SUMMARY
The colonially created imperialistic All India Services Officers are administrating whole nation district as basic unit and Deputy Commissioner /Collector as ‘alter ego’ of the Viceroy at the top accepted with different variants in independent India also. About ten thousand All India Services Officers are controlling and regulating the whole economy of the nation at their sweet will. The present image of these officers is as - self-satisfied innovators, egoist, elitist, groupist, authoritarian, power crazy, monopolizer, status hungry, perk jerker, and decision dodger. It is rare to find a neutral officer, an officer free from biases & prejudices and an officer, who is committed for the cause of public & masses. Present day every one is seemed to busy in self goal maximization and perpetuation self interests or self service glorification from the bureaucratic system and at the cost of others, where upright officer only watch it mutely, silently and with hand closed down helplessly.

Present research work has tested 145 hypotheses along with equal number of variables in study. Different variable analyses indicate that All India Services officers are highly amenable for acceptance of political pressure in decision making process. Higher-level desires dominating in officers from progressive families make them more amenable for acceptance of political pressure to influence decision. The All India Services Officers show high degree of internality and low inclination towards luck or chance. Individual officer behavior is influenced by individual officer values, perceptions, attitudes and beliefs, which in turn regulate the decision-making behavior. Power, status and self-goals infuse greatest motivation to the All India Services Officers to accept political pressure, which has impact on decision-making process. The individual All India Services Officer life style orientation highly inclined towards self and own family influences them to approach politicians to meet own needs. Prevalent culture of bureaucratic system is that of ego, arrogance, obsession with status, abuse of power by power holders, excessive careerism and self-seeking goals cultivates frustration and powerlessness among the decision takers. Prevalent environment in bureaucratic system have been hijacked by the privileged one’s and whole system have been made subservient to them only.

Political Pressure & Its Impact On The Decision: -
Acceptance of political pressure in decision making process and its impact on the decision taken by the AISO is summarized below.

1. Demographic Characters And Impact on Decision:
Statistical analyses have been carried out for 21 demographic characters, indicating how these variables speculate variance within individual officer behavior and create discontinuities while working in decision-making process.

1.1. Type Of Service More Amenable To Political Pressure: Analyses of research data in exhibit 4.2 indicate that 46.1% of IAS officers, 29.7% of IPS officers and 24.2% of IFS officers get impact of political pressure in decision. Results are highly significant at 0.01 level of significance.
1.2. Method of Recruitment: -
69.3% of IAS officers, 68.4% of the All India Services Officers, 74% of IPS officers & 38% of IFS officers are of view that promoted officers get impact of political pressure in decision making process.

1.3. Position (level) in Hierarchy:
66.0% of the IFS officers, 58.1% of the IAS and 51.6% of the IPS officers think that top-level officers in hierarchy accept pressure more readily and impact on their decision making process.

1.4. Length of Service: -
Young officers with less than 5 years of service are least willing (8.5%) to make compromise in the decision process under political pressure. 73.3% of the Indian Police Service officers, 67.1% of the Indian Administrative Service officers and 53.6% of the Indian Forest Service officers are amenable to accept political pressure in decision working in that of super time scale of pay. Association of length of service with decision-making process is significant at .003, level of significance in Pearson Chi-square analyses.

1.5. Cadre of the Officer:
40.2% of the All India Services Officers, 61.8% of the Indian Administrative Service officers, 49.9% of the Indian Forest Service officers and 41.4% of the Indian Police Service officers are of view that officers in outside Cadre State are amenable to accept political pressure in decision. Our results are highly significant at .001, level of significance in Chi-square. Our hypothesis that All India Services Officers working in home cadre are more prone to acceptance of pressure has been rejected.

1.6. Regional Background:
28.4% officers from south India, 25% from north India, 16% from east India, 13.4% from northeast India and 8.6% from central & west Indians accept political pressure in decision & get impact on decision. Association of regional background with decision-making process is significant at .005, level of significance in Pearson Chi-square analyses.

1.7. Community Background: -
52.9% of the Indian Forest Service officers, 42.3% of the Indian Police Service officers and 38.0% of the Indian Administrative Service officers from general category are amenable to accept political pressure in decision & get impact on it. The IAS, IPS & IFS officers think that 57.7%, 54.5% & 42.5% officers of scheduled castes and scheduled tribes jointly accept the pressure in decision process. Rho value of -.2 indicates significant negative relations with .01, level of significance.

1.8. Family Economic Background: -
In combined rich and upper middle class category, 42.3% of the All India Services Officers, 61.4% of Indian Administrative Service officers, 75.5% of Indian Police Service officers and 43% for the Indian Forest Service officers accept political pressure in decision-making process, as shown in exhibit number 4.9. Pearson Chi-square are significant with significance level of .000.

1.9. Marital Status and Sex:
Results analyses in exhibit 4.10 show that 92.2% respondent say male officers are more prone to accept pressure in decision. IPS officer's results are 100% with the male.

1.9. Profession of Spouse:
In combined business and entrepreneur professions category, 51.2% of spouses exert pressure on their sweetheart to accept political pressure in decision-making process. Among three All India Services, this combined pressure (business and entrepreneur) exerted in decision process is 67.1%, on the IAS, 63.4% on the IPS and 26.1% on the IFS officers.

1.10. Family Member Attitude:
62.7% of the All India Services Officers, 90.8% of the Indian Forest Service officers, 66.7% of the Indian Administrative Service officers and 39.6% of the Indian Police Service officers get influenced by attitude of spouse in acceptance of political pressure which has impact on the decision taken by them. Pearson Chi-square results are significant with .000, level of significance; show good association of this variable with the acceptance of political pressure in decision-making process.

1.11. Number of Children:
Score for respective three services are 59.8% for the Indian Police Service officers, 42.5% for the Indian Administrative Service officers and 41.4% for the Indian Forest Service officers. Results indicate that acceptance of political pressure has impact on decision making process.

1.12. to 14. Education of Self, Spouse and Parents:
Our hypothesis that acceptance of political pressure in decision increases with the increase in qualification has been rejected. Results are highly significant at 0.01, level of significance in Chi-Square. 33.6% of the All India Services Officers with post graduate qualifications, 51.3% of the Indian Administrative Service with technical and management qualifications have impact on decision by acceptance of political pressure. Educational qualifications of the All India Services Officers show good relationship with their birthplace; 34.26% of postgraduate are amenable to accept political pressure in decision process. Results for postgraduate qualification of spouse & parents indicate that 42.7% and 39.4% of them accept political pressure in decision making process.

1.15 to 19 Domicile of Self, Spouse and Parents:
In combined urban and semi urban category 90.2% of the Indian Administrative Service officers, 79.2% of the Indian Forest Service officers and 67.8% of the Indian Police Service officers from urbanite culture accept political pressure and have impact on decision. Pearson Chi-square results are significant at .000, level of significance.

Place of birth of parents and amenability to political pressure results indicates that 66.2% of combine urbanite parents influence an individual officer in acceptance of pressure in decision. Statistically analyses on Chi-square indicate that results are highly significant with significance level of 0.001. Alternate hypothesis is accepted that officers from urban areas are more amenable to accept political pressure in decision-making process.
Results indicate that 94.4% of the Indian Administrative Service officers, 78.6% of the Indian Police Service officers and 70.9% of the Indian Forest Service officers feel that urbanite residence of parent's make them to accept political pressure in decision. Our hypothesis that rural parentage residence inc residence reases the pressure acceptability in decision has been rejected. Chi-Square results are highly significant at .001, significance level.

Combine urban and semi urban results indicate that 80.3% of the Indian Administrative Service officers, 78.5 % of the Indian Police Service officers and 70.8% of the Indian Forest Service officers feel that urbanite spouse influence the All India Services Officers to accept the pressure which has impact on decision. Pearson's correlation negative value of -.2 show is significant at .002, level of significance.

Results for combined urban and semi urban indicate that 92.3% of the Indian Forest Service officers, 91.7% of the Indian Administrative Service officers and 82.3% of the Indian Police Service officers who got their education in urban areas after matriculations accept political pressure and get impact on decision.

2.2. Sources of Pressure and Impact on Decision:
Results for statistical analyses of Chi-square, Spearman & Pearson correlation and Factor analyses results are significant.

2.1. Chief Minister /Prime Minister:
69.15% of the Indian Administrative Service officers and 69% of the Indian Police Service officers get political pressure for this source frequently to sometimes in decision making process, whereas, 37.54% of the Indian Forest Service officers get political pressure sometimes.

2.2. Center or State Ministers:
Results for impact on decision shows that 62.5% of the Indian Administrative Service officers get political pressure from Center or State Ministers always to mostly in decision-making process. 62.5% of the Indian Police Service officers get political pressure mostly in decision. 66.7% of the Indian Forest Service officers' come across political pressure from Center or State Minister sometimes to frequently in decision.

2.3. Member of Parliament:
76.3% of the Indian Administrative Service officers get political pressure from Member of Parliament mostly to frequently in decision making process. 69.2% of the Indian Forest Service officers and 64.9% of the Indian Police Service officers come across political pressure sometimes to frequently from the Member of Parliament in decision process.

2.4. Member Legislative Council / Member Legislative Assembly:
83.1% of the Indian Administrative Service officers get political pressure always to mostly from the Member Legislative Council / Member Legislative Assembly in the decision-making process. 76% of the Indian Police Service officers and 79.5% of the All India Services Officers get the political pressure frequently to always from Member Legislative Council / Member Legislative Assembly in decision. 77.1% of the Indian Forest Service officers get political pressure from Member Legislative Council / Member Legislative Assembly frequently, sometimes and mostly in decision.
2.6. District Level Politician / Zila Parishad Members:
74.9% of the All India Services Officers, 81.6% of the Indian Administrative Service officers and 80.9% of the Indian Police Service officers get political pressure in decision making process always to frequently from the District Level Politician / Zila Parishad Members. 68.3% of the Indian Forest Service officers get political pressure mostly to sometimes from District Level Politician / Zila Parishad Members in decision process.

2.6. Block Level Politicians/ Block Samiti:
57.4% of the All India Services Officers, 70.4% of the Indian Police Service officers, 55.7% of the Indian Forest Service officers and 57% of the Indian Administrative Service officers get mostly to frequently political pressure from Block Level Politicians/ Block Samiti, which has impact on decision process.

2.7. Village Heads / Village Level Workers:
61.4% of the All India Services Officers, 62.1% of the Indian Police Service officers, 51.6% of the Indian Forest Service officers and 73.1% of the Indian Administrative Service officers get always to frequently political pressure from Village Level Politicians which has impact on decision process.

2.8. Power Brokers / Touts / Musclemen:
77.4% of the Indian Administrative Service officers, 71.6% of the Indian Police Service officers, 38.4% of the Indian Forest Service officers and 61.9% of the All India Services Officers get political pressure always to frequently from the Power Brokers /touts / musclemen in their decision process.

2.9. Communication Media:
79.4% of the Indian Administrative Service officers, 64.3% of the Indian Police Service officers and 54.5% of the Indian Forest Service officers get pressure from communication media mostly to sometimes to pass on impact on decision process.

2.10. Hidden Financier:
84.6% of the Indian Administrative Service officers 72.9% of the Indian Police Service officers and 20.4% of the Indian Forest Service officers get pressure always to frequently from hidden financiers which has impact on decision-making process.

3. Areas of Political Pressure in Decision Process:-
Highest total score for transfer & posting among all 76 variables indicate that this area get maximum political pressure to have greatest impact on decision making process.

3.1. Political Pressure in Transfer Decisions:- 70.1% of the Indian Administrative Service officers, 40.6% of the Indian Forest Service officers and 46.1% of total All India Services Officers (exhibit 6.1) receive political pressure always to influence the transfers related decisions. Pearson Chi-square results with 0.000 level of significance indicate good association of transfer with the decision-making process.

3.2. Political Pressure in Postings Decisions:- Mean and modal value of 4, clearly indicate that most often political pressure influence the decision pertaining to postings. 37.9% of the Indian Police Service officers, 25.4% of the Indian Administrative Service officers and 21.4% of the Indian Forest Service officers
(exhibit6.3) are most often influenced by the political pressure while taking decision for postings.

3.3. Political Pressure in Recruitment Decisions:-
Most often and always combined score show that, 70.3% of the Indian Forest Service officers, 67.8% of the Indian Administrative Service officers and 64.5% of the Indian Police Service officers come across political pressure while making decisions for recruitment. Pearson Chi-square results show good association with decision-making process at 0.01 level of significance.

3.4. Political Pressure in Resource Allocation Decisions:-
79.1% of the Indian Police Service officers, 63.3% of the Indian Administrative Service officers and 32.6% of the Indian Forest Service officers come across political pressure rarely to sometimes in decision making for resource allocation. 0.000, level of significance in Chi-square results indicate good association of resource allocation variable with the decision making process.

3.5. Political Pressure in Rewards:-
75.9% of the Indian Police Service officers, 61.4% of the Indian Forest Service officers & 57.8% of the Indian Administrative Service officers get influenced frequent to sometimes by political pressure in decision making process while distributing rewards. Pearson Chi-square 0.000 level of significance indicates that rewards related decisions are significantly related to political pressure.

3.6. Political Pressure in Punishment Decisions:-
85.5% of the Indian Police Service officers, 76.6% of the All India Services Officers, 72.7% of the Indian Administrative Service officers and 68.3% of the Indian Forest Service officers are influenced by political pressure frequently to sometimes while taking decisions for the punishments. Pearson Chi-square results are significant at 0.003 level of significance which show the good association of political pressure in decision with the punishment.

3.7. Political Pressure in Promotion Decisions:-
69.7% of the Indian Police Service officers, 64.3% of the Indian Administrative Service officers and 62% of the Indian Forest Service officers get influenced most often to frequently by political pressure when they take decision pertaining to promotions. Pearson Chi-square results are significant at 0.03, level of significance indicating good association of political pressure in decision-making process for promotions.

3.8. Rule, Regulations & Procedures in Decision:-
87.1% of the All India Services Officers, 99.2% of the Indian Police Service officers, 72.5% of the Indian Forest Service officers and 83% of the Indian Administrative Service officers decisions are get influenced by political pressure frequently to rarely in manipulation of rules, regulations and procedures. The Pearson Chi-square results indicate good association of decision-making process with rules, regulations and procedures.

3.9. Political Pressure in Policy Related Decisions:-
77% of the Indian Police Service officers, 48.9% of the Indian Administrative Service officers and 63.9% of the Indian Forest Service officers are influenced by political pressure frequently to sometimes while taking policy related decisions. Pearson Chi-square results indicate good association of political pressure in
policy with the decision-making process and are significant with 0.000 level of significance.

3.10. Political Pressure in Change of Law Decisions:-
94.5% of the Indian Police Service officers, 83.9% of the Indian Administrative Service officers, 65.4% of the Indian Forest Service officers and 82.7% of the All India Services Officers are influenced sometimes to frequent by political pressure for decisions pertaining to change of Law and Acts. Results are significant with Pearson Chi-square analyses showing 0.000 level of significance showing good relationship of decision making process with political pressure for change of Law & Acts.

3.11. Political Pressure in Demure in Decision Process:-
Demur in decision process has good association with the decision-making process as shown by the Pearson Chi-square results, which are significant at 0.000 level of significance. Highest score indicate that 37.4% of the All India Services Officers, 51.2% of the Indian Police Service officers and 33.3% of the Indian Forest Service officers 31.3% of the Indian Administrative Service officers are influenced by political pressure frequently to delay the decision process.

3.12. Political Pressure in Decisions for Development Works:-
57.7% of the Indian Forest Service officers, 21.6% of the Indian Police Service officers and 57.6% of the Indian Administrative Service officers are influenced most often to frequent by political pressure while taking decisions pertaining to development works. Pearson Chi-square results are significant with 0.000 level of significance. Political pressure for development work shows good association with the decision-making process.

3.13. Political Pressure in Crime Related Decisions:-
62.8% of the All India Services Officers, 75.4% of the Indian Police Service officers and 55.1% of the Indian Administrative Service officers are influenced by political pressure always to most often in crime related decisions. Pearson Chi-square 0.000 level of significance indicates good association of political pressure in crime handling with the decision-making process.

3.14. Political Pressure in Training & Tours Decisions:-
50% of the Indian Administrative Service officers and 22.8% of the Indian Forest Service officers decisions are influenced always to mostly by political pressure for recommending persons of political choice for tours and training. Pearson Chi-square 0.000 level of significance shows good association of training & tours with the decision-making process.

3.15. Political Pressure in Decisions for Social Issues:-
65.7% of the All India Services Officers, 74.5% of the Indian Administrative Service officers 70.2% of the Indian Police Service officers and 51% of the Indian Forest Service officers are influenced by political pressure sometimes to frequently while taking decisions for social issues. Results are significant with Pearson Chi-square 0.000 level of significance. This shows good association of social issues with the decision-making process.

4. Modes & Forms of Political Pressure in Decisions:-
Politicians' control over public servants has been ranked as first and abuse of position & authority by the politicians is the second most important mode for
exerting political pressure in the decision-making process. Political pressure through member citizenry is the last mode for exerting political pressure. Rankings, mean values and standard deviations have been shown in the exhibit number 7.1, results for seven most important modes of political pressure have been discussed below.

4.1. Politician Control Over Public Servants:
Our results indicate that politician control over public servants is the first and most important mode of pressure commonly used by the politicians to influence decisions. 62.7% of the Indian Administrative Service officers, 62.5% of the Indian Police Service officers and 58.5% of the Indian Forest Service officers decisions are influenced by virtue of politician control over them as the major source of political pressure. Pearson Chi-square results show good association of politician control over bureaucratic system with the decision process at 0.01 level of significance.

4.2. Political Pressure by Abuse of Position & Authority:
Abuse of position & authority by politicians has been rated as 2\(^{nd}\) most common mode for exerting political pressure on the decision-making process by AISOS. 93.7% of the Indian Police Service officers, 90.5% of the Indian Administrative Service officers and 59% of the Indian Forest Service officers consider that politician abuse his position & authority to influence the decision-making process. Abuse of position by politician in decision process show strong association at 0.000 level of significance as shown by the Pearson Chi-square.

4.3. Political Pressure by Bureaucratic System/ seniors:
83.3% of the Indian Forest Service officers, 67.6% of the Indian Administrative Service officers and 64.6 % of the Indian Police Service officers decisions are influenced by political pressure exerted through bureaucratic system and their seniors. This mode has been ranked 3\(^{rd}\) most important mode among all the 22 modes. Pearson Chi-square 0.000 level of significance indicates good association pressure through seniors in bureaucratic system with the decision-making process.

4.4. Political Pressure Through Power Brokers:
65.2% of the All India Services Officers, 71.1% of the Indian Forest Service officers, 65.6% of the Indian Police Service officers and 58.1% of the Indian Administrative Service officers decisions are not influenced by political pressure through power brokers. This is has been considered as 4\(^{th}\) most important mode of political pressure exerted on the decision making process.

4.5. Political Pressure through Political Groups/Activists:
59.5% of the Indian Forest Service officers, 29.7% of the Indian Administrative Service officers & 34.4% of the Indian Police Service officers decisions are influenced by political pressure in decision-making process through political groups/activists. Political groups and activist mode has got over all 5\(^{th}\) rank among all 22 modes of pressure. Pearson Chi-square significance level of 0.000, shows good relationship of this mode of political pressure with decision process. Strength of this correlation is shown by Spearman correlation (Rho) value of 0.2 with 0.002, level of significance.
4.6. Political Pressure by Politician Supremacy in Decision Process: Exhibit 7.22 show that 59.1% of the All India Services Officers realize this mode of pressure as important mode of pressure and ranked it at 6th overall rank. 60% of the Indian Administrative Service officers, 59.5% of the Indian Forest Service officers and 58.3% of the Indian Police Service officers decisions are influenced due to politician supremacy in decision making process.

4.7. Political Pressure through Known & Friendly Bureaucrats:
Pearson Chi-square results show good association of this mode of political pressure with the decision-making process at 0.000 level of significance. 46.4% of the Indian Forest Service officers, 40.5% of the Indian Administrative Service officers and 33.3% of the Indian Police Service officers have considered this as important mode of political pressure used by politician in decision-making process which has impact on decisions taken by AISO.

5. Reasons for Accepting Political Pressure In Decision:
Results are highly significant with all values of significance are less than 0.05. Strength of associations for different reasons towards accepting political pressure with the decision-making process is established by the Rho and R-values, which are highly significant. Out of 15 reasons studied in research 7 most important reasons are discussed below

5.1. Enhancement of Status & Decision:
98.5% of the Indian Administrative Service officers, 98% of the Indian Police Service officers and 67.5% of the Indian Forest Service officers (combine first three score of most important, very important and important) due to their desire for enhancing status they accept political pressure while making decisions. Pearson Chi-square results are highly significant at 0.000 level of significance. Pearson's correlation and Spearman correlation of 0.000 level of significance indicate very strong correlation of enhancement of status with the decision.

5.2. Proximity to Politician Generate Information for Decision:
58.3% of the Indian Police Service officers, 14.1% of the Indian Forest Service officers and 56% of the Indian Administrative Service officers accept political pressure to develop proximity to politician which may generate information having impact on decision making process. Pearson Chi-square results indicate that proximity to politicians generate information has good association with the decision-making process.

5.3. Lust to Grab Power & Decision:
Pearson Chi-square results show good association of lust for power with the decision making process and the results are significant with 0.000 level of significance. Most important & very important combined evaluation (exhibit 8.4) show that 84.5% of the Indian Administrative Service officers, 64.5% of the Indian Police Service officers and 55% of the Indian Forest Service accept political pressure in decision-making process due to AISO lust for power.

5.4. Career Advancement & Decision:
Combined score of most important, very important & important show that 98.7% of the Indian Administrative Service officers, 99% of the Indian Police Service officers and 77.8% of the Indian Forest Service officers accept political pressure in decision making process for self career advancement. Career advancement show good association with the
decision as demonstrated by the Pearson Chi-square analysis and alternate hypothesis is accepted that the All India Services Officers accept political pressure for advancement of their career.

5.5. To Secure Political Patronage & Decision:
41.7% of the All India Services Officers, 48% of the Indian Administrative Service officers, 20.5% of the Indian Forest Service officers and 56.3% of the Indian Police Service officers consider securing political patronage as most important factor for acceptance of political pressure which influence the decision-making process. Results are highly significant and the Pearson Chi-square indicates good association of political patronage with the decision-making process. Pearson's correlation and Spearman correlation values are significant with .000, level of significance, and show good relation with the decision.

5.6. Security & Stability in Job/Least Disturbances: The All India Services Officers have ranked security and stability at 6th rank among different factors influencing the acceptability of political pressure in decision. 93.2% of the Indian Administrative Service officers, 63.6% of the Indian Forest Service officers and 62.7% of the Indian Police Service officers consider security and stability in job as very important in acceptance of political pressure in decision process.

5.7. Avoid Conflicts in Decisions: Pearson Chi-square analyses indicate that there is good association between decision making process and avoidance of conflict by the All India Services Officers. 38% of the All India Services Officers, 48.6% of the Indian Administrative Service officers, 21.6% of the Indian Forest Service officers and 44.8% of the Indian Police Service officers consider conflict avoidance as most important factor for acceptance of political pressure in decision process.

Solutions cannot be imposed on the parasitic and exploitative bureaucratic system. Only thorough overhauling and change can infuse some ray of hope to bring change in decision-making process. Need of time is complete restructuring and reengineering of Indian Bureaucratic System.
Sub: Submission of Thesis for the award of degree of ‘Executive Doctorate in Business Administration’ on the topic “Political Pressure and its Impact on Decision Making Process of All India Services Officers.”

Ref.: AIMA, New Delhi and AMU, Aligarh Joint DBA Programme.

This is in continuation of II nd presentation on 23.10.2003 for confirmation of suggestions suggested during thesis presentation held on 21.5.2003. After incorporating all the suggestions advised by the JRC, final thesis is submitted in five sets for your kind approval. Please, find herewith five copies of summary of the research work for your records.

2. Kindly make it convenient to process the thesis for the award of degree of ‘Executive Doctorate in Business Administration’. Kindly make it convenient to inform both advisors for the further necessary action.


R.P. Balwan