ADMINISTRATIVE ETHICS
B.A-II

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ADMINISTRATIVE ETHICS

• Administrative Ethics
  – denote the professional code of morality in civil services
  – constitute the moral fiber of civil servants
  – regulate the conduct and behaviour of different categories of civil servants
  – provide ‘rules of the game’

• In the context of the growing size and role of administration and its impact on the society, the civil servants are expected to set-up high moral standards not only for themselves but also for the community at large
Ethical conduct of civil servants has been defined by different thinkers in the following manner:

- **Paul H Appleby**
  - preferred the expression ‘morality’ instead of ‘ethics’
  - argued that morality and administration can not be separated
  - delineated the following attributes of a moral administrator:
    - Sense of responsibility
    - Skills in communication and personnel administration
    - Ability to cultivate and utilize institutional resources
    - Willingness to engage in problem solving
    - Ready to work with others as a team
    - Personal confidence to initiate new ideas
    - Preference to public needs, interests & sensitivities rather than resorting to the use of raw bureaucratic power
• **Chester Barnard** described ethics as:
  ‘governed by beliefs or feelings of what is right or wrong regardless of self-interest or immediate consequences of a decision to do or not to do specific things under particular conditions’

• **GlanStahl** remarked that
  ‘Problem of ethical conduct of public official arises by virtue of the power and influence that he commands and the commitment that he undertakes of loyal and disinterested service to the public’
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Code of morality

• Civil service, being a profession in the modern state, has developed a code of morality for its members.
• Code consists of traditions, precedents and standards which have to be kept up by the civil servants.
• Britain was the first country, which developed a democratic type of professional code for the civil servants.
• Germany (Prussia) to professionalize its civil servants developed a professional code for the civil servants, but it contained authoritarian, bureaucratic and other non-democratic elements, besides the usual ethics.
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Code of morality

• India has not developed any ethical code for public administrators, there are, what are called, the government servant conduct rules.

• These rules lay down what constitutes misconduct for the public servant.

• It is apparently implied that such misconduct, which is not permitted, is also unethical conduct.
## ADMINISTRATIVE ETHICS

### Element/Component of Ethics

The various elements/components of Ethics are:

<table>
<thead>
<tr>
<th>Integrity</th>
<th>Honesty</th>
<th>Loyalty to the nation</th>
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<tbody>
<tr>
<td>Efficiency</td>
<td>Neutrality</td>
<td>Non-partisan attitude</td>
</tr>
<tr>
<td>Anonymity</td>
<td>Impartiality</td>
<td>Devotion to the duty</td>
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<tr>
<td>Secrecy</td>
<td>Fairness</td>
<td>Non-corruptive</td>
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<tr>
<td>Sincerity</td>
<td>Humbleness</td>
<td>Sense of public good</td>
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Need for administrative ethics:

- To check arbitrary activities of civil servants
- To promote sense of administrative responsibility
- To foster correct relations between citizen and civil servants
- To cultivate high standards of conduct among civil servants
- To preserve and promote public interest
- To facilitate better use of discretion by civil servants
- To improve efficiency in administrative process
- To strengthen the legitimacy & credibility in the system
- To stabilize relations between official & political executives
- To foster & maintain high morals amongst all categories of civil servants
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Factors determining observance of ethics

• Precedents & traditions set by ministers & top administrators
• Communication patterns in the administrative system
• Effectiveness of disciplinary action on the civil servants
• Ethical standards & values existing in the society
• Attitude of political bosses towards administration
• Soundness of service conditions of civil servants
• Dynamics of internal relations in the organisation
• Soundness of training programmes organised to promote professional consciousness among administrators
• Attitude of general public towards the administrators
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Hindrances

• Various factors which hinder the observance of ethics by civil servants are:

  Corruption          Favouritism
  Bribery             Indifferentism
  Nepotism            Officiousness
  Lawlessness          Departmentalism
  Political influence  External pressures
Conclusion

• Corruption prevalent in the system has effected the observance of ethics badly


• He also referred to its inevitability and thus remarked: “Just as it is possible not to taste honey that finds itself at the tip of the tongue, so it is impossible for a government official not to eat up at least a bit of the king’s revenue”
Efforts to identify modes of corruption has been an ongoing exercise

The Central Vigilance Commission has identified 27 modes of corruptions

The following committees significantly contributed in bringing out in open the prevalence of corruption and decline in administrative ethics in India

- Bengal Administration Enquiry Committee (1944-45)
- A.D Gorwala’s Report on Public Administration (1951)
- Railway Corruption Enquiry Committee (1953-55)
- Santhanam Committee on prevention of Corruption (1962-64)

Keeping in view the growing role of administration in preserving and promoting social welfare, public interest, the issue of observance of administrative ethics by the civil servants has gained vast significance