

The East India Company's Role in The Formulation and Development of India's Civil Service

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ABSTRACT

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This study examines the East India Company's multi-functional role in framing India's civil service system. The objective is to study the channels through which the East India Company operated in India and its influence on the development of India's bureaucracy in general and its civil service in particular. Through a gateway to historical archives, government documents, and scholarly literature, this work examines the impact of the Company's roles on the civil service and administration structures of India. A comprehensive analysis revealed clearly that the East India Company had had a major impact on the Indian civil service system. The results exposed the elaborate network of the colonizers, the indigenous bureaucracy, and the politico-social setting that largely created the administrative history of India during the colonial period. The study relied on archival research and content analysis to identify landmark policies, including the initiation of competitive examinations, the implementation of merit-based recruitment, and the establishment of administrative hierarchies. These policies to a greater extent influenced the organization and the working process of the civil service of India during the British colonial period. The study improves understanding of the complexities of India's administrative past and its connections to the current problems in governance.

Contribution/Originality: This study is one of very few studies which have investigated the East India Company's multi-functional role in framing India's civil service system. A comprehensive analysis revealed that the East India Company had had a major impact on the Indian civil service system and had a last impact until today.

1. Introduction

The East India Company secured its rule in India using a supreme governance system. Starting as a trading company in the early 17th century, the Company steadily increased its power by taking over public facilities and government (Robins, 2012). This historical setting emphasizes the importance of the Company's role in creating the Indian civil

service system. Governance strategies, approaches, and systems had many consequences, such as establishing and maintaining an organization, that needed to be examined for effectiveness (Seth, 2016).

This study focuses on the operations of the East India Company and the consequences for the colonial administration of India. The paper investigates the historical records, archival, and scholarly research to understand the diverse challenges of the corporate governance model and its impact on the Indian civil service. The process will focus on the analysis of the secondary sources that would be essential for discovering the administrative strategies and bureaucratic structures of the East India Company and their effects on the Indian administration heritage.

India's civil service system was also shaped by the East India Company, which is historical but still very relevant (Cornell & Svensson, 2023; Dewey, 2003). Therefore, the study's outcome can shed light on the core of Indian administration and the current policies and policy changes. This research develops a more comprehensive analysis of the issues and possibilities of governing a country, thus helping in the adoption of more capable and responsible mechanisms of governance that are used nowadays.

1.1. Purpose of the Study

This study deals with the East India Company's multi-functional role in framing India's civil service system. The objective is to study the channels through which the East India Company operated in India and its influence on the development of public administration. Through a gateway to historical archives, government documents, and scholarly literature, this work examines the impact of the Company's administrative systems on the administration structures.

To close the knowledge gap in the existing literature, a comprehensive view of the East India Company's role in the formation of the Indian Civil Service is essential (Dinkel, 2018). Through an analysis of the primary resources, secondary sources and academic literature, the research deals with the administrative techniques employed by the Company and their long-standing influence on the Indian administration. The study attempts to close the gap in knowledge about the origin of the Indian state bureaucracy by doing a textual analysis of all available information.

The last aim is to focus on interdisciplinary communication and participation by joining historical studies with current debates on administration and governance. The previous administrative practices will be analysed by linking them with general theoretical frameworks (Cartwright, 2022). This, in turn, will lead to parallels that can be drawn between past and present, which can then be used to influence and shape the existing academic field and current policymaking efforts. Finally, the study will improve understanding of the complexities of India's administrative past and its connections to the current problems in governance.

1.2. Research Questions

- i. What were the major policies and practices implemented by the East India Company that shaped the structure of India's bureaucracy?
- ii. What was the role of the civil service in British colonial rule, and how did the East India Company contribute to that process?

- iii. How much of the imperial legacy can be seen in the civil service system of India today?

1.3. Significance of the study

As a supplement to historical research, this research also gives us a clue about India's present-day political governance and public administration issues. This research reveals the historical origin of the civil service system, which helps us realise the administrative legacies handed down to us by the colonial period. Such knowledge becomes essential for administrators and policymakers as it enables them to understand the historical context of these problems ([Eisenschmidt et al., 2019](#)).

Furthermore, understanding the role played by the East India Company in the making of an Indian civil service administrative system is critical for developing good governance practices nowadays ([Svara, 2001](#)). This study demonstrates the historical development of the Indian administrative system of the present day, which throws light on various issues pertinent to 21st-century governance. The results of this survey can serve as the basis for suggesting an administrative reform, a policy measure, and a decision-making process that will make the governance systems of India more capable, quicker and comprehensive.

Besides that, the research also touches on the academic debate on the colonial government, administrative history, and post-colonial state-building generally. In depicting the multi-layered colonial administrative systems and their long-standing legacy, the research further extends the understanding of the historical forces contributing to the contemporary connection between the Indian state and society. In this regard, the study can enhance deep thinking, discussions and actions that yield more equitable, fraternal and responsive governance systems in India and elsewhere.

2. Method

This study aims to find out the influence of the East India Company on the development of the Indian civil service system. This goal has been realized with a methodology that integrates historical document examination, archival research, and qualitative content analysis. These strategies are to explore the methods in which the East India Company influenced the colonial government of India.

The historical analysis provides information for the significance of primary and secondary sources of the colonial era ([Ajayi, 2017](#)). It examines the mechanism of the rule-making process for the civil service of India. By using archival research, a lot of people can check the original documents and records of the colonial period, which is a good way to find out more about what was happening in India and the relationship between the East India Company and the civil service in India at this time ([Lee, 2015](#)). Through the aid of qualitative content analysis data from historical sources can be more precisely interpreted which allows such patterns and themes as impact of East India Company on the Indian civil service to be revealed.

This research intends to supply detailed information regarding how the East India Company remodeled the Indian civil service system. Through the close analysis of historical documents, archival records, and qualitative content analysis, the researchers aim at revealing the means that the East India Company used to influence the

governance during the colonial rule. The primary objective is to impart new knowledge into the field of Indian colonial literature and administration.

A combination of historical analysis, archive searching, and qualitative content analysis that altogether contribute to a broader perception of the East India Company during the formation of the Indian Civil Service System is the research methodology of this study. The historical analysis means coming up with and analyzing the main primary and secondary sources during historical eras and events that are the core of the IAS environment (Kipping et al., 2014). The aim of studying historical texts and reading scholarly articles is to build the basis for the effects of the East India Company on the administration systems. With this technique, we explore the socio-political realities of the colonial era and understand them in the light of the overall historical trends.

Archival Research which is the main component of this approach involves going through archives and analyzing the historical records and papers dating back to the colonial period (Ventresca & Mohr, 2017). These archival materials make the additional information on the methods that the East India Company used to administer its civil service in India through policymaking, decision-making as well as practices. By means of researching primary sources a researcher can reveal individual stories and official documents which together give a lively picture of historical events (Eamon, 2006). This method allows the investigators to confirm and place in context the information they get from secondary sources making the research project be more trustworthy and fuller of details.

Qualitative content analysis adds another layer to historical and archival research by carrying out systematic data analysis from historical sources (Goussinsky & Yassour-Borochowitz, 2012). This is accomplished through both linguistic encoding and classification of the documents into categories of common themes, patterns, and trends connected to the Company's influence on the country's civil service. Through qualitative content analysis, researchers end up with the invisible richness of the past and provide a more complete picture of the topic (Collins & Stockton, 2018). Through this strategy, researchers get a chance to explore primary sources that they might not have been privileged to see in a mere study of history.

The strategies can be compared to one another considering the view on how East India Company influenced Indian civil service. This approach employs historical analyses, archival research and qualitative content analysis which further from this multidisciplinary perspective provides an insight to the intricacies of the relationship between the colonial powers, the administration structures and the traditional governance (Roller, 2019). By this technique, a combination of research and interpretation, the historical dynamics of Indian civil service is, therefore, elucidated. The researchers are capable of the production of a well-structured essay which they achieve through the classification of information from different sources under the application of reliable analytical techniques which ultimately lead to the establishment of credible conclusions and contribute to the existing knowledge about the most critical historic event (Cozby et al., 1989).

The methodology of research includes integrated historical analysis, archival research and qualitative content analysis, which provides a well-rounded study of the role of the East India Company in Indian bureaucracy. Researchers typically apply a range of different methods of research, aiming to present the most holistic view of historical

happenings and complexities of colonial government in India. Thus, the main purpose of the current study is to do an in-depth discussion of the historical forces that are evident to have formed India's administrative structures during the colonial period and to contribute towards a deep understanding of Indian history.

This study called for a rigorous process of choosing, collecting and processing primary and secondary sources to address the research problems. The primary journals consisted of historical documents, official records, correspondence and reports from the colonial era to provide first-hand information about the administrative policies and practices implemented by the East India Company in India. These archival materials were sought out in libraries, archives, and digital repositories to grant access to a vast range of historical sources. Secondary captures, such as scholarly articles, books, and monographs, supplemented the primary data with critical analyses and interpretations of historical events as well as administrative structures. The researcher used both primary and secondary sources to achieve this goal of a comprehensive dataset for analysis.

Data analysis included a systematic analysis of the acquired data to identify patterns, themes, and trends around the research questions. The employed qualitative content analysis was utilized to study textual data from primary sources which include historical documents, reports and correspondence. Researchers through coding and categorization, were able to extract the recurrent themes and information pertaining to the administrative policies and practices of the East India Company. The use of thematic analysis helped to not only organize but also interpret the data to enable the researchers to discern key insights and ideas which were embedded with the historical documents.

3. Findings

This section is a crucial segment of this research. It seeks to provide a detailed overview of previous research and academic writing on the setting up and formation of India's civil service apparatus under the British colonial system. As the East India Company's impact is of particular importance, this part is meant to illustrate how historical conditions and colonial governance policies eventually affected India's administrative structure. The review, based on the comprehensive examination of different scholarly research studies, aims to bring a detailed picture of the complicated occurrence that led to the formation of the administrative body of India. The aim of this research is to present the complexity of this issue, which is responsible for the contemporary system of society and the government in India.

3.1. Introduction of the East India Company's administrative system in India

The East India Company's governance system went through changes ([Farooqui, 2007](#); [Brunton, 2013](#)). Originally devised as a trade service, it has changed shape and form under the influence of important personalities like Warren Hastings and Lord Cornwallis ([Robins, 2012](#)). As the first Bengal's governor general, there was much lack of local knowledge and the officials in his governmental system was slow ([Dalrymple, 2015](#)). However, his era was the time when the transition to an ordered structure began to occur gradually. Cornwallis, who followed Hastings, proceeded to pursue the process of reforming the administration by introducing the changes which were intended to make the services more transparent and effective ([Alam, 2024](#)). His reforms are well executed in implementation of systematic education and training for civil servants, fair salaries,

and rules-based appointments, transfers, and promotions. With the implementation of these policies the professional civil service which ultimately changed the course of British colonial governance in India also came to be.

Most importantly, though, the reforms of Cornwallis transformed the management organisation of the East India Company (Benefield, 2005). The Covenanted Civil Service (CCS) came to distinguish itself from the Un-covenanted Civil Service (UCS) under his reign as the former was directly appointed by the Court of Directors of the Company and the latter was locally (Mohyuddin et al., 2021). The emphasis on meritocracy and uniform processes of recruitment, training and promotion introduced by Cornwallis made the bureaucracy transparent and responsive (Baimenov, 2015). The Cornwallis system enhanced the practicality of creating a well-administered government step by step, with the judiciary playing a central role. The issue of the executive as compared with the judicial function have been debated upon. However, Cornwallis's reforms were a stepping stone for a professional administrative service, which formed the basis of the British colonial rule in India (Kirk-Greene, 2000).

3.2. Evolution of the civil service under British colonial rule

These modifications also demonstrated the whole reorganization of colonial government strategies as the British were turning to the professionalisation of administration and loyalty of civil servants (Thorbjørnsrud, 2015). The civil service development process also was a consequence of political and social shifts in India, including the growth of self-rule movements as well as demands for the participation of Indians in government decision-making. Eventually, the civil service got diversified with the Indians getting an opportunity for higher administrative positions (Surya, 2023). However, they were usually placed in subordinate positions compared to the European bureaucrats.

The advancement of the bureaucracy under the British colonial system brought about extensive changes in the leadership practices in India as well (Wilcox, 2005). The development of the meritocracy model, characterized by expertise and professionalism, led to effective governance. Nevertheless, the civil service administrative system that had Europeans holding the major posts worsened the already existing social strata conflicts in India (Ewing, 1984). Also, civil service was the medium for enforcing the colonial rules, including taxation, land tenure and policing among the residents. It was not only an act of administering the state but also a substantial social-political impact on the country (DFID, 2010).

3.3. Recruitment and training of civil servants during the colonial time

Colonial era civil servants' recruitment process underwent evolution to a merit-based system and away from traditional patronage-based methods (Quartz, 2022). Candidates were chosen for the job not based on friendship or their social backgrounds but on merits. Examinations determined whether or not a candidate was qualified. Hence, meritocracy was not only to promote high-quality state workers but also to ensure the efficient delivery of services (Deserranno & León-Ciliotta, 2021). On the one hand, fairness and transparency levels increased with these standardized hiring procedures as the possibility of corruption or showing favouritism went down.

On the other hand, the training programs were set up to prepare the local administrators for their roles in the colonial administration (Matasci et al., 2020). In such programs, the components of good governance such as the law, finance, and administration were learned. While the training was very intensive, civil servants were equipped with the information and skills to deal with the complexities of colonial rule and execute the policies (Chandra, 1991). Above the above, the training emphasized the core elements of professionalism and ethics, developing in civil servants a sense of duty and responsibility.

The process of recruitment and training of civil servants during colonial times was a well-calculated move to turn administration into an efficient tool of exercising authority (Banerjee, 1963). The colonial authorities chose their candidates based on their merit and equipped those with a vast training so that they could be the civil servants who carried out the interests of the empire and managed the affairs of the colonial territories (Misra, 2008). While such reforms aimed to improve the efficiency of the civil service and make it more honest, they as well reflected broader intentions of the colonialists which was to consolidate power and keep the colonized in order.

3.4. Impact of the British civil service on Indian society and governance

The British colonial bureaucracy deeply impacted Indian society and the governing system, changing the pattern of administration and the power culture (Stokes, 1980). The first of the British civil service's contributions was the development of the rule of law and the institutional structure that set the foundation for the modern governance structure in India (Daniels et al., 2011). Through uniform ordinances of administration and legal systems, the British were intending to introduce order and efficiency into colonial administration, thereby contributing to the economic development and stability of the society.

However, the legacy of British civil service brought in the problem and grab the attention of Indian society (Cornell & Svensson, 2023). Since colonial bureaucracy was grounded on hierarchy, native voices were frequently ignored and the inequalities that existed on the grounds of caste, class, and ethnicity were perpetuated (Mosse, 2018). Moreover, the imposing of Western values and norms contradicted the local culture and customs, which has caused an immense cultural dissatisfaction and dislike on the part of the locals. In addition, the authority concentration in the hands of colonial officials heightened the existing social divisions and this way impeded the development of the representative governance institutions.

Comprehension of the place of British Civil Service in Indian society and administration is the heart of the appreciation of the complexity of colonial rule and its impact even to date (Bodine, 2015). The British civil service acted as a pioneer in implementing the concept of modern statehood. However, its legacy became deeply imprinted into society which was instrumental in shaping the authority, justice and Indian identity. Investigating these historical procedures may help researchers to acquire some insight into the complexities of post-colonial administration and ongoing problems of nation-building and democratization in India (Rolston & Aoláin, 2018).

3.5. Role of the east India company in the establishment of bureaucratic structures

The East India Company was instrumental in creating the modern bureaucratic structures in India, a change that has redefined the administrative systems of the subcontinent (Clegg, 2017). At first, it was commercial, but governance involvement increased as the Company continued to expand its territorial acquisition. This created the need for formality, order, and organization that, in the end, gave rise to a bureaucratic system that would shape the Indian administration both before and after the British period.

Initially, EIC's administrative structure was very simple, and it only dealt with trade matters and revenue collection (Das, 2001). However, as the Company stretched its territorial jurisdiction, most notably after the battle of Plassey in 1757 and the subsequent conquest of Bengal, the need for a more systematized and centralized bureaucracy became apparent. This change signified the shift from a patrimonial to bureaucratic system.

To control such a vast empire, the Company implemented some administrative changes. One of the most important was the post of the Collector who was in charge of the revenue and the administration of different district (History of Revenue Department, 2024). This position paved way to the more rigid structural plan of bureaucracy. Also, the Company has set up various departments and offices to perform different functions and tasks, which makes the administrative structure more polarized and professional.

One of the most significant milestones in the development of the new system of governance in the Company's administration was the introduction of the Permanent Settlement in 1793 by Lord Cornwallis (Rishi, 2024). This policy sought to remove the annual fluctuations of the land revenue assessments and therefore required a more efficient form of administration. It also needed a sound civil service machinery to implement and sustain such assessments.

The selection and socialization of Company officials also changed dramatically during this period. First, appointments were often made based on favouritism and nepotism hence creating avenues for embezzlement and ineffectiveness (Das, 2001). Admiring the necessity of having a more competent and professional administrative cadre, the Company slowly evolved towards meritocracy. This transition was institutionalized when the Haileybury College was established in 1806 to prepare young men for service in India. The curriculum at Haileybury contained aspects like law, languages, and administration, which enabled the recruits to handle the affairs of the Company more efficiently.

The organizational frameworks that the East India Company brought with them left a long-lasting imprint on the Indian social and political context. This change basically saw the introduction of a centralized and hierarchical administrative system as opposed to the earlier complex and less centralized system of governance. This new system gave the Company more centralized control and coordination over the vast regions of India; thus it could enforce policies better and more consistently (Das, 2001). In addition, the Company introduced efficient administrative reforms and established the basis for the civil service in India. The pre-eminence of merit in recruitment and formal training which was done by the Company was something that followed the Indian civil service even post independence. Thus, the bureaucratic impact of the East India Company did

not end with the Company but continued well into the next centuries, shaping the Indian administration's structure and operation.

3.5.1. Comparison of Pre-Colonial and Colonial Administrative Practices

Change in the administrative practices from pre-colonial India to colonial India was a drastic shift that took place mainly due to the presence and functioning of the English East India Company. During the pre-colonial era, India had a decentralized system of administration and governance (Prakash, 2005). Many rulers or zamindars of each area were responsible for managing land and revenue with some level of independence from Mughals or other central power. These rulers preserved the traditional and patrimonial systems of governance, which were closely associated with personal dependence and hereditary offices. The effectiveness and honesty of the administration were different and depended on the traditions of the region and the abilities of the ruler.

On the other hand, the advent and the subsequent ascendancy of the English East India Company heralded a new order. Established for the purpose of trade, the EIC transformed greatly after they defeated the French at the Battle of Plassey in 1757 and subsequently gained the diwani rights in Bengal in 1765 (Rai, 2018). This helped the Company to generate revenues and manage extensive areas thereby providing a foundation for a colonial state. The EIC had a more centralized and bureaucratic form of governance than the decentralized pre-colonial form of governance.

The change process entailed the creation of a pyramid of administrative authority known as the "Collector" system in revenue management. This led to the appointment of collectors who were responsible for collection of taxes and not the hereditary zamindars (Prakash, 2005). This change was to make the system more effective and responsible so that the status and powers of local chieftains would be curtailed. The Company also employed codified laws and regulations to replace the complex and sometimes informal customary laws that differed across geographical locations.

The EIC sought to make legal and administrative changes in order to extract resources and maintain dominance over the colonial subjects. They established a civil and criminal court system based on the British judicial system which was relatively more organized than the random judicial proceedings that had been observed before. The Permanent Settlement of 1793, which sought to ensure efficient collection of revenue by making land taxes permanent, also typifies the movement towards a rigid and regularized bureaucratic governance (Tutul, 2022). However, the effect on the local agricultural base was not entirely positive.

Furthermore, the EIC's bureaucratic procedures embraced white supremacy and the goal to 'change' the indigenous people, ignoring local institutions and wisdom (Prakash, 2005). The adoption of English language as an official language of administration deepened British cultural and administrative imperialism.

The shift from a pre-colonial to colonial governance structure in India under the English East India Company meant a change from a decentralized patrimonial structure to a centralized bureaucratic one (Prakash, 2005). This change was made because of the Company wanting to have control over the colony, effectively and efficiently extract resources and assimilate the colony into the larger structure of the British Empire. As this new order created certain efficiency and legal standardization it upset the existing

socio-economic order and long-term problems of governance and development were ushered in.

3.6. Influence of British administrative practices on post-independence civil service

The impact of British administrative practices in developing the new civil service in India is both of continuation and transformation. The India Civil Service (ICS) was set up during British colonial rule as a centralized, efficient bureaucracy comprised mostly of Britons, with Indians also joining in later years (Das, 2018). It was meritoriously staffed and trained and strictly guided by the rule of law, making it very efficient and accountable.

When India received its freedom from British rule in 1947, the new government was confronted with the task of providing continuity of administration on the one hand and change for the new parliamentary democracy on the other (BBC, 2022). The IAS was formed after India's independence as the continuation of the ICS, and it has many features (Das, 2018). This was done to ensure that there was stability and continuity in the governance structure during the transition. The IAS reiterated its focus on merit-based recruitment through a competitive examination, capacity-building, and administrative professionalism supported by a commitment to impartiality.

However, important reforms were initiated to reconstruct the civil service for Independent, Democratic India. Among the most significant alterations, the growth of the number of civil servants of Indian origin could be distinguished. The pre-Independence ICS consisted of almost exclusively British officers, while the post-Independence IAS consisted of almost exclusively Indians. This shift was significant because it helped in the process of decentralisation of the civil service and its responsiveness to the population in India. Secondly, the post-independence government also desired to alter the civil service to be development oriented. The purpose was not only to maintain law and order but also to promote socio economic development (Das, 2018). The roles of civil servants were slowly expanded to include development policies, rural development and poverty eradication initiatives. This shift implied that civil servants need to be more dynamic and more engaged with the population – a broader perspective of the administration.

Another significant advancement was the implementation of the quotas to increase the representation of the excluded groups in civil service. Quantitative claims were made for the Scheduled Castes, Tribes, and other backward classes for the cause of social justice (Yoganandham et al., 2023). This was a break from the colonial civil service which was dominated by these communities and rarely provided them with employment.

3.7. Critique of British motivations and objectives in shaping the civil service

The British concern and goal in forming the ICS were primarily embedded in the need to control and effectively manage their colony in India. Although the ICS was appreciated for efficient management and the supremacy of law, its impact on post-independent India is debatable.

The ICS was established through a competitive examination which meant that only qualified personnel were appointed (UK Civil Service, 2022). This meritocratic approach

contributed to establishing a professional, efficient, and less corrupt administration. After independence, the Indian Administrative Service continued with these strengths, which helped maintain an efficient and corruption-free administration. Also, the British also laid down a sound legal system which included the principle of the rule of law. This has been important in the post-independent India as this laid the foundation for governance and administration. Also, the British departed an efficient bureaucratic system in place, which paved way to the creation of organizational framework for an emerging nation hence it was easier to transform.

However, the main purpose of the ICS was to ensure that Britain retained its grip on India (Kaushik, 2018). The administrative system was put in place for Britain, and it mostly favored the British rather than the people of India. Most of the time, policies were concerned more with getting as much from the resources as possible and controlling the population. It set the tone of the central bureaucracy dominating local requirements, a feature which has been described in the post-independent India governance.

This omission was attributed to culture and language barriers as well as the fact that early members of the ICS were predominantly Britons. With an increasing number of Indians entering the service, the executive suite remained a closed door to most of them. This culture of elitism and unfriendliness has been carried forward to some extent in the IAS for which the bureaucrats are accused of being out of touch with the realities on the ground (Srivastava, 2024). The ICS was characterized by being conservative and averse to change and reform from the very beginning. This characteristic has been passed on to the IAS; senior officials are perceived to be rigid in their thinking, resistant to change, sluggish in the implementation of changes and more inclined to protect the system.

British civil service had a highly centralized structure and hierarchy, and this characteristic affected the IAS (OnlyIAS, 2021). That is why this rigidity might slow innovation down and make the bureaucracy not so receptive to the fast-changing social and economic environment. Managers are often accused of focusing on rules more than they are on solving issues that arise in an organization. British style of administration is assertive and has influenced the Indian civil service. Even though the IAS works under a democratic context, there are some criticisms to apply an authoritarianism to governance, which hampers the process of participation and inclusion. This composite heritage presents continuing problems for the civil service in India as it seeks to meet the requirements of a contemporary, pluralistic state.

In conclusion, the British established ICS, which had a strong administrative support in India but with an inherent bias and self-interest resulted in a hierarchical, bureaucratic and a rigid administration averse to change. The IAS has maintained many strengths of its previous form but also has also brought forward its weaknesses notably in the way that it is seen as distanced from the grassroots and bureaucratic. The problem lies in how the IAS can preserve the favorable facets of its historical legacy and adapt it to modern-day India as a democratic country.

4. Discussion

The legacy of the colonial leadership in India is vast and covers very broad spheres. The current administrative systems still have the fragments of the policies and practices of the East India Company that were introduced during that period (Carey, 2012). The

Company founded the basis of bureaucracy, standardized the process, and now created the basic structure of the civil service in India (Vaishnav & Khosla, 2016). This legacy signs in agents of recruitment, administrative hierarchies, and professional standards, which outlive the colonial era. The predominance of colonial administration points out that how greatly colonialism has affected India's statecraft and governance, and it has fundamentally altered the Indian administrative paradigm.

The East India Company put merit-based principles into practice regarding civil services hiring and training (Bowen, 1955). For the first time, the enterprise conducted competitive examinations and established standardized procedures so civil servants could be chosen but not nepotism or favouritism based on merit. It also implies replacing patron-client relations, which were established in Stone Age India (Kahane, 1984). The main criteria were competence and merit as the company sought to bring the professionalism level in the administrative framework and in this way and improve the quality of governance. The East India Company's meritocratic principles, which are now the basis for civil service recruitment, have therefore ensured bureaucracy that is more accountable and effective.

The study results portrayed that the East India Company employment and training methodologies led to the emergence of a structured and skilful civil service (Finn & Smith, 2018). Through public servant trainings and impartiality appointments, public servants were finally provided with both the necessary skills they needed and the knowledge they required to successfully fulfill their administrative duties. This created a trend of professionalism in the governance of services during the colonial period, and it also laid a foundation for civil service professionalism and efficiency in the independent India. The East India Company established the basis for its professionalism, which is still the ethos of the Indian Civil Service and also contributes to the reputation of the latter as one of the largest and most professional bureaucracies in the world (Castellani & Castellani, 2018).

The company also tried to improve civil service on merit-based system, but induction of bureaucracy still showed the aspect of representativeness. The East India Company often recruited individuals from good families, and this promoted class and caste hierarchies (Marshall, 1997). Diversity and inclusivity were lacking in the civil service which led to the circumstances of the less represented groups such as the lower castes and indigenous people. Consequently, the colonial administration could not be recognized as legitimate by people excluded from the domain of decision-making process (Fallon, 2004). Through some constructive measures, post-colonial India has moved forward tremendously in the direction of inclusiveness, but the issue of representation continues to exist, and demands vigilance towards removal of structural inequalities within the civil service.

One of the main topics of the discussion is the role culture bias occupies in the colonial administration (Frankema, 2010). In the frame of the Eurocentric worldview of colonial administrators governing and decision-making were adapted to the prejudice of native knowledge systems and traditions. The effect, therefore, was a cultural dominance that favored the colonial masters and contributed to the growing conflict between them and the native people (Domínguez & Luoma, 2020). Furthermore, Western methods of governance were sometimes at odds with the natives, and hence this led to the creation of conflict and resistance. Even though measures towards the decolonization of administrative practices in independent India have been commenced, cultural

backwardness that is still present in civil service bureaucracy process and attitudes requires sustained efforts to enhance cultural sensitivity and inclusiveness in the civil services (Kenny, 2015).

The case of the civil service system evolution in India shows that there is an intricate relationship between conservatism and progress (Compton, 1967). Some institutional structures and practices of the East India Company are still in practice even after the independence of the country (Stern, 2015). But they went through revamping and modifications that were the part of the new system setting. For instance, the pillars of meritocracy and professionalism that were developed during the colonial rule are still used in recruitment and training in the post-colonial period (Aiyer, 2007). Nevertheless, post-colonial reforms have also attempted to rectify historical injustices and improve the ability of the public service to adapt to the needs of a multicultural society. Encapsulating this dynamic relationship between conservation and change is imperative for the policy makers and academicians when dealing with the complicated repercussions of Indian administrative history.

4.1. Policy Implications

Democratic administration in India requires replacing existing hierarchies and encouraging diversity and inclusion (Ramya & Vijayendra, 2017). This revolutionary process must incorporate complete reforms of the recruitment, training and promotion processes to secure equitable participation through a full representation of diverse social categories such as women, minorities and under-privileged castes. If these historical biases and institutional barriers are removed, officials have a bureaucracy that produce in the country's pluralistic heritage and, thus, serve everyone in the country (Gerring & Thacker, 2004).

Such changes in procedures are the foundation for a more inclusive bureaucracy. The quick adoption of these policies to broaden the recruitment base and eliminate the positions held by the privileged few is a necessity (Mosse, 2018). Promoting transparent and merit-based selection standards will limit nepotism, thus allowing all applicants to participate in a fair competition. Simultaneously, creating outreach programmes that encourage the representation of disadvantaged communities will broaden the civil service's diversity.

The other principal step here is the restructure of the training programs so that they include cultural competency and respect into education. Topics like diversity, equity and inclusion in the training curriculum can help achieve a better understanding and respect for the rich socio-cultural fabric of India (Vohra et al., 2015). Moreover, cross-cultural training for civil officers stationed in different parts of the country can help them to relate well with the local inhabitants and resolve their peculiar problems.

Besides, promotion of diversity should start from the top to the mid-level of the bureaucracy. Group representation through the decision-making processes can widen views and develop processes more responsive to demand. Delivering mentorship and leadership training that are directed to the group of individuals who are underrepresented can facilitate their professional growth and a more inclusive environment in which people will benefit (Molla & Shawlin, 2023).

Decolonizing the bureaucracy means all-round struggle to undo the power hierarchies and to create the atmosphere of equity and inclusiveness (Fortier, 2015). Via rendering of reforms that embrace diversity and cultural openness, India will have a democratic bureaucracy that embodies the goals and values of its multi-ethnic society.

Administrative reforms are critical to enable the increase of efficiency, transparency and accountability of governance (Sangita, 2002). Efficiency is the main factor of corruption control, reduction of red tape and service improvement through optimizing administrative procedures, digitalization of services and introducing oversight mechanisms. By modernizing administrative procedures, India will earn people's trust to government institutions and improve the provision of services to the population.

The main element of the administrative reform is the simplification and digitalization of the bureaucratic processes (Lindquist, 2022). The transition from paper-based to electronic systems facilitates faster processes and eliminates bureaucratic delays to give citizens more accessible services. Building up information and communicational technology systems and developing user-friendly online service will give people an opportunity to interact with the government and thus make the procedures in service provision and administration processes transparent.

In addition to reinforcing the existing control mechanisms is important to remain a high level of accountability and overcome corruption within the governmental bodies. Designing an autonomous anti-corruption commission and implementing a whistleblower protection program will bring an end to reporting of corruption incidents and eventually promote a corrupt culture (Okafor et al., 2020). The way forward in monitoring transparency will be having regular performance assessments and audits which will make the public officials accountable for their actions and performance.

In addition, innovating the civil service culture is the pivotal factor in adapting to the continuously changing governance issues (OECD, 2017). Provision of opportunities for experimentation and innovation will result in savings and achieving of desired services outcomes. Providing public officers with the opportunity to introduce new solutions to administrative challenges through rewards could change how they perceive their work and attract creative and professional expertise into the public sector.

Changing the administrative system is another necessary fact that will lead to a more responsive, transparent and effective bureaucracy in India (Mathur & Mathur, 2017). Importantly, policy makers could pursue digital transformation, rigorous monitoring of supervision and culture of innovation to increase the effectiveness of governance and services delivery to citizens.

The effect of local governments strengthening is huge, in their democracy establishment, involving in decision making processes, and the power of communities (Mathenjwa, 2016). Devolution of administrative competency creates avenue for more citizen participation, strengthens local responsiveness and increases the possibility of resolving devolved duties. By decentralization of authority, devolution to local institutions, India is able to prevent the centralization tendencies inherited from the colonial era and gives way to a more responsive and balanced governance structure.

Granting local self-governance also entails the relocation of decision-making power and resources to the local governments (Grant, 2002). The introduction of high authority

zones for local institutions will open up space for designing policies and programs which address the wants and necessities of local communities. Through the provision of finances and administrative means, the transfer of powers to local governments makes it easy for projects and initiatives to be implemented which are aligned to the local community needs and goals.

Moreover, more citizen engagement in local government operations through participation and involvement will enhance democratic governance and accountability (Fung, 2015). Processes of participatory budgeting, citizen consultations, and community-driven development projects may be used to increase citizens' participation in decision-making processes. Through empowering local governance institutions and enhancing the capabilities of elected leaders, they can deliver on the will of the electorate and govern better.

4.2. Theoretical Implications

4.2.1. Defining a theory

In academic research, theories are the pillars upon which the structure of knowledge stands, and comprehension grows. The word "theory" broadly represents a well-constructed hypothesis that explains some natural or societal phenomena based on empirical data and rational deductions (Pelz, n.d). This notion is viewed as a capacity for interpreting complicated events, predicting future circumstances, and drawing conclusions that can be verified experimentally. The notion behind any theory is logically connected and interrelated concepts, principles, and relationships, which all are woven together to provide a coherent and systematic explanation, which explain observations. At last, ideas are ultimate tools for scientists who discover the key points of the Universe and want to know the mystery of the human nature.

Thinkers such as Karl Popper and Thomas Kuhn have greatly enriched our comprehension of theories and their position in scientific investigations (Ogundele & Ogunyomi, 2020). Popper, for instance, was adamant about falsifiability as the essential criterion for evaluating scientific theories. He argued that in order to qualify as scientific a theory must be formulated in a way that allows for empirical testing and potential falsification. Contrary to this, Kuhn presented a more sophisticated viewpoint of scientific advancement, by emphasizing paradigms as crucial in the direction of disciplinary research (Ogundele & Ogunyomi, 2020). According to Kuhn, paradigms can be regarded as comprehensive systems in which particular disciplines of science operate, influencing the questions of research, methods, and interpretations. Hence, Kuhn's contributions illuminate the society-culture aspects of the progress in science and the reciprocity between tradition and progress in the development of the scientific knowledge.

4.2.2. Major theories reviewed

While within the wide range of literature connected to the research topic, there are several major theories which provide different perspectives on the subject matter. Within these, noninstitutional theory is a leading theoretical approach. Noninstitutional theory addresses the complex interrelation between formal and informal institutions, highlighting how these elements affect an organization's behavior and performance (Zhao, 2014). Institutional theory holds that organizations will automatically follow the

norms and values in the institutional environment in order to have legitimacy and access to important resources. As a result, institutional pressures are at the core of organizational strategy, choices and actions, which, in turn, affect how organizations perform.

However, path dependence theory is one more theoretical thought that should be taken into account. By introducing this theoretical framework, we analyze the structural effect of possible historical scenarios on institutional making and organizational procedures. Path Dependence theory suggests that the past events and the past choices could result in the creation of irreversible effect which can then lead to the lock-in and the inertia within the institutional frameworks (Schreyögg & Sydow, 2011). Thus, businesses might become stuck in the old traditions and concepts that hamper their flexibility to modernize and innovate with the fast-changing environment. By way of explaining the impact of historical contingencies on the institutional transformation, the theory of path dependence offers valuable conclusions about the dynamics of the institutional persistence and change.

Moreover, institutional theory reveals how institutions apply mechanisms to control organizational behaviour and outcomes (Lammers & Garcia, 2017). This narrative lays the preliminary ground for the relationship between institutional environment and organizational structure, practices and norms. Institutional theory which focuses on the processes of institutional isomorphism (coercive, mimetic, and normative pressures) explains how organizations try to align to the existing institutional norm to maintain their legitimacy and social acceptance. Thus, institutional theory presents a comprehensive picture of how organizations, and their general environment, interact and influence each other, through institutional factors that shape the organizational performance.

4.2.3. Synthesizing theories

By synthesizing theories pertinent to the research subject, a chance arises for formation of a concise and comprehensive theoretical framework that provides a holistic perspective of phenomena being studied. Through incorporating knowledge from a wide range of theoretical perspectives, researchers will be able to come up with a more sophisticated interpretation that adequately reflects the intricate nature of the topic. This synthesis involves discernment of overlaps and comparisons of different theories which leads to the construction of a stronger theoretical foundation.

Employing a novel integrated concept requires considering the common ground of existing theoretical models as well as the possible drawbacks those models may have (Grant & Osanloo, 2014). For example, the combination of noninstitutional theory and path dependence theory can help researchers to build a more dynamic and flexible framework which considers both institutions and history. In such a way this institutional view makes a comprehensive analysis possible because it includes cases where the past remains and evolutions across time.

Integration of theories contributes to dialogue between disciplines and collaborative efforts when contradictory strands of literature are broken down. Experts combine different thoughts of sociology, economics, political science, and other disciplines to create a comprehensive picture of complex social phenomena (Fuhse, 2022). The interdisciplinary approach, which serves as the basis for the exchange of knowledge and

directions, also results in a deeper understanding and more complex theories that are of great importance both for research and for practice in this field.

4.2.4. Integrated theory

Based on the integration of neo-institutional and path-dependence perspectives a new theoretical framework is defined that provides deeper insights into the past and future patterns of organizations' performance. This framework, known as the Institutional Path Dependence Theory (IPDT), assimilates the two theories' insights to offer a holistic view of organizational processes.

Equation 1 Elements of Institutional Path Dependence Theory (IPDT)

$$Y = F(X1, X2, X3, ..., Xn)$$

Where:

- Y represents organizational performance
- X1 represents institutional norms and values
- X2 represents institutional pressures (coercive, mimetic, and normative)
- X3 represents historical events and past choices
- Xn represents other relevant variables such as organizational strategy, resources, and capabilities

Various factors affect the organizational performance as pointed out by IPDT as shown in equation 1. Firstly, at the institutional level, there are rules and beliefs regarding acceptable forms of behavior within the institutional environment of an organization (Schreyögg & Sydow, 2010). Firms often adhere to these norms in an effort to become legitimate and acquire resources. Secondly, institutional forces which include coercive, mimetic, and normative forces from the institutional environment heavily influence organizational decisions and actions. In order to gain legitimacy, organisations may imitate other organisations, meet legal requirements, or conform to the society's expectations.

Furthermore, history and past decisions have important impacts on organizational paths (Sydow et al., 2011). These past decisions, together with historical contingencies, give rise to path dependencies that define the available choices and courses of action in the present. Finally, firm strategy, resources, and capabilities are other factors that play a role in determining organizational performance in the IPDT framework.

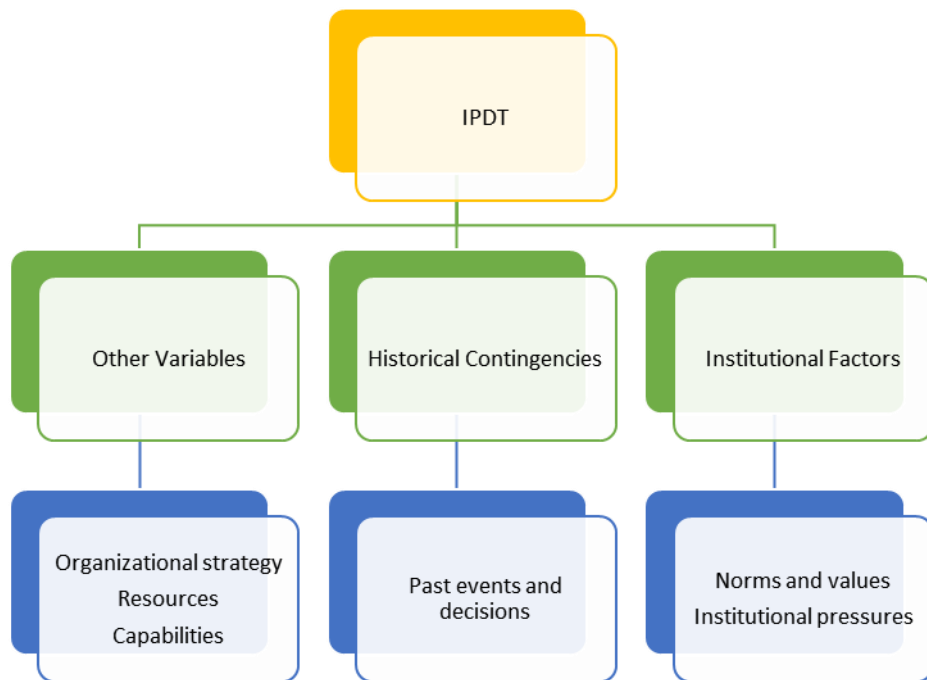
The diagrammatic Figure 1 representation of the suggested IPDT framework helps to understand the synergy of itself components. Institutional norms/values and pressures arise from historical events and past choices and shape organizational decisions, with an impact on performance outcomes. This continuous feedback loop illustrates how historical contingencies affect institutional environments and in turn, how institutional contexts affect organizational dynamics.

Neo-institutional and path dependence theories provide a holistic framework for examining organizational processes. Noninstitutional theory focuses on how organizations adapt to institutional demands in order to obtain legitimacy and resources. Instead, path dependence theory focuses on the ways that prior events and choices create paths that either channel or affect subsequent options.

IPDT integrates these ideas, as the organizations exist within historical institutional contexts. Organizations not only mimic or obey institutional prescriptions but are also

shaped by prior choices that set down paths. This integrated approach offers a better understanding of the processes through which organizations become more complex and dynamic.

Figure 1: Factors Impacting on Organizational Performance



To be effective in strategic management, there is a need to have an understanding of how past events, institutions and organizations shape the organizational performance IPDT has important implications for both researchers and practitioners. Scholars can apply IPDT to investigate how organizations manage the institutional context and respond to challenges. Thus, the concept of IPDT can be used by practitioners to enhance the performance and flexibility of an organization in a changing context.

In conclusion, the institutional path dependence theory (IPDT) provides the comprehensive framework of organizational behavior and performance. The IPDT theory combines historical contingencies and institutional factors based on noninstitutional and path dependence theories to offer a holistic view of organizational processes. Thus, this framework will contribute to enhancing the understanding of organizations' dynamics and development in terms of their growth, changes, and performance in the context of various institutions.

5. Conclusions

This last segment condenses the key findings and the implications of the study. The paper's final section brings together the main points of the research work and its impact. The readers will, therefore, get an overview of the significance and the implications of the research that has been carried out.

The focus of this paper is on the abiding effects of colonial administration on India's governance institutions, how the civil service was transformed due to colonial rule, and the relevance of these for contemporary governance and policymaking. Firstly, the study

revealed that the Company's policies and practices are somewhat behind the service provided by the civil service in India today. They determine the recruitment processes, organization structures and professional procedures. Consequently, the striking effect of colonialism on the Indian politics and governance is highlighted by this enduring legacy, hence the historical legacies must be examined critically in the present day.

Another issue that arises is that meritocracy in East India Company civil service recruitment and training was one of the first things that was highlighted. The meritocracy developed based on competitive exams and standardized procedures allowed Company to achieve the professionalization of the civil service and to implement the competency among civil servants. Meritocracy arose from this patronage system due to the effective and accountable bureaucracy that followed. However, the challenge of unequal recruitment was still there, given that the upper classes were always preferred in enrolment. This hindered the level of diversity in the civil service.

Apart from this, the study also found that the good recruiting and training methods of the East India Company led to professionalism and efficiency in the civil service. Through organization of regular trainings and fair judgment based on merit, civil service workers acquired knowledge and ability to execute their administrative tasks efficiently, thus contributing to the achievement of more effective governance and better law and order maintenance. However, notwithstanding the achievements, the problems of the inefficiencies of the bureaucracy, the corruption, and the red tape remain in Indian administrative apparatus, which goes back to the colonial times.

Lastly, the research underlines the importance of decolonizing India's bureaucracy and adopting equity, diversity, and inclusion in the civil service. Steps to diversify recruitment pools, promote cultural sensitivities, and decentralize decision making processes should be taken to mitigate the colonial biases and to build strong and sensitive public administration. Besides that, promoting practices of transparency, accountability, and inclusivity could built trust among state and citizens that can be the basis of good governance in modern India.

Research directions for the future that focus on the limitations or gaps of the current study may help to a greater extent to increase the level of understanding, broaden knowledge, and resolve issues, related to the research area. This chapter explores possible directions for further study that, based on the results and conclusions of the current research, could contribute to a better understanding of the issue.

Another promising area for the future research is the precise scrutiny of the colonial administrative practices by region or community within India and their influence on the country. Although this study is devoted to examination of the East India Company's impact on the civil service system, future studies can analyze the degree of variation in colonial policies and practices throughout different regions of India and the extent to which they have been affecting local governance and socio-economic development. Through being more specific, scholars can reveal localized trends in administrative practices that differ from one another, and this is how they can understand the many experiences of the colonial administration in India.

Besides, this study may expand to include colonialism, bureaucracy, and identity politics in the context of caste, gender, and religion. While the present work recognizes difficulties in efficient representation of colonial civil service, it does not thoroughly

examine how those dynamics affected administrative decision-making, policy outcomes and societal relations. Through analyzing how colonial administrative practices intertwined with caste distinctions, gender roles, and religious beliefs, researchers can bring into light the complex interaction between power, hierarchy, and governance in colonial India.

Besides that, we suggest analyzing more deeply the socio-economic and cultural implications of the colonial rule of India in the 21st century. This study is limited to the long-term colonial regimes and policies effects, but there is still more room for research into how these legacies contribute to inequality in governance, distribution of wealth and cultural expression. Using historical patterns that occurred in colonial times to now, researchers are able to explain the ingrained processes of historical circumstances and then use that knowledge to work out strategies for finding solutions to problems that exist in postcolonial societies.

Also, an examination of the role of customary knowledge systems and practices in starting anti-colonial rule and creating post-colonial models of government would be fascinating. The main kernel of the present study is related to the effects of colonial administrative practice on the Indian Civil Service system, but this study does not deal with the presence and resilience of indigenous forms of administration during the colonial rule.

While this study gives important details relating to the influence of the East India Company on the civil service system of India, some constraints must be mentioned to protect the accuracy of the findings. A drawback is the limited scope of the research, which is primarily addressing the policies and practices of East India Company and their implications on the British colonial civil service. The paper fails to explore the different views of indigenous communities, the local authorities and other stakeholders that may have richer experiences of colonial governance. Consequently, the implications may not be the whole sentence.

However, there are also limitations related to the accessibility and dependability of historical sources that can cause both biases and uncertainties in data. Though there was an attempt to use a diverse range of primary and secondary sources some archives or records may be incomplete or subject to interpretation. Moreover, the colonial archives may contain and convey the prejudices and biased views of colonial officials which may therefore silence or downplay some other accounts and versions. Thereafter, the study's findings should be interpreted with skepticism, considering the biases and limitations of historical research.

Besides, a retrospective orientation toward historical events and processes within the study may also be responsible for oversimplification of colonial governance and its ramifications. Through the observation of historical events and trends, it is possible to miss the dynamism and interactivity of colonial encounters as well as the colonized people's agency and resistance. Moreover, the study focusing on the colonial period may lack applicability for the current world. Your governance challenges and socio-economic issues changed a lot in the post-colonial period. Thus, while the discoveries provide useful information about the historical base of the Indian civil service structure, they should be utilized in conjunction with the ongoing investigations that address the broader issues of the modern-day governance and development.

Ethics Approval and Consent to Participate

Not applicable

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Conflict of Interest

The authors declare no conflict of interest.

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