenue generation were the key responsibilities.

The British civil services were retained after independence, though the motivation changed from revenue generation and development to sovereignty and welfare state. Supremacy and elitism in the services persisted in India even after independence.

In democratic India, the civil service made policies with their political masters at all times. With the change in political masters and their agenda, civil servants have gone through a change in their working potential. Ministers' and civil service relationships change with time and go through conflicting situations as well.

In this paper, we will discuss the contemporary issues of civil service with reference to their role as policymakers and executives. We will also discuss the conflicting situations and challenging working conditions faced by bureaucrats due to minister-civil servants' ideological differences and ethics in administration.

Keywords: Indian Civil Services, Policy Making, Bureaucracy, Conflicts, Challenges, Indian Democracy. Administrative ethics.

OUTLINE: This paper will discuss a quick review of the concept and ideology behind the establishment of the present system of bureaucracy in India. We will further look at the different roles performed by civil services, with special reference to policy formulation and execution. Hereafter, we will look forward to the challenging situations faced during policymaking and implementation by bureaucrats in the present political setup. Finally, we will discuss the reasons

behind the challenges faced by civil servants. Lastly, I will present changes in monopoly elitism and the decision-making of civil servants with reference to the study. Lastly, sum up this article with concluding remarks and references as evidence of the whole study.

1) INTRODUCTION:

Civil Services: A group of people who participate in the exercise of the state's sovereign power by carrying out the various executive branch duties other than those related to the armed forces on a permanent basis and receiving compensation from the government's coffers is referred to as the civil service. British rule in India left behind the Indian Civil Service. The Civil Service, which was first established by Warren Hastings and then modified by Sardar Vallabhai Patel, is the structural backbone of the political system.

Why the Civil Service?

- 1) Strength and Status
- 2) Service Security
- 3) A Demanding Career
- 4) Diverse Responsibilities
- 5) Possibility to assist numerous
- 6) Possibility of creating outstanding contributors
- 7) Possibility of advancement
- 8) Possibility of further education
- 9) Merit-based Selection;
- 10) Promotions Guaranteed;
- 11) Helpful to the person, their family, their community, and their state
- 12) Attractive compensation and benefits

. (Reddy, n.d.,2022)

2) Background of the Study: The word "bureaucracy" originally referred to a fabric that the French ministers' desks used in the seventeenth century. As a means of describing an official-run government. In time, the phrase "Bureaucracy came to be associated with negativity. It served to characterise processes that took an unreasonable amount of time resulted in the harassment of the public and meagre official tyranny. The phrase "civil servant" was coined as a result of this

negative connection as a substitution for bureaucracy. The distinction between bureaucracy and civil services, though the latter refers to a full-time worker for the government, In its current usage, the phrase "civil service" has two unique meanings. First of all, it is a division of the government service where people are hired based on their merit, as determined by an exam. Second, it describes a group of workers in any governmental organisation aside from the armed forces and the legal system (Preeti Mallinath, 2017b).

Before achieving independence, the bureaucracy under British India was working to fulfil the regulatory duties of income collection, the judicial system, and the upkeep of law and order. But things are starting to change right now. The present constitutional setup and the bureaucracy's constructive role have multiplied in the recent past. The accomplishment of the intended creation of a welfare state and a socialist framework of society calls for increased accountability from the governmental administration and political authority. (Sahu, 2013).

According to Max Weber (1947), the following significant characteristics of

1. i) He was selected for his job on the grounds of his personal freedom and conduct

ii) He acts in conformity with the authority granted to him.

His loyalty is mobilised on behalf of devoted people under impersonal standards.

performing his official responsibilities.

iii) His appointment and work placement depend on his qualifications.

technological proficiency.

Iv) is an occupation that requires full-time administrative work.

v) The labour is compensated by a regular wage and opportunities for promotion in a long-term career.

As a result, the officials are what make up the civil services, and such services are set up to operate different government machinery to live up to the demands of a democratic state.

The civil service performs three key tasks.

I) It provides policy advice to the government.

ii) It aids in the preparation and drafting of new laws.

iii) It assists the government in governing the nation in accordance with the law. (Sekar, 2014)

3) Research Questions:

In the framework of a democratic society's development process, the current exercise aims to investigate the existing pattern of inter-relationship between bureaucracy and its problems and challenges in reference to the declining status of civil services. The motive of this study is to investigate the reasons for the challenging situations faced by executives in their day-to-day transaction of business rules, presenting a clear perception of the ever-existing aura of civil service for the common masses and its reality on the ground. _

Q1) What is the change in authority and responsibility of civil services in comparison to the last few decades?

Q 2) What is the impact of increasing transparency, digitization, and centralization?

Q3) What is the current pattern of political and official engagement with regard to policy formulation and execution?

Q4) What kind of involvement do authorities and politicians have in the development process?

Q5) What has been the pattern of official salary and benefit increases since independence?

Q6) What is the overall change in the standard of civil servants and their family establishment in terms of transfer and posting?

Q7) What is the effect of the pay band on civil servants? What is the relationship between the pay band and corruption in the civil service?

4) Methodology: Keeping these broad goals in mind, bureaucratic organisations reviewed and received feedback from various book authors and media resources collected, classified, analysed, and studied for the purpose of research. Collected Secondary data from the survey asked 18432 officers from the ten chosen services, and respondents had the option of responding online or via mail. 4808 officers, or 26% of the universe, answered the survey out of the total questionnaires provided. The poll was conducted by the Hyderabad-based Centre for Good Governance in collaboration with A C Nielsen ORG-MARG. The team was led by Dr. Rajiv Sharma, an IAS, who provided direction and worked to increase the response by contacting several officials.

5) Relevance of the study: The structure of bureaucracy after independence was accepted without much change, therefore the aura of being a civil servant remained the same.

Here we will discuss these privileges, and along with that, we will do a comparative study on their relevance in the present scenario. There are many problems faced by civil servants, as discussed below.

6) Issues Currently Affecting the Civil Services

- Unprofessionalism and inadequate capacity building

- a weak incentive structure that does not reward deserving and honourable civil personnel.
- rigid and outdated processes that prevent civil officials from using their own judgement and working effectively.
- Lack of transparency and accountability and inadequate whistleblower protection
- Political meddling results in arbitrary transfers and unstable tenure.
- a decline in ethics and morals that has given rise to widespread corruption and nepotism.
- Patrimonialism (a form of administration in which all power flows directly from the leader) (a form of governance in which all power flows directly from the leader) (*Reforms in Civil Services: Issues and Challenges* | Nisha Mishra - Mainstream Weekly, n.d.)

Eleven primary theme categories were developed, under which multiple-choice questions were prepared based on the secondary research mentioned above and stakeholder-level consultations. The other two survey factors addressed were demographic information and general respondent impressions.

Attraction and Retention

6.1) attributes to attraction and determines the choice of civil services

According to the respondents, the ability to positively impact society (73%), the prestige of working for the government (56%), and job stability (52%), are the key factors in choosing the public service as a career. Although the chance to abuse one's position is not taken into consideration, 60% of respondents appear to believe that 'visible symbols of power' such as chauffeured automobiles, official residences, etc. are crucial as a motive to enter the civil service.

(*Civil Services Survey: -A Report*, 2010)

Attributes to determine the choice of civil services (figures in %)

Determinant	Very Important	Important	Not Important	Base
Opportunity to make a difference to society	72.8	23.6		3447
Job security	51.7	41.8		3413
Prestige and social status associated with civil service	56.0	37.8		3411
Future career opportunities in civil service	45.6	42.0		3418
Pay & Perquisites	25.2	57.4		3323
Visible symbols of power	17.8	44.5	35.2	3406
Opportunity to take advantage of one's position for personal benefits			81.1	3395

(Base is less than 4808, the total number of respondents, as the question was applicable only to direct recruits; the base also excludes the participants who chose not to reply; empty cells indicate that the percentages appearing there are very small)

(Civil Services Survey -A Report, 2010)

6.2) Retention of Civil Servants

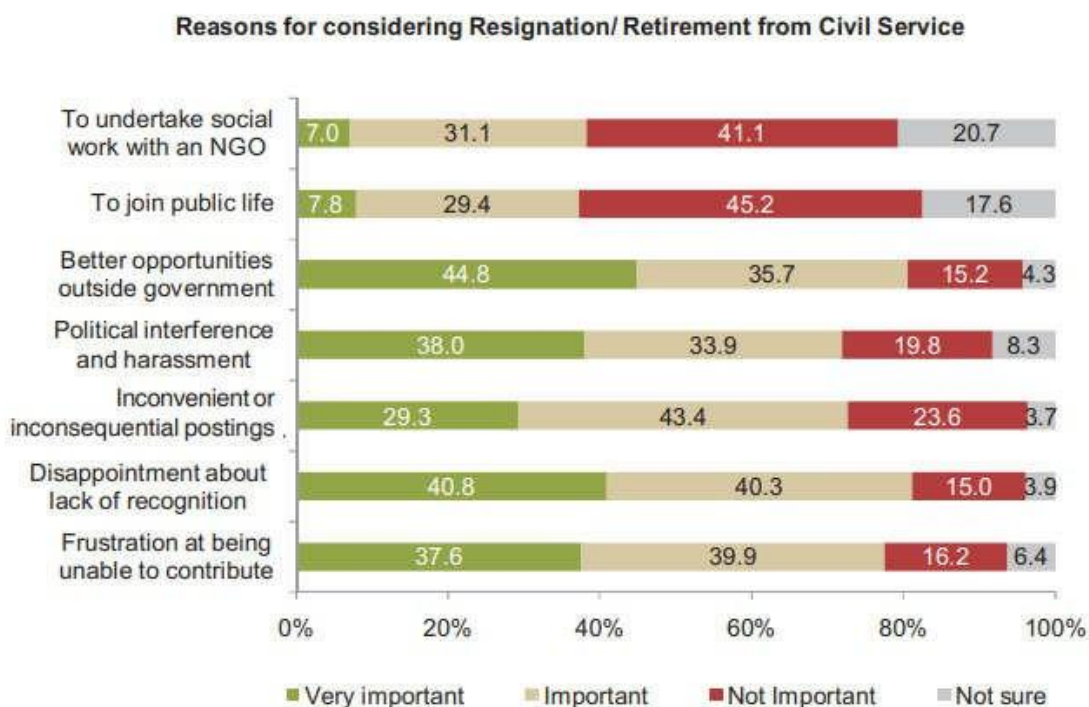
Equally essential to their recruitment into the civil service is their retention as employees. more than

A significant number of civil workers from the IAS and other services have resigned in the past few years to join the business world. According to the comments in this respect, 34% of the respondents have at some point thought about leaving the civil service. Five central services, namely IRS (IT) (41%), IPoS (40%), IRPS (40%), IRTS (38%), IRS (C&CE) (36%), and IAS (34%), have a higher percentage of such officers. See Table 2.

Better chances outside the government in terms of compensation are considered a very important cause by roughly 44% of respondents when questioned about the main reasons for civil officials to contemplate resigning or seeking voluntary retirement. Comparatively few officers (7%) view engaging in social work with NGOs and CSOs and entering the public sector (8%) as being

"extremely

significant."



Base: Differs for each statement; range: 4633 – 4685 (excludes No Response cases); percentages are calculated with respect to the number of persons answering the question

Across the services, the major reasons for civil servants to leave the service, as per the responses, are: lack of recognition of one's worth (mentioned by all services as the top 3 reasons), better compensation outside government (mentioned by 9 as the top 3 reasons), and inability to contribute meaningfully at work (mentioned by 5 as the top 3 reasons).

6.3) Recruitment and Retention

The dominance of IAS in administration is a major source of discontent among officers of the central services, IPS, and IFoS. Many of them believe it is unjust that an advantage gained from receiving a few more points in the civil service should be used throughout one's whole career.

Regarding lateral entry, it was recommended that rather than inducting people into the workforce, outsiders from business, academia, and professions may be more actively engaged (via brief consultancies or appointments).

7) Major challenges and findings

7.1) Civil servants as policy makers

The permanent career officials who work below are the next level down. execute government policies within a department of the government. These individuals, who are all civil workers, are expected to have professional neutrality. Regardless of their political ideas, they must not be permitted to influence others. interfere with or endanger their task. This level of government employee will be very

aware of issues like pricing and technological difficulties present in some features of the suggested government policy, etc. Such knowledge is required, and even if they are not ministers, they may properly request such people to provide input. non-elected individuals. If a government receives input from a civil worker, he or she makes an anonymous decision regarding the policy. while the government worker

7.2) Civil servants and corruption:

It should be mentioned that nearly every young person who joined the company's civil service immigrated to India with the sole intention of accumulating fortune as rapidly as possible. The British civil servants saw India as a gold mine and generated enormous sums of money by using corrupt practices. For instance, it was common practice in colonial India to provide expensive presents or money to civil officers in order to secure favourable orders. The problem of corruption in England became so severe that the British Parliament intervened and passed the Charter Act of 1793, which required the company's directors to swear under oath that they would not make any nominations in exchange for gifts and money. (Das, 2013, p. 13–14)

7.3) Transfers and postings: Numerous reform committees point out that frequent transfers because there are no fixed terms of employment are a widespread issue in the higher civil services. They identify political influence in the administration's operation as the primary cause of transfers, which results in problems with administration and governance. (*Akila Ranganathan STATE CAPACITY INITIATIVE CENTRE for POLICY RESEARCH NEW DELHI Debates on Administrative Reform in India Transfers, 2022*)

7.4) Political interference;

Frequent transfers have been seen as both a cause and an effect of political meddling and the deterioration of the civil service's political impartiality. According to reports, policemen are typically transferred "wholesale" when the administration changes.

(2008's Second ARC, page 275)

7.5) Good Governance:

The term "good governance" was initially used in the 1990s by the United Nations, the World Bank, and the International Monetary Fund to define how public organisations should conduct

their business and provide goods and services to the general public. About three decades later, good governance still seems to be in vogue because many governments, particularly in less developed and emerging nations, face numerous challenges in the future. (Ibrahim, 2020)

Civil service reform and "good governance" in the current environment

Recent developments in the field of governance have resulted in a number of novel phenomena with far-reaching effects. Civil services must adapt to these developments if "good governance," one of the modern welfare state's most crucial goals, is to be achieved. Reforms and a reorientation of the civil service are necessary for this reaction, though, as the current mindset and training of the civil service will not be sufficient to offer excellent governance in the current complicated environment.

7.6) Globalisation:

The civil service system must adapt to the citizens' shifting expectations as a result of economic expansion and liberalization. The necessity for efficient use of civil services is highlighted by the limited resources, but there are also new opportunities to reduce government engagement in some sectors due to the growing role of the private sector in service delivery. The state must concentrate on the indispensable function of government necessary to realise human potential and foster quick economic expansion. The role of the state is non-negotiable in areas like public order, justice, and rule of law; human development via access to high-quality education and healthcare; infrastructure; and sustainable development, aside from its sovereign tasks like defence and tax collection.

Highlight the declining standard of civil services in terms of decreasing authority and increasing responsibilities. Presenting the idea of increasing workload and 24 by seven working hours with transparency, centralization, and digitalization. Civil servants don't share equal parity with the political masters but trade at a lower standard. Civil servants are merely doing the paper work and shifting the information from one level to another. They hardly have any role in deciding the facts their own way. The rule of law is strictly implemented. There are no major changes seen in the increment in salary, and other remuneration for civil servants is provided.

Salaries are insufficient with respect to increasing inflation, forcing civil servants to look for additional income in the form of bribes and other favours, which leads to corruption. Our system and administration, politics, and even society have accepted it as a matter of their part in the transaction of business in government organisations.

7.7) Work Environment

The officers generally concur that a negative work environment is largely caused by a low quality of support staff. Some IFS commanders have urged that the missions abroad be permitted to recruit locals on more favourable terms rather than the subpar support workers from India, who also happen to cost more.

7.8) Postings and Transfers

Transfers made only for the sake of transfers destroyed officers' drive and diminished their desire to specialise in a certain pitch. The main finding regarding transfers and postings was the total absence of transparency, which allowed for political meddling and other unrelated issues to affect the system's fairness. Independent committees for transfers and postings, performance-based postings, tenure stability, and effective human resource planning were all suggested as ways to improve. The 'politicisation' of postings and transfers was most felt forcefully in the states, where local politicians exerted considerably stronger pulls and demands than at the level of the federal government.

The majority of respondents recommended that the UPSC, an independent committee, tribunal, statutory board, or others manage postings, transfers, nominations for overseas training programs, deputations to the central secretariat, and other related matters.

Most respondents expressed worry about the lack of tenure security brought on by frequent transfers since it negatively impacted employees' work happiness, their children's education, and their ability to stay together as a family and left officers vulnerable to unscrupulous forces.

Another significant factor contributing to the officer's family's displeasure with postings and transfers has been those inconveniences. Many respondents thought firmly that family circumstances, such as children's schooling, a working spouse, elderly parents, healthcare requirements, etc., should always be taken into consideration when making transfers and postings. Additionally, it was suggested that, at the age of 55, policemen should be permitted to work at their home station.

7.9) Growing and Learning:

Many officers believed that senior officers were now in charge of seniority-biased training choices. Few privileged officers are eligible for the few foreign trainings and programs that are offered at reputable universities around the nation.

7.10) Evaluation of Performance and Promotions

Almost 13% of respondents who provided comments did so in relation to performance management and evaluation. The legitimacy of the current system of evaluation, senior-level bias in evaluation, the use of ACRs to harass officers, and other concerns were brought up by the respondents. A 360-degree review process, frequent feedback, mid-career evaluations, the need for performance-based rewards and disincentives, delegation to the private sector, etc. were among the suggestions for improvement.

7.11) Integrity and dedication

The integrity of government employees was a topic that was brought up by about 11% of respondents who left comments. There is a perception that honesty and integrity are not valued and that trustworthy officers are marginalised or harassed. Additionally, it is thought that the

value system has been compromised across all services as a result of excessive political meddling.

7.12) Discrimination and retaliation

According to the officers, prejudice is pervasive on the basis of caste, religion, area, and service. According to some female officers, there is undoubtedly a "glass ceiling," and female officers are not given suitable service assignments. Women officials are not granted posts in departments that deal with infrastructure, power, or other similar areas; instead, they are assigned to the development sector.

There have been complaints of service discrimination, and some officers believe that despite their competence and commitment, direct recruits are given preference in postings and promotions. In relation to postings and promotions, several respondents said that officers from other states (outsiders) experience prejudice.

7.13) Political Meddling/Interference

Respondents said that political dominance and intervention affected officers' contributions, motivation, and initiative and were the main causes of corruption and inefficiency in the services. Respondents expressed worry about the deterioration of internal discipline in the services as a result of senior officers' alleged inability to take severe action against subordinates supported by political figures, such as transfers, disciplinary action, or demotions. Some respondents claimed that transfers, postings, central deputations, and even officer training abroad were all affected by political favours. Some respondents asserted that political favours had an impact on everything from transfers to postings to central deputations to even officer training abroad. Political influence is only a portion of the issue; internal politics among officers based on caste, cadre, area, and religion hurt the services just as much, if not more.

7.14) Harassment and Discrimination

Any inappropriate behaviour by a person that is directed towards and offensive to another person or individuals in the workplace and that the person knew or ought reasonably to have known would cause offence or injury is referred to as harassment. It includes any offensive behaviour that denigrates, belittles, or induces feelings of personal shame or embarrassment, as well as any act of intimidation or menace. There is sexual harassment involved.

An officer's morale can be destroyed through harassment and prejudice, which can also occasionally affect his family. Long-term, they also substantially impair the Service's capacity to carry out its mandate, which is detrimental to the community.

Results 36% of participants said they have experienced harassment.

in their midst. Male cops (36%) have a somewhat larger percentage than female officers.

(34%) These cops were primarily harassed by people with

political representatives (40%) and those who have influence over them (86%).

7.15) Work Environment:

At both the corporate and individual levels, the workplace environment is a crucial component. Competent people, sufficient material and financial resources, streamlined processes, and a lack of external constraints are all necessary elements of a workplace that promotes efficient work.

The office or organization's overall effectiveness as well as an officer's satisfaction are heavily influenced by the work environment.

adequate staff

Adequate financial resources

Fifty percent (50%) of the respondents feel that they are provided with adequate financial resources.

to accomplish their work Half (50%) of those surveyed believe they are given enough financial support to do their task.

Undue outside interference

Discrimination:When someone is treated unfairly or differently due to a personal attribute (such as their race, religion, age, sex, marital status, familial situation, or physical or mental handicap), this is known as discrimination.

Promotional Opportunities and Career Advancement

For government workers to remain motivated, timely advancements are crucial. The cadre management, or the ratio of senior to junior-level jobs, the size and age distribution of the various batches, the number of officers on deputation, etc., all have a significant role in the timeliness of promotions. According to the comments from various services, it appears that the timing of promotions varies from service to service.

Officers from the IA&AS (85%), IAS (81%), and IFS (72%) were the services among the several that were happiest with the prompt promotions, while those from the IFoS (26%), IRS (C&CE) (27%), and IRS (IT) (43%) were the least satisfied.

7.16) Officer Performance-Related Factors

A number of things can have a detrimental effect on an officer's performance. Three categories—

People, infrastructure, and processes can be used to broadly classify them. According to responses, inadequate support personnel (35%), out-of-date procedures (32%), low-quality employees (43%), and outdated processes are the most prevalent factors preventing public

servants from performing to their full potential. Comparatively, attitude issues are more uncommon (20%). The services are thought to experience widespread issues with a lack of trained personnel.

7.17) Performance Appraisal: In the Indian Civil Service, the Annual Confidential Report (ACR), which evaluates officers' performance on a yearly basis in the areas of their work, conduct, character, and talents, serves as the primary vehicle for performance management.

According to an analysis of the replies, 43% of respondents believe that the performance evaluation system is fair, impartial, and transparent; however, 35% of the officers do not share this opinion.

An important finding was that just as many respondents disagreed (37%) as agreed (35%) with the statement "Highly achieving meritorious officers are respected, recognised, and adequately rewarded for their efforts."

7.18) Skill Development and Training

The purpose of the questionnaire was to gather information from public officials on where they often turn for new knowledge and skills, the value of formal training programs for learning and development, the necessity for specialisation, and other topics.

The three claims about training programs—the match between the work and the training, post-training placements, and officer selection for training programs—received mostly unfavourable comments from respondents.

7.19) Work-Life Balance

Work-life balance has been identified by the Second Administrative Reforms Commission as one of the key elements affecting government workers' motivation. As stated by the Sixth Central Pay Commission, "improving the work-life balance for employees is an essential method to make government service more appealing and gratifying." Official employment might be erratic and occasionally highly busy when doing field activities. Officers are frequently under extreme stress as a result of inadequate support staff in terms of both quantity and skill, as well as bad work habits. Maintaining a healthy work-life balance is crucial for officers' long-term performance since failing to do so might cause early burnout and impair decision-making.

7.20) Satisfaction with Postings and Tenure

Transfers, promotions, and postings are the main avenues for professional growth for officers within the Civil Service. However, if not managed in a fair and open manner, these very issues might end up being a significant cause of unhappiness.

According to the results, 52% of respondents think promotions to significant positions and desired stations are not selected on the basis of merit, and 58% of officers think transfer orders are not given with the particular needs of the concerned person in mind.

7.21) Job Satisfaction and Motivation

The ARC also made an effort to pinpoint some of the main causes of federal workers' unhappiness, including

- lack of a working environment
- Unjust hiring practices
- excessive or nonexistent oversight
- There is a lack of ethics throughout the company.
- Discipline issues
- Transparency issues within the company
- absence of avenues for personal expression
- interference with objective performance.

Discussion and Conclusion

Numerous committees and commissions, like the BN Yugandhar Committee, the Hota Committee, and most recently the Second Administrative Reform Commission, have periodically addressed issues pertaining to civil services. These reports have shown that the problems with personnel and human resource management are not only important for the civil employees themselves but also help the nation's overall development and inclusive growth goals. (*Civil Services Survey -A Report*, 2010)

Less than 50% of officers have stated that they would advise their children to pursue a career in the public service, despite the fact that a majority of respondents (85%) believe that they have liked their job in the civil service and are pleased to be members of the service.

Overall perception of civil services

While a large proportion of respondents agree that looking back, they think that they have enjoyed their work in the civil service (85%) and are proud of being members of the service (85%), fewer officers (50%) have said that they would recommend the civil service as a career for their children.

An honest government employee fears that they will be punished for their devotion and honesty by being transferred to a position with little to no work responsibility, or worse, by receiving a series of such transfers. Respondents believe that by strictly adhering to the set regulations and focusing exclusively on an officer's quality, performance, experience, and efficiency, justice, transparency, and objectivity in transfers and postings must be guaranteed.

Civil services should provide “better facilities and working circumstances for women and disabled personnel. The Commission has recommended measures like flexible working hours, child care leave, expanded education allowance, etc. for women employees as part of the package to build an enabling and gratifying inclusive work environment, better work-life balance, and family-friendly employment practices. For employees with impairments, special methods have also been suggested so they may do office tasks more quickly.

The charm of the civil service declines with time; civil servants hardly enjoy any quality time with their families. They often place their families near the nearby metropolitan area, where their children get a better education and career opportunities. Transfers and postings happen at unpredictable locations and never happen on schedule, especially in the case of state civil services.

It is high time for the government to review all the problems discussed and find the optimum solution to retain the dignity and charm of the civil service.

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