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Q5

(a) What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (10 marks) (b) "Emotional Intelligence is the ability to make your emotions work for you instead of against you." Do you agree with this view? Discuss. (10 marks).

UPSC Civil Services Mains 2019 · GS IV · 10 marks · Probity in Governance

Probity in Governance: Concept of public service; Philosophical basis of governance and probity; Information sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption.

Core demand of the question

- (a) Explain probity in governance and suggest measures to ensure it in government
- (b) Discuss whether emotional intelligence is the ability to make emotions work for you instead of against you

Revision summary

Probity is complete integrity in public power, including tenders, transfers and records.

Measures include anti-corruption law, Lokpal, RTI, e-procurement, social audit and leadership example.

Emotional intelligence is the skill of making emotions serve duty instead of wrecking it.

Anger, fear and empathy all help when named and timed, and harm when they capture the officer.

The ethical reading of the quote is service of character, not manipulation of others.

Introduction

Part (a) asks for clean and upright use of public office, and for tools that make that uprightness normal. Part (b) asks whether emotional intelligence is really the skill of putting feeling in the service of the work rather than under it.

Body**(a) Probity in governance**

- Probity means complete honesty and integrity in the use of public power and public money: not only "no bribe", but no hidden interest, no cooked record, and no private use of the official car of the soul.
- In governance it is the quality that makes a tender, a transfer, and a tax assessment believable.
- Nolan's integrity and honesty, the Conduct Rules, and [Article 14](#) impartiality are names for the same spine.

- Without probity, growth becomes a rumour, because investors and citizens both price the bribe.

Measures to ensure probity

- **Law:** a working [Prevention of Corruption Act, 1988](#), including the 2018 amendments on commercial organisations; a living [Lokpal and Lokayuktas Act, 2013](#); and protection under the [Whistle Blowers Protection Act, 2014](#).
- **Process:** e-procurement, published asset lists of public servants, rotation in sensitive posts, and a cooling-off rule for jobs that look like a delayed bribe.
- **Transparency:** the Right to Information Act, 2005 as a habit, not as a war; proactive disclosure under [Section 4](#).
- **Institutions:** strong internal audit, an independent vigilance unit, and a Comptroller and Auditor General whose reports are debated, not buried.
- **Personnel:** integrity as a criterion in empanelment; swift inquiry; and no honour for the officer who is only "efficient" at collecting for the party.
- **Technology:** Direct Benefit Transfer, geo-tagging of assets, and face-authenticated attendance where it cuts ghost workers without humiliating the poor.
- **Culture:** leaders who refuse a gift tray; training with live files; and social honour for the clean officer, not for the fixer.
- **Citizen side:** social audit, as in the [Mahatma Gandhi National Rural Employment Guarantee Act, 2005](#), so that the muster is read in the village, not only in a secretariat.
- Ethics infrastructure is therefore legal, digital, and moral at once. A new circular without a brave inquiry officer is not probity.

(b) Emotional intelligence: emotions working for you

- **I agree with the statement as a working definition, with one caution:** emotions are not slaves to be "used" against other people; they are energies to be named, timed, and aimed at a right end.
- Emotional intelligence is the ability to notice what one feels, to hold it without being captured, and to read what another person feels, so that the task still gets done fairly.
- Anger that is noticed can become a firm no to a bribe. Anger that is not noticed becomes a slap at the counter.
- Fear that is named can become preparation for a riot. Fear that runs the officer becomes paralysis or cruelty.
- Empathy that is regulated helps a District Magistrate hear a displaced family. Empathy that floods the officer can become favour to whoever cries loudest, which is also emotion working against justice.
- [Daniel Goleman](#)'s popular account - self-awareness, self-regulation, motivation, empathy, social skill - matches this view: the point is use, not suppression and not explosion.
- In public life, T. N. Seshan's firmness and a good hostage negotiator's calm are both EQ: feeling is present, and it does not drive the vehicle off the road.
- Agreement is not a claim that a person should fake warmth to manipulate a village into a bad project. That would be emotion working for the ego, which is the opposite of the quote's ethical reading.
- Training for civil servants should therefore include stress drills, listening, and conflict, so that the first communal file is not the first time the officer meets his own panic.
- IQ writes the note. EQ decides whether the note is delivered without humiliating a subordinate or missing a human fact. The quote is right when "for you" means for your duty and character,

not for your vanity.

Flow diagram

Probity -> Honesty in office and money
Honesty in office and money -> Law audit RTI e-procurement
Emotional intelligence -> Name and time the feeling
Name and time the feeling -> Emotion serves duty
Untamed feeling -> Panic or cruelty

Conclusion

Probity is upright stewardship of office and money; it is built by law, open process, audit, and example. Emotional intelligence is rightly described as making feelings serve the work and the right, rather than wrecking them. Both are public skills, not private ornaments.

Facts & figures

Lokpal and Lokayuktas Act, 2013

Creates a Lokpal at the Union and requires Lokayuktas in States to inquire into allegations against public functionaries.

RTI Act, 2005, Section 4

Requires proactive disclosure so that citizens need not beg for basic norms, budgets and decisions.

MGNREGA social audit

A statutory social-audit practice that lets villagers test muster rolls and works; a citizen tool of probity.

Daniel Goleman

His account of emotional intelligence groups self-awareness, self-regulation, motivation, empathy and social skill.

Prevention of Corruption Act, 1988, as amended in 2018

The principal criminal statute on public-servant graft, with added duties on commercial organisations that bribe.

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