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DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

**PERCEPTION OF FACTORS INFLUENCING INDISCIPLINE AMONG
ADMINISTRATION POLICE OFFICERS AT EMBAKASI AREA, NAIROBI COUNTY.**

BY

OBONYO, RACHEL ATIENO

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DECLARATION

I hereby declare that this research project is my original work and to the best of my knowledge has not been presented for the award of a Degree or Certificate in any other institution or University.

Signature Date.....

OBONYO, RACHEL ATIENO

C50/86989/2016

SUPERVISOR’S DECLARATION

This research project has been submitted for examination with my approval as the University Supervisor.

Signature Date

DR. MIKE CHEPKONG’A

UNIVERSITY SUPERVISOR

DEDICATION

I dedicate this project to my mother, Flora Oluoch who has always been there for me whenever I needed any spiritual and emotional support.

ACKNOWLEDGEMENTS

I wish to sincerely thank my supervisor Dr Mike Chepkonga for his guidance and tireless efforts that ensured my successful completion of this work. I also thank my husband and children for their support throughout the period that I undertook this programme. Many thanks also go to my course classmates, and all the Department of Sociology lecturers, may all of you be blessed. Last but not least is to thank the Almighty for giving me the ability to complete this programme successfully.

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ABBREVIATIONS/ACRONYMS

AI	Amnesty International
AP	Administration Police
APS	Administration Police Service
CBOs	Community Based Organizations
DCI	Directorate of Criminal Investigations
DSA	Drug substance abuse
GoK	Government of Kenya
IAU	Internal Affairs Unit
IPOA	Independent Policing Oversight Authority
KHRC	Kenya Human Rights Commission
NACOSTI	National Commission for Science, Technology and Innovation
NPC	National Police College
NPS	National Police Service
US	United States of America

ABSTRACT

Police Departments worldwide are plagued by numerous incidents of excessive use of force, torture, verbal abuse, dishonesty, abuse of authority, sexual assault, demand for sexual favors, and discourtesy, among other forms of indiscipline. There are no official statistics on the number of indiscipline cases among police officers despite IPOA and IAU reports of increased cases of indiscipline and criminality by junior police officers across the country. This study sought to investigate factors associated with indiscipline of the administration police officers at Utawala/Githunguri area of Nairobi County. The objectives of the study were: to find out if there is a relationship between DSA and police indiscipline by administration police officers; to assess the correlation between job promotion issues and indiscipline by the concerned administration police officers; to determine the extent to which transfer related issues is a contributory factor to police indiscipline at the area of study; to establish whether an officer's level of remuneration is related to his/her level of indiscipline; and to identify measures to be taken to curb administration police officers' indiscipline at the area of study. A descriptive study design was used in the study, with a sample size of 140 respondents. Data was collected through the use of key informant interviews and Questionnaire. The study was conducted at NPS A Campus, Mihango AP Post and Utawala/ Githunguri AP post and involved junior police officers, police supervisors, personnel and officials from IPOA, KNCHR, NPSC and IAU. The study findings concluded that cheap alcohol is the most prevalent type of DSA while the main implications of DSA among police officers was decreasing confidence by the public and poor police performance. Ethnicity, favouritism and corruption in promotions were the most prevalent job promotion issues while implications of job promotion issues include poor police performance and increase in criminal incidents. The most prevalent transfer related issues were unfair transfers done while the main implications of job promotion issues were poor police performance and decreasing confidence by the public. The study also found that financial rewards was the most prevalent remuneration issue, with poor salary as the main concern. The study recommends that Government should provide adequate funds to improve the working conditions and improve DSA Policy initiatives while fairness in promotion and transfer should be maintained. Efforts should be made to motivate officers while punitive disciplinary measures should be reduced. Further studies are recommended in the other training institutions and areas in the country and benchmarking on best practices of addressing police indiscipline in other countries.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

According to Thomas and Salvi (2009), indiscipline, refers to behavior that it out of an institutions norms, rules, practices and regulations. Police indiscipline is a form of behavior that is socially unacceptable, which can range from illegal to unethical behavior committed by police officers and in violation of human rights (Champion, 2001 and Luna, 2000). Examples of police indiscipline include police brutality, excessive use of force, dishonesty, fraud, coercion and forced confessions (Terrill and Ingram, 2015).

Police work involves a broad power of discretion by officers thus the decisions they make involve a great deal of discretion which may facilitate various forms of indiscipline (Kolawole, Olusegun and Wasiu, 2017). These powers include the authority to use force against citizens (Kenya Human Rights Commission, KHRC, 2007). The United States of America (US), for instance has bestowed its police officers with lots of power, and is basically the only agency that is allowed to use force (Albert and MacDonald, 2001). Unfortunately, such power sometimes corrupts and/or motivates the holder to abuse and/or to misbehave to the members of the public (Champion, 2001). Hence the need to constantly identify the abuses and check it both internally and externally.

For instance, between the years 2011 and 2017 use of excessive force, verbal abuse, corruption, racial discrimination, unwarranted stops and gender bias were reportedly high on the list of police indiscipline in the US (D'Souza, Weitzer and Brunson, 2018). Aggressive tactics and other indiscipline cases were attributed to deficiencies in training and oversight, and crime-control policies that incentivized officers (D'Souza *et al*, 2018). According to Faull and Rose (2012), a disciplined police service is effective at reducing crime, which is a primary function of the government. Police indiscipline flourishes due to secrecy, impunity and the public's negative perception of the police (KHRC, 2007). Since the police are the gatekeepers of the criminal justice system, indiscipline among them is an indicator that they have failed on more than one level (KHRC, 2007).

Indiscipline among the police officers is a global problem. In the United States, an average of 20 cases of police indiscipline occur daily with 4,861 reports being made in the year 2018 (Cop Crisis, 2019). During the year 2017/18, a total of 61,238 allegations of police indiscipline were recorded in the United Kingdom (Office for Police Misconduct, IOPC, 2019). In the past five years, more than 4,000 police officers were disciplined, while the number of officers found guilty of misconduct increased by 56 per cent in the United Kingdom (Mail Online, 2019). In South Africa, the number of disciplinary cases rose from 3,476 in 2007/08 to 5,540 cases in 2011/12, which was an increase of 59% or 2,064 cases between the two periods (Institute for Security Studies, ISS, 2017). In Kenya, there were 47 offenses involving police officers in 2014 (GoK, 2014). Similarly, 25 police officers were subjected to either disciplinary proceedings or criminal investigations within a period of five weeks in the year 2016 (Angira, 2016). These cases are unusually few in Kenya due to underreporting and non-reporting by the police.

Police indiscipline has been attributed to discrepancies in police structure, inadequate remuneration and poor working conditions (Amnesty International, AI, 2013). Lack of promotions, low morale and stagnation in salaries are other reasons for indiscipline and (Standard Digital, 2015). Poor performance by security personnel, prevalence of crime incidents and public's negative perception of the police are the other outcomes of police indiscipline (Ransley Report, 2009). Conventionally the Police Service is one of the three agencies tasked with the responsibility of ensuring national security, the others being National Security Intelligence and Kenya Defense Forces. However, police indiscipline has resulted to the public's eroded confidence and reduced cooperation efforts to combat crime (Mullei, 2015). This has therefore prompted the Kenya Government to prioritize on strategies for combating the vice by among others initiating public policy agenda and Police Reforms (Standard Digital, 2015).

As a result of indiscipline, police officers regularly commit crimes against the public they are expected to protect including verbal and sexual abuse, theft, corruption and assault causing physical harm among others. Ordinary citizens are accosted by police officers who occasion them inconvenience, humiliation, psychological and/or physical harm, injury and death (Bayley and Perito, 2011). Consequently, public frustration due to police indiscipline in Kenya is on the rise as evidenced by citizens expressing their displeasure and filing complaints alleging police

indiscipline (Terrill and Ingram, 2015). The general implication of police indiscipline is the weakening of relations between police and citizens, thus causing mistrust, poor citizen expectations and support, and increased crime incidents (Wintruba, 2018). This study therefore aimed at establishing factors associated with indiscipline of police officers in the area of study. This was an attempt to turn the tide against poor police and Citizens relations, with the ultimate objective of reducing crime.

1.2 Statement of the Problem

Police Departments worldwide are plagued by numerous incidents of excessive use of force, torture, verbal abuse, dishonesty, abuse of authority, sexual assault, demand for sexual favors, and discourtesy, among other forms of indiscipline (Terrill and Ingram, 2015). These professional lapses are of great concern to the safety of members of the public, as well as for the security sector of the respective country. Such forms of indiscipline lead to increased crimes, mistrust by the public and failure at the entry of the justice system (Goetsh and Davis, 2010). Often times, indiscipline police officers are discourteous, deny citizens of services and use excessive force leading to physical injury and death of citizens. As a result, day to day activities of citizens are negatively affected by fear emanating from poor police-public interactions (Adebayo, 2005).

Unfortunately Police officers who lack commitment and motivation to work are equally unproductive. Officers who lack discipline fail to deliver their mandate appropriately and instead are likely to engage in misconduct due to frustration. This may lead to lower standards of police service, even as the public suffers from increased crimes and insecurity (Huey & Ricciardelli, 2015). According to Osse (2014), police officers who are dissatisfied with their jobs face frustration, fatigue and low of morale which are likely to translate to poor police services, thus impacting negatively on the public's human and property security. Those who do not enjoy independence and self-worth are likely to become dissatisfied, and sell their services to the highest bidder, thus leaving huge sections of the public without police services and at the mercy of criminals (Afil, Ogaboh & Thompson, 2018). As a result, the general public lacks confidence in the police and has poor inclination to report or give information on crime (Ruteere, 2011).

Available crime Reports shows that the total number of reported crimes in 2018 increased by 13.2% to 88,268 (GoK, 2019). Failure of the police to respond professionally to policing situations has been partly attributed to police indiscipline (Gastrow, 2011). Unfortunately, there are no official statistics on the number of indiscipline cases among police officers in the country and/or at Utawala/Githunguri area of Nairobi County. However, Independent Policing Oversight Authority (IPOA) and the police's Internal Affairs Unit (IAU) maintain that currently, Police commanders are grappling with increased cases of indiscipline and criminality by junior police officers across the country (Angira, 2016). As a result, measures to curb these cases may need to be investigated to alleviate public suffering from increased crimes and insecurity. In fact, Current statistics of disciplinary cases are low in Kenya, totaling only 47 cases and 25 police officers possibly due to underreporting and non-reporting by the police. However, under reporting may be intentionally done by the police management for purpose of misrepresenting police performance as effective and avoid alarming the public. The reality however is different as shown by press reports which indicate increased cases of police indiscipline (Angira, 2016). Cite some of the reported cases of police in discipline in the recent past. There was need therefore to investigate factors associated with indiscipline by the administration police officers at Utawala/Githunguri area of Nairobi County to improve police performance.

1.2.1 Key Research Questions

- i. How does drug and substance abuse influence indiscipline amongst administration police officers at Embakasi A in Nairobi County?
- ii. How do job promotion issues influence indiscipline among the administration police officers at Embakasi A in Nairobi County?
- iii. How do transfer related issues influence police indiscipline?
- iv. Do remuneration issues influence indiscipline amongst concerned administration police officers?
- v. What are the measures that should be taken to curb Administration Police Officers' indiscipline at the study area?

1.3 Research Objectives

This study was guided by broad and specific objectives, as follows:

1.3.1 Broad Objective

To investigate the perception on factors influencing indiscipline among administration police officers at Embakasi A area of Nairobi County.

1.3.2 Specific Objectives

- i. To find out how drug and substance abuse influences police indiscipline amongst administration police officers at Embakasi A area of Nairobi County.
- ii. To establish how job promotion issues influences indiscipline among concerned administration police officers.
- iii. To find out how transfer related issues influence police indiscipline at the area of study.
- iv. To establish whether an officer's level of remuneration influences indiscipline among administration police officers.
- v. To identify measures to be taken to curb indiscipline among administration police officers' in area of study.

1.4 Significance of the Study

Police officers are expected to not only maintain law and order, but to also ensure security by protecting citizens' life and property through prevention of crime. However, the broad powers to conduct their duties and the immense power of discretion appear to facilitate police indiscipline. Abuse of these powers by the police has led to humiliation, physical injury and death of citizens. There is need therefore to ensure better relations between police and citizens by, among others, minimizing cases of police indiscipline. The study findings may therefore inform the police department and relevant security agencies on the measures to be taken to curb police officers' indiscipline at similar police jurisdictions including Utawala/Githunguri area of Nairobi County. The study also sought to augment the dearth in knowledge and information on factors associated with indiscipline of police officers at Utawala/Githunguri area of Nairobi County. In addition to generating information that may interest policy makers and stakeholders, besides to contributing to the body of knowledge in the domain of study.

1.5 Scope and Limitations of the Study

The study was conducted at Utawala/Githunguri area of Nairobi County. It sought to investigate factors associated with indiscipline by the administration police officers, namely: DSA, transfer and job promotion issues, remuneration levels and measures for limiting indiscipline. 300 police officers from NPS Embakasi A Campus, 15 officers attached to Mihango AP Post and 15 officers attached to Utawala/ Githunguri AP post were included in the study. (NPS Embakasi A Campus staff establishment records, 2019; Mihango AP post and Utawala/ Githunguri AP post staff establishment records, 2019). These officers were targeted since majority are from junior ranks and are subject to discipline. Utawala/ Githunguri presents a suitable environment for the study due to proximity to NPS A Campus, Mihango AP Post and Utawala/ Githunguri AP post where a large number of lower cadre Administrative Police Service (APS) officers work and live. The study did not include police officers who had indiscipline cases as it was difficult for such officers to come forward due to fear of victimization. The other reason why Administration Police Officers were included and not indiscipline officers is because of their awareness on indiscipline cases within Administration police department.

The study used a qualitative descriptive research design due to its ability to allow for the collection, summarizing interpretation and presentation of empirical data. A semi structured questionnaire was utilized to obtain information from the respondents. Issues of confidentiality arose but these limitations were addressed by following ethical considerations. They were also assured that the study focused mainly on issues of academic interest. The study findings may be generalized to other units of Administration Police Service who are faced with similar cases of indiscipline.

1.6 Definition of Key Terms

Police indiscipline: police indiscipline is a form of behavior that is wrong and which encompasses action that are deemed illegal or unethical in their line of duty.

Indiscipline: indiscipline refers to actions or behavior that are conducted outside of norm, rules, regulations of the society or institution

Transfer: refers to the process of an individual being moved from the previous working station to another.

Frequency of transfer: refers to how often an individual/an employee is being moved from one place to another in terms of work related issues.

Promotion: refers to the advancement of an employee's position in an organization system.

Frequency of promotion: refers to how often an individual is being enhanced/moved to the next level/rank.

Drug addict: This refers to an individual with inability to psychologically and physically stop using drugs.

Drug Abuser: This refers to anyone who uses drugs in a maladaptive way.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviews and discussed literature that fits the study objectives. It discusses the overview of police indiscipline in Kenya; the Service Standing Orders; the roles of NPSC, IPOA and IAU against police indiscipline. The chapter also attempts to bring out the relationship between police indiscipline and drug and substance abuse, job promotion, job transfers and remuneration. It also reviews measures for curbing police indiscipline at the area of study. The chapter concludes by highlighting the appropriate theoretical and conceptual frameworks.

2.2 Overview of Police Indiscipline in Kenya

Broad powers of discretion including authority to use force against citizens have led to indiscipline among the police (KHRC, 2007). Additionally, secrecy, impunity and the public's negative perception of the police have all contributed to increased cases of police indiscipline (KHRC, 2007). Police indiscipline has also increased due to inadequate remuneration, poor working conditions and lack of promotions (AI, 2013). Increase in crime incidents, poor performance by police and the Kenya public's negative perception of the police have been attributed to police indiscipline (Ransley Report, 2009). Cases of police indiscipline have more than doubled between 2017 and 2018 with a total of 174 offences recorded, up from the previous year with 57 cases (GoK, 2019). This has led to decreasing confidence by the public and cooperation efforts in combating crime (Mullei, 2015). About 30 percent of respondents affirmed to witnesses police indiscipline in different ways (IPOA, 2019).

The increasing number of offences involving police officers may indicate the rising indiscipline cases within the police service and more reports made by the public to IPOA (IPOA, 2019). This was a change from the previous era when police indiscipline was hardly reported due to fear of reprisal. Pressure by activists and comprehensive investigations by Directorate of Criminal Investigations (DCI) have meant that most cases are brought to book (IPOA, 2019). There have been several cases of police indiscipline that have been highlighted by the media. Some of these involved officers who had been charged in court and jailed for offences that included murder and robbery. One case is that of a Nairobi based police officer who was jailed on April 2018 for a total

of 15 years for unlawful killing of a civilian. Another case is that which took place in September 2018 whereby two police officers were charged in court for robbery with violence at a private residence in Nakuru (Business Daily, 2019).

The increase of police indiscipline in Kenya has resulted in public frustration and a rise in reports made against alleged cases of police indiscipline (Terrill & Ingram, 2015). As a result, relations between police and citizens have weakened to the point of mistrust, low expectations and support from the public (Wintruba, 2018). Among the cases of indiscipline perpetrated by the police against the public include brutality, torture, excessive use of force, forced confessions, verbal abuse, sexual assault, demand for sexual favors in exchange for leniency, discourtesy and abuse of due process (Terrill & Ingram, 2015). In Kenya several factors have been identified as causes of police indiscipline including DSA, stagnation in rank, unfair transfers, and poor remuneration and living conditions (Gastrow, 2011). For example, DSA has been linked to violent behaviors by police officers against citizens while stagnation in rank decreases motivation to work leading to poor policing. Unfair transfers lead to frustration while poor remuneration lead to corruption and extortion (Business Daily, 2019).

2.2.1 Service Standing Orders

The Service Standing Orders (SSO) is a robust guideline, regulation and operational framework which instills discipline and professionalism in the everyday work-life of the National Police Service. These are administrative orders for the general control, direction and information of the Service (GoK, 2011a). The SSO requires police officers to strive to prevent unethical behavior. Besides, it requires police officers to report any misconduct that they observe in the line of duty to supervisor or internal affairs unit. Any form of misconduct constitutes ground for disciplinary action (SSO, 2017). Chapter 30 (6) of the Service Standing Orders describe the various offenses offences against discipline. These offences form the bulk of the indiscipline cases that are attributed to police officers with DSA problems and bearing complaints on job promotion, transfer issues and remuneration. The punishment for the above offences against discipline are listed under Chapter 30 (7) (1).

Police officers who commit offences against discipline undergo disciplinary proceedings after a complaint has been made by a member of the public, member of the Service, by a state organ or from an anonymous witness statement or other statement made for another investigation (GoK, 2011a). The disciplinary proceedings are heard by the Disciplinary Committee led by the presiding officer. At the national level is the National Police Service Disciplinary Committee while the local Disciplinary Committee or *Orderly Room Proceedings* are held at station level (SSO, 2017). The disciplinary proceedings and punishment for committing offences may prevent police indiscipline to a certain extent but not completely due to other underlying issues including DSA, unfair promotions and transfer issues, and remuneration. Reports are replete with cases of police officers charged in court for offences against discipline including murder and robbery.

In April 2018, a senior police officer was convicted for the murder of a youth in Nairobi and sentenced to 15 years in prison. Another case is that of two police officers who were part of a nine-man gang arrested for robbery with violence in Nakuru. The incident took place in September 2018 and involved officers attached to the Directorate of Criminal Investigations (DCI) in Molo and the Kamara Divisional headquarters (Karodi, 2019). On 27th July 2019 DCI officers arrested police Constable Samson Morongo on suspicion of killing his colleague at Wilson Airport in Nairobi. Both were General Service Unit officers attached to do guard duties at the airport (Cherono, 2019).

2.2.2 The Internal Affairs Unit

The Internal Affairs Unit (IAU) of the National Police Service is established under laws of Kenya with responsibility of receiving and investigating citizens' complaints against law enforcement officers (GoK, 2011a). The purpose of IAU investigations are to determine if the alleged misconduct amounts to a criminal offence as specified in the Penal Code or other law and to determine if that alleged conduct amounts to an offence against discipline as outlined in the Eighth Schedule of the National Police Service Act (GoK, 2011a).

The functions of IAU to reduce and prevent police indiscipline may not be completely successful due to challenges that face police officers including DSA, unfair promotions and transfer issues, and remuneration. IAU comprises of officers drawn from DCI, APS and KPS working closely with IPOA, Kenya National Human Rights Commission (KNHRC) and the Office of Director of

Public Prosecutions (ODPP). The objectives of IAU are geared at promoting professionalism, integrity, accountability and respect for human rights in policing practice (GoK, 2011a). The Unit may recommend several disciplinary actions against an officer to the Inspector General and the NPSC. (GoK, 2011a).

2.2.3 The Independent Police Oversight Authority

The Independent Policing Oversight Authority was established under section 3(1) IPOA Act No 35 of 2011 to provide for civilian oversight over the work of the police in Kenya. Its Objectives as provided in section 5 (a)-(b) include providing external oversight to National police service while striving to promote professionalism, transparency, accountability discipline and ethical behavior within the police force. The mission of IPOA lies in conducting inspections, investigations and audit in a way deemed impartial and independent from any interference thus promoting police professionalism in the interest of the public (GoK, 2011b).

The IPOA report for the period between January and June 2018 established that the Authority received 1,133 complaints that included police inaction, police misconduct, abuse of office, assault and harassment by police (IPOA, 2018). During the report period, the Authority conducted 99 investigations out of which 15 were forwarded to the ODPP for further action, 41 were closed without need for further action, 2 were referred to DCI while the remaining 41 were placed under further review (IPOA, 2018). IPOA possesses sufficient powers necessary for the execution of its functions as provided in section 7 (1)-(3). IPOA is governed by a Board led by a chairperson as provided in section 8 (1) (GoK, 2011b). These functions may help to deter police officers against engaging in indiscipline but may not completely prevent indiscipline due to DSA, unfair promotions and transfer issues, and remuneration.

2.2.4 The National Police Service Commission

The National Police Service Commission (NPSC) is one of the institutions established in the police reform process for enhancing police professionalism and accountability (Osse, 2014). The Kenya Constitution (2010) under Article 246 (3) mandates the institution to engage in investigations, establish discipline protocol, refer disciplinary cases to internal oversight unit or internal oversight unit, hear and determine welfare cases of members of the national service force.

The NPSC has further through the National Police Service Commission (Discipline) Regulations (2015) developed procedures for the undertaking of disciplinary proceedings by the Inspector-General and officers authorized by the Inspector-General. The roles of NPSC may create fairness in the administration of disciplinary matters but may not address the supposed causes of police indiscipline namely DSA, unfair promotions and transfer issues, and remuneration.

2.3 DSA and Police Indiscipline

Indiscipline in the public sector is conduct that goes against rules and regulations as manifested through habitual lateness, truancy and lack of commitment to work. Refusing to take responsibility, misuse of government property and drunkenness are the other examples of indiscipline which significantly affect performance (Mutai & Kirui, 2017). Indiscipline may result from poor placement, favouritism in promotion, poor working conditions, alcoholism and drug and substance abuse (DSA) among others. Drug substance abuse refers to a patterned use of a substance or drug in amounts that is likely to cause detrimental effects to the users (Chan, Sidhu, Lim & Wee, 2016). Drug and substance abuse is a global challenge with negative impacts on social-economic development resulting into insecurity, reduced work productivity and destabilization of families, communities and societies (GoK, 2017).

DSA contributes to costly social, physical and mental effects and may also lead to drug-induced deaths (Bondurant, Lindo & Swensen, 2016). The consequence of DSA include violence related deaths and psycho-social disorder (Bondurant *et al*, 2016). As a result, drug and substance abuse has received attention widely especially by government and non-government organizations (Mohamad, Mohammad, Ali and Awang, 2018). Mohamad *et al* (2018) identified the drugs that are commonly abused as alcohol, marijuana; opioids including heroin, morphine and methadone, psychostimulants including amphetamines and cocaine, and nicotine in cigarettes. Men have been found to be more vulnerable to drug and substance abuse than women (Mohamad *et al*, 2018).

Ritter, Chalmers and Gomez (2019) point out that people who abuse drugs and substances are categorized into mild, moderate and severe, with demand for treatment for individuals with less severe levels of disorders being lower. Das (2016) notes that affected individuals become anti-social as their addictions continue. Further, the risk of initiation or continued substance abuse can

be enhanced by socioeconomic status, social factors such as quality of parenting or peer influence and genetic predisposition (Das, 2016). Police officers face repeated exposure to work related stress and life-threatening situations (Cidambi, 2018). As a result, police officers are vulnerable and use alcohol and abuse drugs to relax and cope. The long work schedules deprive them of time to be with their families leading to stress, mental health problems and addiction (Cidambi, 2018).

Mohamad *et al* (2018) also list the components of drug use as social use or binge use, hazardous stage or addiction stage. These components structure patterns of drug-taking behavior, motivational factors in drug abuse and the cues leading to relapse. Binge or intoxication is the actual pattern of drug taking which is initially controlled but is dysregulated during binge. Withdrawal or negative effect are the consequences of drug abuse which initially have reward or positive effect that reinforce drug taking. However, with increased amounts, cessation of drug taking lead to negative or withdrawal effects. Preoccupation or anticipation is craving and relapse that focus on environmental triggers that reinstate or recreate drug-taking behavior (Mohamad *et al*, 2018). Police officers in Kenya in lower ranks consume cheap brands of alcohol and smoke bhang to overcome frustration and boredom.

Das (2016) suggests policy initiatives and incentives as one of the measures to address DSA among individuals. Bondurant *et al* (2016) note that expanding access to substance-abuse treatment (SAT) facilities significantly reduces severe drug abuse and crime by extension. Substance-abuse treatment is broadly undertaken by profit, non-profit, and public providers with significant reliance being primarily on public funding (Bondurant *et al*, 2016). In Kenya, the government developed a substance abuse workplace policy for users of drugs and substance in public sector (GoK, 2017). The policy is guided by research to identify the sectors with workers at risk of DSA and reasons for such occurrence. The policy also points to the importance of awareness and positive attitude to prevention and reduction of DSA (GoK, 2017). Within the policy there are employee assistance programs including education and information on DSA and, guidance and counselling services (GoK, 2017). Police officers who engage in DSA are likely to be anti-social and suffer from stress and mental health problems. When combined or individually, these may lead to behaviors that are regarded as police indiscipline.

2.4 Job Promotion Grievances and Police Indiscipline

Promotion relates to advancement of one's position within organization system due to good employee performance (Tuwei *et al.*, 2013). Promotion mostly takes place after positive appraisal, interviews, tests and training to enable an employee handle the added responsibilities and duties. Promotion involves advancement financial and other social benefits, and may include a change in job activities leading to new decision-making tasks (Tuwei *et al.*, 2013). These incentives may lead to satisfaction, better performance and motivation through increased knowledge and skills (Tuwei *et al.*, 2013). Other benefits derived from promotion are opportunities for employee personal development and new social status. Promotion within the police facilitates organizational continuity and increases commitment to the job (Robbins & Judge, 2013).

Robbins and Judge (2013) found that police officers pursue promotion as a personal goal they set for themselves, for additional career opportunities and due to the leadership role it offers. However, other officers may not prefer promotion due to a potential decrease in overtime earnings, familial concerns, preference for current assignment, and lack of interest in the position or not ready to be promoted. There are also perceptions of unfair testing practices, bias by the administration, limited chances and little or no encouragement by others including seniors (Robbins & Judge, 2013).

Absence of promotion affects police officers and when combined with underpayment and stressful working and living conditions, the result is indiscipline and lack of motivation to work (Adebayo, 2005). Lack of perceived fairness in promotions and postings, stagnation in rank due to favouritism and ethnicity leads to indiscipline (Adebayo, 2005). In most developing countries, ethnicity, favouritism and nepotism are the main criteria for promotions and postings in the police (Adebayo, 2005).

Kiely and Peek (2002) state that promotion is seen as an affirmation to the work of a police officers and may come in different forms including recognized awards, public raise and change in job position. However, promotion may not always be what individuals want or in their best interest when they are not given the opportunity to do the job one prefers (Kiely & Peek, 2002). There are cases where senior officers abuse their formal position of power by blocking promotions or advancements for junior officers unfairly. Similarly, other senior officers are supportive of

promotions for junior officers as long as it is not threatening to their positions (Kiely & Peek, 2002).

Ghati (2015) notes that promotions on merit and education level has a positive impact on performance, satisfies desire of being recognized and valued, builds loyalty to the organization and fosters retention of skilled workforce. Promotion for police officers are ideally based on seniority or the length of tenure of service, merit or efficiency in performing duties and possession of certain prescribed qualifications (Ghati, 2015).

In Kenya, unfair promotion done without merit or education level have continued to plague the police institution. Promotions have been done based on nepotism and ethnicity while disregarding merit and the years an officer has worked. There have been many cases of officers working for long periods of time without promotion. Recently, a group of police constables successfully prosecuted a case against NPS to demand for increment of salary and promotion to the next rank after obtaining degree qualifications (Muhindi, 2019).

Promotions in the National Police Service are guided by the Career Progression Guidelines for National Police Service Uniformed Personnel. The guidelines provides criteria, qualification and standards for promotion within the force. However, promotions that are required by any of the services are submitted to the National Police Service Commission (NPSC) for consideration and approval (NPSC, 2016). It is normal that police officers should be promoted on merit and progress through lower ranks to higher subsequent ranks up to Deputy Inspector General of Administration Police. However, failure to observe merit in promotions may lead to frustration which may result in behavior regarded as indiscipline.

Promotion benefits officers in many ways including job satisfaction, motivation, increased social status and commitment leading to better performance. Unfair promotion practices and stagnation in rank due to favouritism, ethnicity and nepotism leads to frustration which is manifested by bad behavior and indiscipline.

2.5 Transfer-related Issues and Police Indiscipline

Transfers are one of the sources of internal recruitment that an organization uses to fill the available vacancies (Hee & Lien, 2018). It enables selection of the qualified candidates within an organization in a timely and cost-effective manner. It includes analysis of the job requirement, recruitment, screening and selecting the most suitable person out of the available qualified personnel (Hee & Lien, 2018). A study by Huey and Ricciardelli (2015) revealed that officers transferred to hardship areas face unique stressors that include greater risks in relation to their personal safety due to geographical isolation and fewer personnel in case of attack. Officers also face economic constraints due to low salary perks while inactivity can lead to boredoms for officers (Huey and Ricciardelli, 2015). The implication is that officers may be frustrated due to unfair transfer practices leading to behavior that goes against police regulations or engage actions of indiscipline.

Osse (2014) notes that transfers had been used in the past as punishment against officers accused of misconduct after conclusion of disciplinary proceedings. According to Nguyen *et al* (2015), the work environment has a weak effect on employee performance in the state sector than in other sectors. Therefore, transfers may not negatively affect officers unless they are made unfairly. The mandate to determine promotions and transfers within the NPS falls under the NPSC which is required by the Constitution to ensure that shortage of staff is addressed (GoK, 2010). Through NPSC, the Deputy Inspector General Administration Police Service is allowed to redeploy officers that are deemed to over stay in a period (usually not more than 3 years). This is done to address challenges of fatigue and low morale (Independent Police Oversight Authority, IPOA, 2018). Many cases have been noted of officers who are transferred more than three times within a single year which is both unfair and illegal. Some seniors officers have also used transfer as a form of punishment against offenders within junior ranks. This may result in some officers to be frustrated with employment and act contrary to the police profession by engaging in indiscipline.

Prior to the formation of NPSC, transfers for police officers were made at the discretion of senior officers at the County level. As a result, transfers were sudden and characterized by corruption and unfairness (Tuko News, 2019). This has led to the launch of the National Police Service Examination Board this year to minimise corruption cases witnessed in the service during

promotion and transfer of officers (Tuko News, 2019). Most recently, there have been various cases of police officers opposing mass transfers and taking complaints to the courts. Among the reasons given for this include no prior notice of transfers, separation from families, and additional costs of renting new houses and relocating schoolchildren (Muhindi, 2015). The police officers' view was that mass transfer was an unfair labour practice which affected their careers, well-being and social life especially their families (Muhindi, 2015). Police officers have also complained about regional police commanders usurping the powers of NPSC, failing to offer transport or disturbance allowance and reposting to North Eastern Region counties officers who had served over four years in the area as punishment (Citizen, 2016).

2.6 Low Remuneration and Police Indiscipline

Remuneration comprises of compensation and benefits include financial and non-financial payments and tangible benefits received from employment (Hameed *et al*, 2014). Afil *et al* (2018) identify components of remuneration as basic pay, incentives, medical benefits, paid leave and allowances with overtime remuneration which improves productivity. Remuneration or reward has been found to be the most important factor that influences job satisfaction (Afil *et al* (2018). The employees often receive the rewards based on the job values, personal involvement, efforts and performance (Hameed *et al*, 2014). It is the right of every employee to be rewarded in a fair and equitable manner in order to enjoy security, independence, recognition and an improved self-worth (Tangthong *et al*, 2014). Afil *et al* (2018) established that reward is central in the contract for employment.

According to Riggio (2013), employees are motivated by extrinsic and intrinsic rewards. Intrinsic rewards relates to personal tangible benefits that employee get while extrinsic rewards refer to feeling of recognition, acknowledgement and accomplishment among others, all of which motivate them to perform well. Ghati (2015) notes that incentives and rewards play a significant role in employee motivation resulting in successful performance. Tangible incentives are effective in increasing performance and achievement of goals (Broad, 2014). The amount of reward given and the weight given by individuals determine the extent a reward is attractive (Broad, 2014). Maguire (2013) notes that when police officers are well compensated, they become motivated, avoid indiscipline and perform better. Adegoke (2014) also held that poor remuneration and stressful

work conditions and lack of welfare programmes led to poor performance and misconduct by the police. These include verbal abuse, assault, corruption and drunkenness while on duty.

According to Moller *et al* (2012), financial motivations increase the working ability and encourages effort among workers while the opposite occurs in absence or shortage of monetary motivation. Inadequate remuneration has been given as one of the causes for low morale among employees. Similarly, job satisfaction or dissatisfaction by employees is dependent on the amount and type of rewards that they expect (Prasetya & Kato, 2011). It has been demonstrated that there is a significant influence of both financial and non-financial rewards on the relationship between employees and employers (Ademiluyi, 2011). Nguyen *et al* (2015) found that earning has a strong effect on employee performance especially in the state sector than in other sectors.

In many of Sub-Saharan countries, police officers in lower ranks are inadequately paid, promoted, accommodated and motivated. As a result, they are likely to be drawn to corruption and other misconduct that affect their work performance. Therefore, improving payment, working and living condition is likely to improve morale, performance, discipline and also restore their dignity (Ademiluyi, 2011). In Kenya, the Inspector General of Police is expected to ensure adequate working conditions and equipment are provided for officers to deliver their services. These include overtime allowances for officers, compensation for periods of rest and proper deployment of officers for quality policing (IPOA, 2018). Low remuneration negatively affects employee performance and motivation due to unmet financial obligations which frustrate officers. In order for police officers to be financially comfortable, they may engage in corruption and theft which are acts of indiscipline.

2.7 Measures against Police Indiscipline

Discipline or the lack of it has made some organizations to excel in their activities or functions while others have failed (Mutai & Kirui, 2017). Indiscipline and other forms of misconduct have adverse effects on other police officers, the public and formal organs of law including the administration of justice (Kiely & Peek, 2002). Adegoke (2014) states that indiscipline and other forms of misconduct seriously undermine effectiveness and efficiency of police officers in discharging their duties leading to fear and mistrust by the public. Police organizations address

drug and substance abuse through policy initiatives and SAT facilities to significantly reduce indiscipline among police officers (Das, 2016). The substance abuse workplace policy guides prevention, treatment and management of DSA among public servants (GoK, 2017). The policy provides that incidents of DSA are identified and adequately addressed through dissemination of information, guidance and counselling (GoK, 2017). Unfortunately the policy has not been entirely successful due to challenges in implementation due to inadequate funding and personnel capacity.

Professionalization of the police through further training in social sciences and criminal law, procedure and law of evidence is likely to improve the officer's human relations capacity (Adegoke, 2014). Manpower development through training within the police organization imparts officers with relevant knowledge against indiscipline (Adebayo, 2005). Improvement of working conditions through adequate staffing, sufficient equipment and satisfactory living conditions also reduces levels of stress among officers. More importantly, officers are motivated through fairness in matters of promotion, transfer and remuneration to reduce indiscipline (Adebayo, 2005). Therefore, regular recruitment of policemen, promotion of merited officers, adequate and prompt payment of salaries and adequate living facilities helps the police organization to perform its duties more effectively (Adebayo, 2005). The launch of an examination board for NPS recently helps to minimise corruption incidents that occur in the service during promotion and transfer of officers (Tuko News, 2019).

Mutai and Kirui (2017) note that organizations reduce the application of punitive disciplinary measures and instead encourage motivation. The use of disciplinary action is done as a corrective mechanism rather than as a tool for punishment (Chirasha, 2013). Indiscipline is regarded as an indication of dissatisfaction. Therefore, disciplinary measures against employees are regarded as treating the symptoms and not causes of indiscipline. The underlying causes of indiscipline including poor remuneration and working conditions, unfair promotions and transfers are addressed in order to effectively address vice (Mutai & Kirui, 2017).

2.8 Theoretical Framework

This study is guided by two theories, Expectancy theory by Victor Vroom (1999) and Reinforcement theory by B.F. Skinner (1938).

2.8.1 Expectancy Theory

Expectancy theory or the Basic VIE Model (Valence, Instrumentality and Expectancy) was pioneered by Victor Vroom,[1964] of the Yale School of Management. The theory is about the behavior choices and the process of making such choices psychologically. The theory highlights the need for behavior to be reinforced through rewards.

Vroom states that the level of a person's motivation depends largely upon the interactions of his or her perception of the relationship between efforts and outcome and interest or desires for that outcome. Expectancy theory ascribes motivation to the belief that an individual effort and performance is rewarded. It also argue that people ascribe values to rewards expected.

The theory assumes that an individual skills and abilities contribute to job performance, and the current study police officers. The theory assumes that job performance is related role perception.. The theory also recognizes that job performance will be influenced by the individual's role perception. It further recognizes that opportunities exists that can improve job performance and on the contrary environment and challenges can reduce performance.

The application of this theory to the Police organization means that provision of DSA guidance, counselling and treatment will assist affected employees to perform in their jobs through reduction of DSA cases. Promotion will make them do their jobs more effectively thereby avoid indiscipline but achieve higher levels of performance from their efforts. Fair job transfer practices will encourage officers to perform well knowing that the process was not motivated by nepotism or corruption. Adequate provision of remuneration will contribute to better performance on their jobs and less of indiscipline. There is need for police officers to be aware of the expectancies and the rewards associated with them as it is linked to their performance. The employer should administer rewards that are positively valued by employees.

2.8.2 Reinforcement Theory

The proponent of this theory was B. F. Skinner (1938) who proposed that the best way of understanding behavior was to look at causes of an action and its consequences. The theory holds that behavior that behavior is likely to be performed and continued if it is associated with

affirmation. Officers that are fairly promoted and transferred, receive adequate remuneration and guidance against DSA will likely be disciplined. Reinforced behavior is likely to be repeated and vice versa. Fair consideration for promotion, transfer and remuneration and firm action taken against DSA will therefore most likely lead to disciplined officers.

However, behavior which is undesirable might be less repeated by employees when they are given incentives or denied rewards in order to avoid it. Similarly, undesirable behavior which is punishable might be less repeated by employees when it is punished. Therefore, if good performance by police officers is rewarded through promotion and remuneration, there is a high chance that it will be repeated. Similarly, when indiscipline among APS officers is punished or addressed using appropriate methods including SAT facilities, guidance and counselling, most likely it may be gradually abandoned. As a result, the constant practice of discipline will eventually become commonplace among police APS officers.

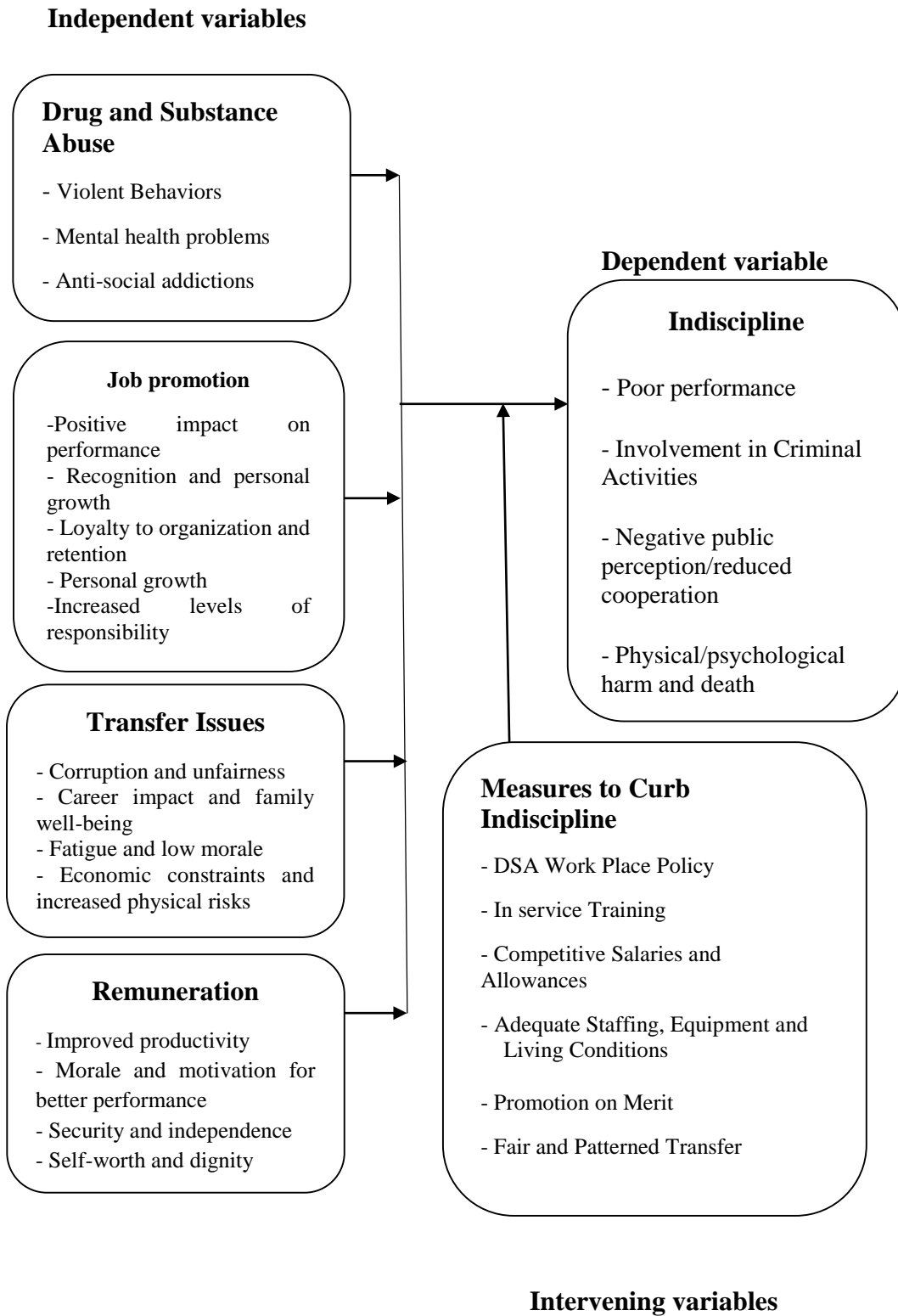
2.9 Conceptual Framework

The study aimed to investigate factors associated with indiscipline by the administration police officers at Utawala/Githunguri area of Nairobi County. The specific objectives include establishing the relationship between drug and substance abuse and indiscipline and assessing the correlation between job promotion issues and indiscipline. Other objectives are finding out the extent to which transfer related issues are contributory factors to indiscipline, establishing the relation between level of remuneration and level of indiscipline and identifying measures to be taken to curb indiscipline among administration police officers at Utawala/Githunguri area of Nairobi County. Figure 2.1 is a conceptual framework illustrating the relationship between the main variables of the study. The independent variables are DSA, job promotion, transfer related issues and levels of remuneration. All the independent variables have a connection to indiscipline among administration police officers, which is the dependent variable.

Drug substance abuse may lead to discourtesy, denial of services and excessive use of force while stagnation in rank may cause officers to engage in misconduct due to frustration. Transfers made unfairly and poor remuneration may result into frustration, fatigue and low of morale leading to cases of police indiscipline including violence and corruption. The relationship between the

independent and dependent variables can be affected by intervening variable, measures to curb administration police officers' indiscipline. Through implementation of DSA Work place policy and provision of inservice training, competitive salaries and overtime allowances, cases of police indiscipline can be reduced. Similarly, provision of adequate staffing, equipment and living conditions may dissuade police officers from indiscipline. Promotion on merit and fair and patterned transfer may also reduce indiscipline among police officers.

Figure 2.1: Conceptual Framework: Factors associated with Police Indiscipline



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

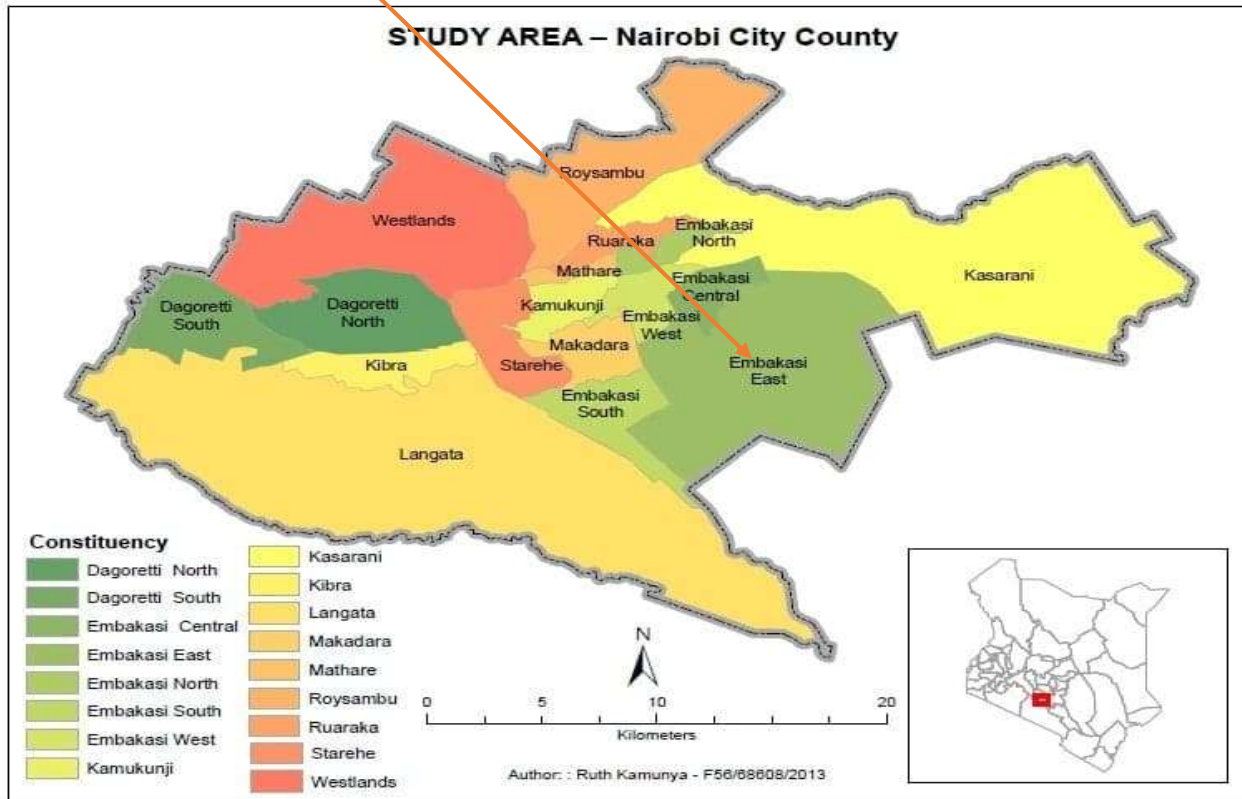
This chapter covers the research methods that were utilized in the study and includes research site, research design, units of analysis and observation, sample design, methods of data collection and analysis, as well as, ethical considerations.

3.2 Site Description

This study was conducted at Utawala/Githunguri area of Nairobi County. Utawala/ Githunguri area presents a suitable environment for this study, due to its proximity to NPS A Campus, Mihango AP Post and Utawala/ Githunguri AP post, where a large majority of police officers are from non-commissioned ranks and are prone to indiscipline due to nature of work and environment. With the merger of the Administrative Police and Kenya Police Services, NPS A Campus was expected to train police officers from both services. Utawala/Githunguri area is located about 22 kilometers East of Nairobi Central Business District along the Eastern Bypass road in Embakasi East constituency. Apart from conducting basic recruit training, the college also holds various promotional courses for serving police officers. NPC Embakasi A Campus is preferred as the study site because it's the mother college of all Administration Police officers and trains and handles large numbers of recruits every year. It is also accessible to the researcher. The following Map shows the location of NPC Embakasi A Campus which is in Embakasi East constituency within Nairobi County.

Figure 3.1: Map of Nairobi County

NPC Embakasi A Campus



Source: Nairobi County [2019]

3.3 Research Design

The study used a descriptive research design to study the phenomenon from a large number of cases in order to generalize the results to a larger population (Kothari, 2006). The design is preferred as it portrays an accurate profile of situations and utilises a questionnaire to derive both qualitative and quantitative information from respondents (Orodho, 2002).

3.4 Units of Analysis and Observation

The unit of analysis in this study are factors associated with Police indiscipline whereas the units of observation are rank and file Police officers, Police supervisors, IPOA officials, Kenya National Commission for Human Rights (KNCHR) officials, IAU officers and other human rights and civil society personnel.

3.5 Target Population

The study target population included administration police officers based at Embakasi A campus. There are currently 270 officers of junior ranks working as instructors at NPS Embakasi A Campus while Mihango AP Post and Utawala/ Githunguri AP post have 15 officers each, drawn from junior ranks. Table 3.1 below shows how this target population of Police officers is distributed according to the area of work. The sampling frame for the Police officers was obtained from the staff establishment records in the three attachment areas and represent the target population as shown in Table 3.1 below.

Table 3.1: Target population

Posting area	Sampling frame	Interview Sample
NPS Embakasi A Campus	270	126
Mihango AP Post	15	3
Utawala/ Githunguri AP post	15	3
Total	300	132

To enrich the information which was obtained from junior police officers, the researcher also sought information from 8 key informants: **3** Police supervisors, **1** officer from Kenya National Commission for Human Rights (KNCHR) **2** officers from IAU, **1** officer from IPOA and **1** officer from NPSC. There are currently 115 senior officers working as instructors at NPS Embakasi A Campus (Kenya Police Service, 2019). These groups of respondents possess relevant information based on the study objectives. The study sample size included 132 junior police officers and 8 Key informants thereby bringing the total sample size to **140** respondents.

3.6 Sampling Procedure

Sampling is a process where a researcher identifies her sample from a population to take part in a study as the basis for prediction (Kumar, 2005). In this study, stratified random sampling was applied to pick respondents comprising of junior officers from NPS Embakasi A Campus and serving officers in Mihango and Utawala/ Githunguri AP posts. The population of junior police officers was stratified according to the areas of work, namely: NPS Embakasi A Campus, Mihango AP post and Utawala/ Githunguri AP post. The basis of stratification in the sample was to ensure

that all the key characteristics suitable for the population were accounted for. The simplified formula by Yamane (1967) was used to calculate the sample size from senior officers and junior ranks in NPS Embakasi A Campus. The formula suited the study as the study population was known. By using the Yamane formula, the corrected sample size was determined as follows;

$$n = N / (1 + Ne^2)$$

Where n represents the sample size, N is the target population and e is the margin of error. The target population (N) and sample size n was calculated from the summation of populations and sample sizes for senior officers and other ranks respectively.

Junior officers at NPS Embakasi A Campus were selected using systematic random sampling. Sampling frame for this category was numbered from 1 then the sampling interval was calculated. A random start was selected between 1 and the sampling interval. The sampling interval was calculated by dividing the number of the target population with the sample size, that is $270 \div 126$ to give a value of 2. The first participant for the study was found by adding $1+2 = 3$, that is, the third officer on the sampling frame will be the first respondent to be selected. The subsequent participants or the k^{th} number in the sampling frame for other junior officers was found by repeatedly adding the sampling interval until the desired sample size of 126 officers was obtained. Junior police officers from Mihango AP post and Utawala/Githunguri AP post was selected by purposive sampling due to their limited number. The total sample size for the primary respondents was 140.

Senior officers or Police supervisors from NPS Embakasi A Campus and officials from the relevant institutions were also selected by purposive sampling. These institutions include IPOA, KNCHR, NPSC, IAU and local human rights and civil society personnel. These groups possess current information on police indiscipline including current incidents that have been reported by the public, cases under investigation and cases that have been finalized. The researcher visited the institutions and requested for names of suitable respondents to obtain the required sample size of three (3) respondents from each of the institutions. The local human rights and civil society had 2 and 1 respondent respectively. The researcher purposely picked a total of 8 key informants from IPOA, NPSC, IAU, KNCHR and Police Supervisors. The total sample size for the study was 140.

3.7 Data Collection Methods and Tools

The researcher used questionnaires to collect quantitative and qualitative data to collect data from the Administration Police officers at NPS A Campus, Mihango AP Post and Utawala/ Githunguri AP post. This was to facilitate the coverage of many respondents in a short period. The questionnaires provided more time for research participants to fill and respond to questions. Furthermore, questionnaires guaranteed confidentiality of the respondents, as they were not required to indicate their identities unless specified. In addition, use of questionnaires eliminated gathering biased information because respondents did not indicate their names on them.

The researcher used an interview guide to collect more qualitative data from the key informants including 3 senior police officers and the rest drawn from IPOA, NPSC, IAU, KNCHR and local human rights and civil society officials. This is because the key informant interview guide was unstructured, implying that respondents had the freedom to provide an array of answers. Interview guides were used to collect information from senior officers at NPS Embakasi A Campus IPOA, KNCHR, IAU and local human rights and civil society officials. These groups had in-depth information on the area of study. The researcher sat down with the key informants individually in discussions guided by the interview guide to solicit relevant data.

3.8 Ethical Considerations

The researcher obtained a transmittal letter from the University of Nairobi and consent from the NPS Embakasi A Campus Commandant. Participants were assured that the research was purely for academic purposes and consulted, and only those who agreed were included in the study. The researcher also ensured confidentiality and privacy of respondents' views and identities by making them anonymous in the final report. The administered questionnaires were distributed to the respondents and collected after a mutually agreed time.

3.9 Data Analysis

The quantitative data was subjected to a cleaning process in readiness for data analysis. The data was then put in categories or classes through coding, then tabulated and counted. Descriptive statistical tools such as percentages and frequency distributions were used due to simplicity and clarity to analyze quantitative data which were presented in tabular form. The researcher organized

and analyzed the data and used SPSS computer package to process the data. The qualitative data from the interview guides was edited and cleaned. The data was then put in categories, themes or patterns for coding purposes then analyzed through content analysis. The researcher then interpreted both the quantitative and qualitative data and presented the research findings.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main purpose of this study was to investigate factors associated with indiscipline by the administration police officers at Utawala/Githunguri area of Nairobi County. This chapter reports on the results of analysis of data collected from AP officers of various ranks at NPS Embakasi A Campus, Mihango AP Post and Utawala/ Githunguri AP post and also from the key informants. It covers the respondents' background information, the relationship between police indiscipline and drug and substance abuse, job promotion, job transfers and remuneration. It also reviews measures for curbing police indiscipline at the area of study.

4.2 Background Information

This section presents the background information of the respondents including their demographic data such as age, gender, station and rank. Other details such length of service in APS and the highest level of education are also covered in the section.

4.2.1 Gender of the Respondents

The study findings showed that majority of the respondents (86.4%) were male while only (13.6%) were female which is attributed to the nature in composition of government law enforcement agencies including APS. The law enforcement profession attracts more males than females due to the strenuous training and a work environment which is characterized by long working hours and physical risks. [NPS 2019]

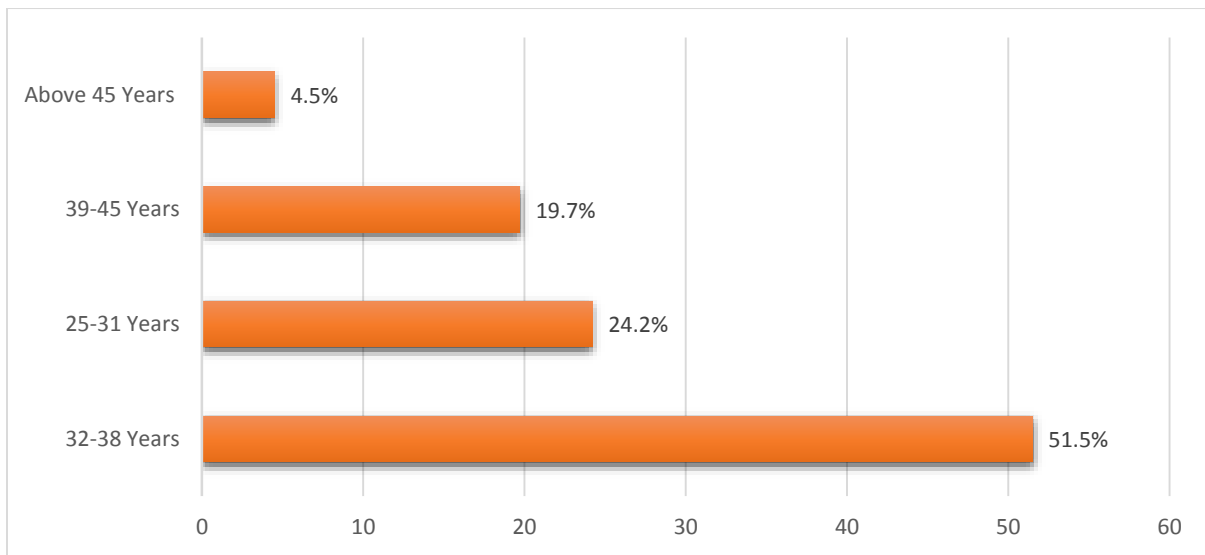
Table 4.1: Gender of Respondents

	Frequency	Percent
Male	114	86.4
Female	18	13.6
Total	132	100.0

4.2.2 Age of the Respondents

A large number of the respondents (51.5%) were between 32-38 years followed by those who were between 25-31 years (24.2%) and between 39-45 years (19.7%). Only 4.5% of the respondents were above 45 years old. It can be deduced that officers working at NPC Embakasi A Campus, Mihango AP Post and Utawala/ Githunguri AP post have work experience, knowledge and qualifications to work in these sections. The officers working in NPC Embakasi A Campus are also required to have instructor skills to train recruits and serving APS officers. These skills are also acquired after a substantial period of service in the field.

Figure 4.1: Age of Respondents



4.2.3 Rank of the Respondents

A large number of the respondents (46.3%) were of the rank of Constable followed by Corporal (34.8%) and Sergeant (15.9%). The rest of the respondents (5%) were in the rank of S/Sergeant. These results reveal that majority of officers working at NPC Embakasi A Campus, Mihango AP Post and Utawala/ Githunguri AP post are drawn from the lower ranks. This is because the bulk of the work falls under training of recruit constables which is the lowest rank in APS.

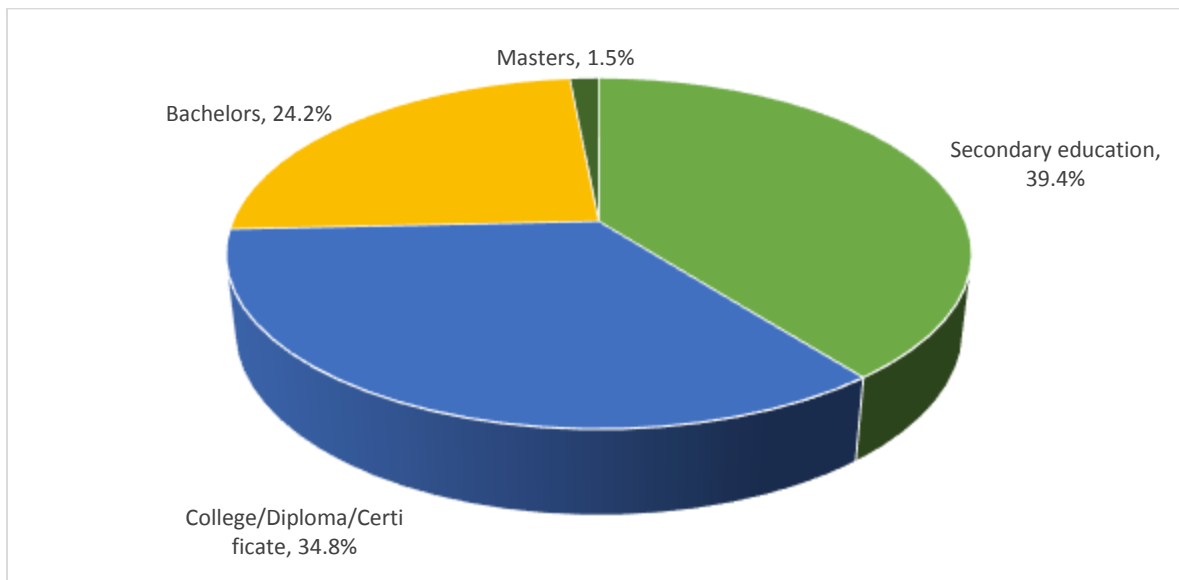
Table 4.2: Respondents' Rank

	Frequency	Percent
Constable	61	46.3
Corporal	46	34.8
Sergeant	21	15.9
S/Sergeant	4	3.0
Total	132	100.0

4.2.4 Highest level of education

A large number of the respondents (39.4%) indicated that they had reached secondary school followed by 34.8% who had gone up to college, diploma or certificate level. There were 32 respondents (24.2%) who had obtained Bachelor degrees while only 2 respondents (1.5%) held a Master's Degree. These results follow from the large number of constables who are recruited with secondary school certificates while the rest either joined with college, diploma or certificate qualifications or obtained these qualifications after employment. A few of the officers were graduates with bachelor degrees when they joined the Service as cadet inspectors. Majority of the officers with Master's degrees gradually obtained the qualifications after employment in APS.

Figure 4.2: Respondents highest level of education



4.2.5 Station Officer currently attached

Majority of the respondents (95.4%) were stationed at NPS A Campus while the rest worked at Mihango AP Post (2.3%) and Utawala/ Githunguri AP post (2.3%). It can be deduced that the number of officers working at NPS A Campus is high and required for the training of recruit constables.

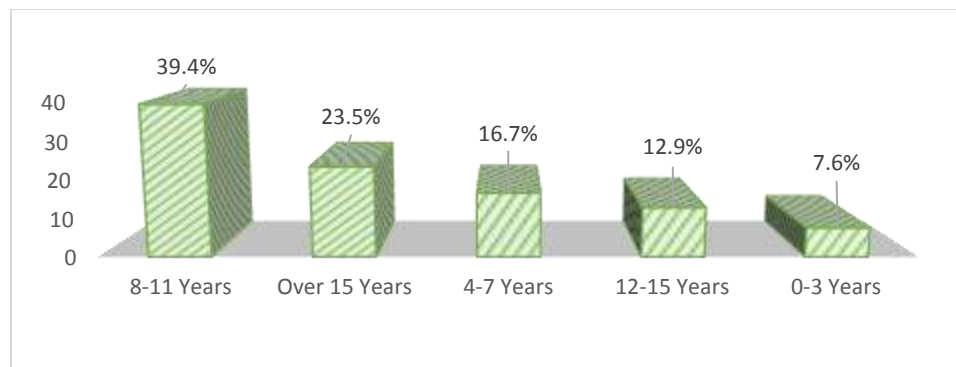
Table 4.3: Station officer attached

	Frequency	Percent
NPS A Campus	126	95.4
Mihango Post	3	2.3
Utawala/ Githunguri Post	3	2.3
Total	132	100.0

4.2.6 Length of service in APS

More of the respondents (39.4%) have worked in APS for a period of 8 and 11 years followed by those who have worked for over 15 years (23.5%) and those who had worked for between 4 and 7 years (23.8%). There were 17 respondents (12.9%) who had served for a period between 12 and 15 years while only 10 respondents (7.6%) indicated that they had been working in APS for 3 years or less. These results reveal that officers attached at NPS A Campus, Mihango AP Post and Utawala/ Githunguri AP post have worked for extended lengths of time and are therefore experienced to work as instructors or in their capacity as law enforcement officers.

Figure 4.3: Respondents duration of service in the APS



4.3 Relationship between DSA and Police Indiscipline

This section discusses the relationship between DSA and police indiscipline by administration police officers.

4.3.1 Prevalence of DSA among Police Officers

The respondents identified cheap alcohol as the type of DSA that is most prevalent among AP officers with highest mean of 3.98. This is followed by bhang with a mean of 2.86 while the rest of the DSA types were rated to have lower prevalence as represented by lower means. These include opioids (mean of 2.27), psychostimulants (mean of 2.02) and Cocaine (mean of 2.00) as shown in Table 4.4 below. From these results, it can be deduced that cheap alcohol presents the greatest challenge to police indiscipline among the types of DSA. This is due to ease of availability, low prices and because consumption and sale is legal.

These results were corroborated from the interviews. An interview with one of the commanders at internal affairs units indicated that a number of disciplinary related problems that are brought to the department amongst drugs and substance abuse police officers are linked to Alcohol use. Similar sentiments were expressed by the Police Supervisors from Embakasi who acknowledged that Alcohol use is the main drugs and substance abuse in the police service.

Although there was a general consensus amongst the police supervisors from Embakasi, IAU, IPOA and NPSC that alcohol use is the prevalent substance used by police officer it was also agreed amongst them that Alcohol use has not reached problematic levels. One of the Police commandant responded thus

We are aware of some of our police officers that use alcohol since they cannot do without it and this has affected their duty to citizens. But I think majority of our police officers are not affected by over drinking problems

According to one commandant at IAU and Embakasi, alcohol abuse is a problem among some few police officers who have a challenge of Alcohol addiction. This was supported by IAU (2018) report that revealed that very few cases of Alcohol problem have been reported by the public to the department.

Table 4.4: Prevalence of DSA Types

DSA type	V. High (%)	High (%)	Low (%)	V. Low (%)	Not at all	Mean
Cheap alcohol	63(47.0)	37(28.0)	12(8.3)	13(9.8)	7(6.8)	3.98
Bhang	23(17.4)	4.5	52(38.6)	34(25.8)	18(13.6)	2.86
Opioids	9(6.8)	13(9.8)	16(12.1)	60(45.5)	34(25.8)	2.27
Psychostimulants	7(5.3)	7(5.3)	37(28.0)	12(9.1)	69(52.3)	2.02
Cocaine	10(7.6)	18(13.6)	9(6.8)	20(15.2)	75(56.8)	2.00

4.3.2 Causes of DSA among Police Officers

The respondents indicated that the leading cause of DSA was repeated exposure to high stress levels (mean of 3.93) followed by addiction (mean of 3.11). Other causes of DSA include long working hours, distance from families, exposure to life-threatening situations and mental health problems as indicated by means of 3.11, 2.86, 2.71 and 2.58 respectively. The respondents also indicated that mental health problems were a cause of DSA to a lesser extent as shown by a mean of 2.27.

These results reveal that stress due to demands of work and at the social level negatively impacted on the well-being of police officers leading to DSA. Addiction to DSA leads to repeated abuse of drugs and substances leading to indiscipline among police officers. Chopko, Palmieri and Adams (2013) emphasize that the nature of police work exposes them to different stressful situations thus leading them to negative behavior such as problematic alcohol consumption. Weir, Stewart and Morris (2012) buttresses this point further by stating that police officers encounter four types of stress that predisposes them to drug and substance abuse and these include: work related, family stress, organization stress and health consequences stress. The view of work related stress and organization stress amongst police officers is echoed by Waithera (2011) who established that over 50% of administration police officers are not happy with their work environment. The author also revealed that frustration from senior police officers is a great contributor of organization stress. Similar views were shared by Oweke, Muola and Ngumi (2014) who established that stress is a cause for drug and substance abuse and suicide behaviours among police officers in Kisumu.

Findings from the interviews also revealed that most of the participants were in agreement that stress is major driver to alcohol and substance abuse among police officers. Accordingly, the participants mentioned that stressed police officers see alcohol drinking as way to escape their problems or to relieve themselves of emotional pain due to stress at work or home.

The study findings showed that addiction to alcohol is a cause of drug and substance abuse among police officers in Kenya. This suggests that there is a culture of problematic drinking behaviours among police officers in Kenya. On the contrary, results from the interviewees did not reveal addiction as a direct cause of drug and substance abuse but as an indirect cause that is compounded by stress. Most of the interviewees stated that addiction amongst some of the police officers stated as a binge drinking which was compounded with stress thus making the police officers addicted to their drink. For instance one of the Police Supervisors at Embakasi and Manager at KNCHR stated.

I know that some of our officers may be addicted to Alcohol but I believe that this was a journey from social drinking to addictive drinking caused by stress

Police supervisor at Embakassi

I am aware of addiction amongst some of the police officers. However from our work with police officers we have realized that their addiction is majorly caused by stress

Programme Manager at KNCHR

Further the findings revealed that long working hours is major determinant of drugs and substance abuse. This suggests that work load is contributor to the use of drug and substance abuse amongst police officers. Abdollahi (2002) points out that too much work amongst police officers can lead police officers to social drinking as a way of relaxing from the work related pressures, and from social drinking officers can move to addictive drinking. From the interviews, only the officers who participated from NPSC mentioned working hours as a major contributor to drugs and substance. However, even among these officers, one of the participants from NPSC stated that long working hours is associated with low police: population ration thus existing police officers are burdened with extra duties. This was supported by the following statements

Some of the police officers engage in drinking because of work pressures as they work long hours. Once in a while they engage in drinking but this can graduate to habitual drinking depending on the work pressure that they have.

Officer from NPSC

Distance from family members was also mentioned by majority of the respondents as a key contributor to drug and substance abuse. This demonstrates the role that family events plays in contributing to drug and substance abuse within the police force. Police work entail to some great length separation from spouses in the line of duty. According to Copenhaver and Tewksbury (2018), separation of spouse due to work among police offices leads to lack of enough family, a situation that can easily leads to social drinking and hazardous drinking behavior among male officers. This finding is consistent with Weir, Stewart and Morris (2012) who identified family events such as distance from family members, separation from spouse, divorce and death of spouse as conditions conducive for family stress and which resultantly can lead to hazardous drinking as a way of coping amongst law enforcement officers.

Contrary to the results that were established from the quantitative data collected from the police officers, the findings from key informant only showed that only one of the Key informant from the Embakasi indicated separation from family as a contributor to drug and substance abuse amongst police officers. Accordingly, the key informant emphasized that in cases where distance from family is a problem, marital conflict and stress always emerges as an associated factor, the consequence of which is likelihood use of alcohol and drugs to cope with family. Unlike the police officers who saw it as a direct contributor of drugs and substance abuse the informant viewed separation from family as part of family event that leads to stress, and by extension use of Alcohol. This was supported by the following statement.

In most cases where separation from a spouse is cause of drinking it does not happen alone but with other issues like marital conflicts.

Police Supervisor at Embakasii

Table 4.5: Causes of DSA

Causes	Strongly agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly disagree (%)	Mean
Repeated exposure to high stress levels	21(15.9)	95(72.7)	6(4.5)	4(2.3)	6(4.5)	3.93
Addiction	6(4.5)	64(48.5)	26(19.7)	11(8.3)	25(18.9)	3.11
Long working hours	23(17.4)	6(4.5)	51(38.6)	34(25.8)	18(13.6)	2.86
Distance from families	9(6.8)	44(33.3)	11(8.3)	36(27.3)	32(24.2)	2.71
Exposure to Life-threatening situations	16(12.1)	13(9.8)	34(25.8)	37(28.0)	32(24.2)	2.58
Mental health problems	9(6.8)	13(9.8)	16(12.1)	60(45.5)	34(25.8)	2.27

4.3.3 Manifestations of Police Indiscipline due to DSA

The manifestations of police indiscipline due to DSA which were prevalent according to respondents included verbal abuse, excessive use of force, demand for sexual favours and discourtesy and abuse of due process as shown by means of 3.75, 3.55, 3.36 and 3.04 respectively. Officers who abuse drugs and other substances are in most cases abusive, violent and likely to seek sexual favours or lack courtesy and engage in bribery to support the DSA behaviour.

Table 4.6: Manifestations of Police Indiscipline

Manifestations	V. High (%)	High (%)	Low (%)	V. Low (%)	Not at all	Mean
Verbal abuse	39(29.5)	54(40.9)	15(11.4)	15(11.4)	9(6.8)	3.75
Excessive use of force	19(14.4)	72(54.5)	15(11.4)	15(11.4)	11(8.3)	3.55
Demand for sexual favors	34(25.8)	21(15.9)	47(35.6)	18(13.6)	12(9.1)	3.36
Discourtesy and abuse of due process	37(28.0)	19(14.4)	16(12.1)	32(24.2)	28(21.2)	3.04
Assault or brutality	37(28.0)	19(14.4)	16(12.1)	32(24.2)	28(21.2)	3.04
Sexual assault	23(17.4)	6(4.5)	51(38.6)	34(25.8)	18(13.6)	2.86
Bribery and threat of imprisonment	17(12.9)	17(12.9)	45(34.1)	34(25.8)	19(14.4)	2.84
Torture	27(20.5)	12(9.1)	13(10.6)	17(12.9)	63(47.0)	2.43
Forced confessions	32(24.2)	8(6.1)	47(35.6)	29(22.0)	16(12.1)	3.08
Falsification of evidence	37(28.0)	19(14.4)	16(12.1)	32(24.2)	28(21.2)	3.04

A common indiscipline manifested amongst police officers using drugs and substance abuse was verbal abuse. This shows that use of drugs and substance abuse by law enforcement officers is associated with unruly and disorderly behavior among police officers. Ovuga and Madram (2006) argues that in most cases the most immediate effect of alcohol use among law enforcement officers relates to embarrassing behavior to the public thus misrepresenting the image of police force. Accordingly they observes that hazardous drinking among police officers not only impairs their communication ability but also their reasoning ability.

Further the findings revealed that majority of the respondents were of the view that Drugs and substance abuse among police officers results excessive use of force. Police officers under the influence of alcohol and substance abuse are likely to have impaired judgment and this can led to excessive use of force, verbal abuse and failure to turn on duty on time thereby contravening Service Standing Orders (SSO) and indiscipline amongst the police officers.

On the contrary findings from interviews revealed that majority of the interviewees were in agreement that the effects of drugs and substance abuse revolved mostly around work related. In this regard the interviewees mentioned that drugs and substance abuse has led to unruly and disorderly behavior among police officers, suicide cases, and misuse of police firearms and excessive use of force. However, cases of sexual assault also emerged from the interview with the official from the Kenya national commission of human rights. This was echoed in the following statements.

I am aware of cases where police officers have been accused of sexual assault under the influence of alcohol

KNCHR Officer

4.3.4 Levels of Indiscipline due to DSA

When the respondents were asked to comment on the levels of indiscipline due to DSA, majority of them indicated that the levels were moderate as evidenced by a mean of 3.58. This finding indicates that DSA influences police indiscipline to a moderate extent especially among men since police officers in lower ranks engage in DSA to overcome frustration and boredom.

Table 4.7: Levels of Indiscipline

Extent	Frequency (N)	Percent (%)
Very High (%)	19	14.4
High (%)	19	14.4
Low (%)	20	15.2
Very Low (%)	60	45.5
Not at all (%)	14	10.6
Total	132	100.0
Mean	3.68	

4.3.5 Implications of DSA among Police Officers

The respondents indicated that DSA led to decreasing confidence by the public (mean of 3.46), poor police performance (mean of 3.33). Other implications of DSA include decreasing

cooperation efforts by the public in combating crime and increase in crime incidents, poor police performance as indicated by lower means of 2.52 and 2.51 respectively. These results reveal that DSA mainly lowers the respect and regard held by the public towards police officers. Similarly, as a result of DSA police performance is negatively affected through poor service delivery.

Table 4.8: Implications of DSA

Implications	V. High (%)	High (%)	Low (%)	V. Low (%)	Not at all	Mean
Decreasing confidence by the public	51(38.6)	17(12.9)	16(12.1)	38(28.8)	10(7.60)	3.46
Poor police performance	30(22.7)	33(25.0)	34(25.8)	20(15.2)	15(11.4)	3.33
Decreasing cooperation efforts by the public in combating crime	9(6.9)	18(13.6)	18(13.6)	74(56.8)	13(9.1)	2.52
Increase in crime incidents	13(9.8)	35(26.5)	15(11.4)	13(9.1)	56(43.2)	2.51

4.3.6 Positive Impact of DSA on Commitment, Motivation and Performance

The study found the DSA did not have positive impact on commitment to work, motivation and performance among police officers as shown by the very low means in table 4.9 below. It can be deduced that DSA negatively impacts commitment to work, motivation and performance by enabling indiscipline among police officers. The findings suggests that the use of drug and substance abuse reduces loyalty and productivity among police officers. This can be attributed to poor mental and physical health, absenteeism and more days off work, inability to carry out daily duties effectively and less satisfaction with their work (Ovuga & Madrama, 2006).

Table 4.9: Positive Impacts of DSA

Impacts	V. High	High	Low	V. Low	Not at all	Mean
	(%)	(%)	(%)	(%)		
Commitment	7(5.3)	7(5.3)	37(28.0)	12(9.1)	69(52)	1.22
Motivation	10(7.6)	18(13.6)	9(6.8)	20(15.2)	57(43)	1.17
Performance	9(6.8)	18(13.6)	18(13.6)	22(16.8)	65(49.2)	1.12

4.4 Correlation between Job Promotion issues and Police indiscipline

This section describes the influence of job promotion on indiscipline among police officers.

4.4.1 Prevalence of Job Promotion Issues

The study sought to establish the respondents' opinion on job promotion issues that are prevalent among administration police officers. The respondents were asked to rate the extent to which job promotion issues are prevalent among administration police officers. A Likert scale was used where very high extent was given a weight of 5, high a score of 4, low a score of 3, very low a score of 2 and not at all was given a score of 1. The means were then compared as shown in the table below. Most respondents indicated that the ethnicity, favouritism and corruption in promotions with means of 3.55, 3.46 and 3.36. Other job promotion issues that are prevalent among administration police officers include nepotism and unfair blocking of promotions which had means of 3.33 and 3.08 respectively. The results are shown in Table 4.10 below. Unfair promotion without consideration to merit, education or years of service negatively affects police officers leading to frustration shown by bad behavior and indiscipline.

Table 4.10: Prevalence of Job Promotion Issues

Issues	V. High (%)	High (%)	Low (%)	V. Low (%)	Not at all	Mean
Ethnicity	19(14.4)	72(54.5)	15(11.4)	15(11.4)	11(8.3)	3.55
Favouritism	51(38.68)	17(12.9)	16(12.1)	38(28.8)	10(7.6)	3.46
Corruption in promotions	34(25.8)	21(15.9)	47(35.6)	18(13.6)	12(9.1)	3.36
Nepotism	30(22.7)	33(25)	34(25.8)	20(15.2)	15(11.4)	3.33
Unfair blocking of promotions	32 (24.2)	8(6.1)	47(35.6)	29(22)	16(12.1)	3.08

It emerged from the interviewees that job promotion is an issue within the police force, with some of the interviewees stating that job promotion challenges in police service has been characterizing with nepotism and tribalism. In this regard, the official from KNCHR mentioned that over the past decades, promotion in police force has been based on ethnicity and nepotism leading to favouritism of some police officers during promotion. Although the official from NPSC acknowledged that promotion has in recent past not been based on meritocracy the officer stated that the establishment of NPSC has in some way sought to address this issue.

During one of the interviews with the official from KNCHR and one police supervisor, cases were cited of how some of the police officers have served in the same rank for over 15 years and also how some officers received accelerated promotions at the expense of deserving officers. For example the official from KNCHR stated

I am aware from our interaction with police officers that some of the police officers have been promoted unfairly at the expense of more deserving officers.

4.4.2 Level of Indiscipline due to Job Promotion Issues

When the respondents were asked to comment on the levels of indiscipline due to job promotion issues, majority of them indicated that the levels were high as evidenced by a mean of 3.99. This finding indicates that job promotion issues influence police indiscipline to a high extent. Promotion practices that are not based on merit are not supported or preferred by police officers since they are not fair and may lead to indiscipline.

Table 4.11: Level of Indiscipline

Extent	Frequency (N)	Percent (%)
Very High (%)	56	42.4
High (%)	38	28.8
Low (%)	24	18.2
Very Low (%)	8	6.1
Not at all (%)	6	4.5
Total	132	100.0
Mean	3.99	

A senior officer at NPC A Campus indicated the following:

“Unfair promotion practices lead to poor performance by officers which may have a negative impact on security of citizens”.

The following comment was made by a senior officer at NPC A Campus:

“Job promotion is important to officers’ career growth, social standing, recognition, value and increased responsibility. Incentives derived from promotion including salary, benefits and change in work activities may result in satisfaction, motivation and improved performance”.

4.4.3 Impact of Job Promotion Issues on Police Officers

The respondents were asked to describe the impact of job promotion issues on commitment, motivation and performance. The following comments were made by the officers.

An officer at Mihango post indicated the following:

“As police officers, fair promotions at the place of work increases our commitment, motivates and improves our performance. Advancement in rank leads to increased salaries, allowances and job satisfaction. Increased social status will also result in dedicated to our work and the public service in particular”.

An officer at Githunguri post made the following comments:

“Fair job promotion practices assist us to experience personal growth through increased responsibility leading to job commitment. Job promotion offers career progression leading to good performance, motivation and commitment. This is because there is no favouritism, ethnicity or nepotism. Promotion makes us feel recognized and appreciated.”

An officer at NPSC indicated the following:

“Job promotion allows officers to use personal abilities and talents, increases loyalty which encourages skilled officers to remain in the Service. NPSC ensures that promotions are according to laid down guidelines and are considered and approved by NPSC. This is done to avoid frustration and the resultant indiscipline among police officers.”

An officer at IPOA made the following comments:

“IPOA recognizes the importance of fair promotion among police officers. Therefore, cases of senior officers abusing their position to unfairly block promotions among junior officers are treated seriously when brought to our attention.”

4.5 Influence of Transfer-related issues on Police Indiscipline

This section discusses the relationship between transfer-related issues and police indiscipline.

4.5.1 Prevalence of transfer-related issues among Police Officers

The study sought to establish prevalence of transfer related issues among administration police officers. The respondents were asked to rate the extent to which they perceived the prevalence of transfer related issues among administration police officers. A Likert scale was used where strongly agree was given a weight of 5, agree a score of 4, not sure a score of 3, disagree a score of 2 and strongly disagree was given a score of 1. A majority of the respondents indicated that the most prevalent transfer related issues was unfair transfers done as punishment or very frequently or as a result of favouritism, ethnicity and nepotism as shown by a mean of 3.73. This was followed by economic constraints and physical risks from transfers with means of 3.72 and 3.67 respectively. It can be deduced that unfair transfers negatively impact on motivation, commitment

and performance by police officers. In addition, fears for personal safety and economic constraints from decreased earnings may lead to frustration and indiscipline.

Table 4.12: Prevalence of transfer-related issues

Issue	Strongly agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly disagree (%)	Mean
Unfair transfers	28.8(38)	38.6(51)	16.7(22)	9.1 (12)	6.8 (9)	3.73
Economic constraints from transfers	25.0(33)	43.9(58)	12.9(17)	14.4(19)	3.8 (5)	3.72
Physical risks from transfers	38.6(51)	27.3(36)	9.8 (13)	10.6(14)	13.6 (18)	3.67
Lack of transport or disturbance allowance	16.7(22)	29.5(39)	24.2(32)	25.0(33)	4.5 (6)	3.29
Boredom and frustration	6.8(9)	13.6 (18)	13.6 (18)	56.8 (75)	9.1 (12)	2.52

4.5.2 Level of Indiscipline due to Transfer-related Issues

When the respondents were asked to comment on the levels of indiscipline due to transfer-related issues, majority of them indicated that the levels were moderate as evidenced by a mean of 2.56. This finding indicates that transfer-related issues influence police indiscipline to a moderate extent. Transfers may not have a negative effect on officers unless they are unfairly done.

Table 4.13: Level of Indiscipline

Extent	Frequency (N)	Percent (%)
Very High (%)	24	18.2
High (%)	41	37.1
Low (%)	12	9.1
Very Low (%)	35	26.5
Not at all (%)	12	9.1
Total	132	100.0
Mean	2.56	

An IAU officer made the following comment regarding prevalence of police indiscipline as attributed to transfer related issues:

“Police officers may only engage in actions of indiscipline when they regard the transfer to be unfair or made to punish them. We investigate such cases and make the required recommendations to NPSC”.

4.6 Level of remuneration and level of Police indiscipline

This section discusses perceptions on the relationship between an officer’s level of remuneration and his/her level of indiscipline.

4.6.1 Prevalence of Remuneration issues among Police Officers

The study sought to establish prevalence of remuneration issues among administration police officers. The respondents were asked to rate the extent to which they perceived the prevalence of remuneration issues among administration police officers. A Likert scale was used where strongly agree was given a weight of 5, agree a score of 4, not sure a score of 3, disagree a score of 2 and strongly disagree was given a score of 1. The respondents indicated that financial rewards including salary was the most prevalent remuneration issue as shown by a mean of 3.51. Fringe benefits including incentives, medical benefits, paid leave and allowances welfare programmes

such as housing were also prevalent remuneration issues with means of 3.18 and 3.17 respectively. These results reveal that police officers like other employees are motivated by financial rewards, incentives and fringe benefits in order to perform well.

Table 4.12: Prevalence of Remuneration Issues among Police Officers

Issue	Strongly agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly disagree (%)	Mean
Financial rewards	28.8(38)	38.6(51)	16.7(22)	9.1 (12)	6.8 (9)	3.51
Fringe benefits	25.0(33)	12.9(17)	43.9(58)	14.4(19)	3.8 (5)	3.18
Lack of transport or disturbance allowance	16.7(22)	24.2(32)	29.5(39)	25.0(33)	4.5 (6)	3.17

The above findings show that financial rewards is pertinent issues amongst police officers in Kenya. Thus it can be deduced that police officers consider themselves as poorly remunerated. These findings were echoed in the report by NPSC (2014) that identified financial remuneration as the most important issue amongst police officers. Similar findings were established from the interviews where all participants were in agreement that remuneration of police officers still remains a challenge. To this extent , one of the interviewers opined that remuneration has not only been a challenge but it has impacted to discipline levels, with the participants suggesting that poor remuneration has forced police officers to engage in corruption and participate in criminal activities as a way of enhancing their income levels. One of the informant stated that

As NPSC we recognize that poor remuneration is a major issue to the police officers. This is the reason that we have been trying to engage the government with a way of improving police remuneration as we recognize that failure to pay police officers well can lead them to engage in corruption.

NPSC Officer

4.6.2 Level of Indiscipline due to Remuneration issues

When the respondents were asked to comment on the levels of indiscipline due to remuneration issues, majority of them indicated that the levels were high as evidenced by a mean of 3.65. This finding indicates that remuneration issues influence police indiscipline to a high extent. Poor remuneration affects the performance, morale and discipline of officers hence it is essential that their dignity is maintained. This will enable them to perform adequately.

Table 4.14: Level of Indiscipline

Extent	Frequency (N)	Percent (%)
Very High (%)	35	26.5
High (%)	58	43.9
Low (%)	14	10.6
Very Low (%)	8	6.1
Not at all (%)	17	12.9
Total	132	100.0
Mean	3.65	

The findings imply that poor remuneration can contribute to cases of police indiscipline. This is supported by the IAU (2018) report that showed that poor remuneration amongst police officers is a contributor to the following police indiscipline's cases: corruption, abuse of office, pecuniary embarrassment, abuse of power and participation in criminal activities. Likewise, the findings from the interviews showed that there was general consensus among the interviewees that poor remuneration amongst police officers is a potential contributor to the rising cases of police indiscipline. During the interviews, corruption was cited by all the participants as one form of indiscipline that has been occasioned by most police officers feeling that they are not properly remunerated. This was supported by the following statements

Remuneration has been a challenge in the police force for some time. I believe that even the cases of police being involved in corruption is linked to how they are remunerated.

NPSC Officer

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The findings were made in light of objectives of the study and found that cheap alcohol was the type of DSA that is most prevalent while the levels of indiscipline due to DSA were moderate. Ethnicity, favouritism and corruption in promotions were the most prevalent job promotion issues. The manifestation of police indiscipline due to job promotion issues which was prevalent was verbal abuse while the main implications of job promotion issues was poor police performance and increase in crime incidents. The levels of indiscipline due to job promotion issues were high. Financial rewards including salary was the most prevalent remuneration issue while the levels of indiscipline due to remuneration issues were found to be high.

5.1.1 Relationship between DSA and Police Indiscipline

The study found that cheap alcohol was the type of DSA that is most prevalent among AP officers while bhang was prevalent to a lower extent. The leading cause of DSA was mainly repeated exposure to high stress levels, addiction and long working hours. According to the study, the manifestations of police indiscipline due to DSA which were prevalent included verbal abuse and excessive use of force. The study found that levels of indiscipline due to DSA found to be moderate while the main implications of DSA among police officers were that DSA led to decreasing confidence by the public and poor police performance. The study also found that DSA did not have positive impact on commitment to work, motivation and performance among police officers.

5.1.2 Views of police officers on how job promotion issues contributes to police indiscipline

The study found that ethnicity, favoritism and corruption in promotions were the most prevalent job promotion issues among administration police officers. Others were nepotism and unfair blocking of promotions but to a lower extent. The study found that the manifestation of police indiscipline due to job promotion issues which was prevalent was verbal abuse while the main implications of job promotion issues was poor police performance and increase in crime incidents. The study found that the levels of indiscipline due to job promotion issues were high while the

impact of job promotion issues on commitment, motivation and performance was negative among police officers.

5.1.3 Influence of Transfer-related issues on Police Indiscipline

The study found that the most prevalent transfer related issues were unfair transfers done as punishment or very frequently or as a result of favoritism, ethnicity and nepotism. The study found that the levels of indiscipline due to transfer-related issues were moderate. The study also found that the manifestation of police indiscipline due to transfer related issues which was prevalent was excessive use of force and bribery while the main implications of job promotion issues was poor police performance and decreasing confidence by the public.

5.1.4 Remuneration and level of Police indiscipline

The study found that financial rewards including salary was the most prevalent remuneration issue. The study found that the manifestation of police indiscipline due to transfer related issues which was prevalent was excessive use of bribery and threat of imprisonment and falsification of evidence while the main implications of remuneration issues was increase in crime incidents and decreasing cooperation efforts by the public in combating crime. The study also found that the levels of indiscipline due to remuneration issues were found to be high.

5.2 Conclusion

From the above findings, it can be concluded that cheap alcohol is the most prevalent type of DSA while the main implications of DSA among police officers was decreasing confidence by the public and poor police performance. Ethnicity, favoritism and corruption in promotions were the most prevalent job promotion issues while implications of job promotion issues include poor police performance and increase in crime incidents. The most prevalent transfer related issues were unfair transfers done while the main implications of job promotion issues were poor police performance and decreasing confidence by the public. Financial rewards was the most prevalent remuneration issue while the manifestation of police indiscipline due to transfer related issues which was prevalent was excessive use of bribery and threat of imprisonment and falsification of evidence.

5.3 Recommendations

The study findings revealed that the use of drug and substance abuse by police officers is associated with many cases of indiscipline in the police service. The study therefore recommends the need for National Police Service to urgently recruit more Counselors and Clinical Psychologists to help deal with the stressors that police experience thus helping arresting the problem of DSA in the Police Service. The government through the Ministry of Interior and National Security and National Police Service Commission should also implement new Human Resources Policies for Police service, specifically targeted at employee welfare, conflict resolution and counselling services. This will significantly improve the intra-personal relation and organization conflicts.

The study findings demonstrated that Job promotion within the Police Service has not been done on meritocracy but on favoritism, nepotism and ethnicity. The study thus recommend the need for National Police Service Commission and the Ministry of Interior to develop promotion and recruitment policies for police officers. This will promote fairness amongst police officers thus demotivating the police officers from engaging in acts contravening police norms e.g. engaging in bribery and corruption. In addition, the study suggest the need for increased accountability amongst other stakeholder such as KNCHR in ensuring that the existing promotion policies are adhered to.

The study findings showed that Police Officers have transfer related issues that impact negatively on police discipline. The study suggest the need for National Police Service to leverage on existing resources to make relocation of Police Officers much easier. Also the Government need to continue with the pursuit of Police Housing Schemes as it will make it easier for Police Officers to accept their transfers. This is because such Housing Schemes will make relocation easier for Police Officers will consider transfers positively due to availability of proper Housing Facilities in there new area of jurisdiction. There is also need for National Police Service Commission and National Police Service to implement the 3 year Transfer Policy of Police Officers as it will reduce unfair Practices in Transfers.

The study findings indicated that Police Officers have remuneration challenges that has led to cases of indiscipline. The study suggest the need for Ministry of Interior and National Coordination, National Police Service Commission and National Police Service to lobby for more Government Budget Allocation to improve the financial remuneration of Police Officers. Financial

remuneration will demotivate some police officers from engaging in corrupt acts as they will feel better remunerated.

5.3.1 Recommendations for Further Research

This study focused on the factors associated with indiscipline by the Administration Police Officers at Utawala/Githunguri area of Nairobi County. The study recommends the need for more studies that include both Administration and General Police Officers. This is because cases of indiscipline between the two sections of National Police Service might vary due to differences in nature of work, working schedule and working environment. The study recommend the need for more regression based studies that will tests the factors that leads to indiscipline in detail. This is because the current study was majorly descriptive, and regression models would offer better ways of knowing how the study factors influence indiscipline in Police Service.

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APPENDICES

Appendix 1: Questionnaire for Key Respondents (Junior Police Officers)

I am Obonyo Rachel Atieno, an M.A. student from University of Nairobi, Department of Sociology. This questionnaire is aimed at collecting information on the factors associated with indiscipline by the administration police officers at Utawala/Githunguri area of Nairobi County. The information you give will be treated with utmost confidentiality. Do not write your name anywhere on this questionnaire. Tick (✓) as appropriate or write down your answer.

I. Background Information

1. Current posting Station

- (i) NPS A Campus []
- (ii) Mihango AP Post []
- (ii) Utawala/ Githunguri AP post []

2. Age

- (1) 18 -24 years [] (2) 25 -31 years []
- (3) 32-38 years [] (4) 39-45 years []
- (5) Above 45 years []

3. Gender:

- (i) Male [] (ii) Female []

4. Rank

- (a) Constable [] (b) Corporal [] (c) Sergeant []
- (d) S/Sergeant []

5. How long have you been in the Administration Police Service?

- (a) 0 – 3 years [] (b) 4 – 7 years []
- (c) 8 – 11 years [] (d) 12 – 15 years []
- (e) Over 15 years []

6. Highest level of education

- (a) Master's Degree [] (b) Bachelor's Degree []
- (c) College Diploma/Certificate [] (d) Secondary Education []
- (e) Other (specify)

II. Relationship between DSA and police indiscipline

7. Which type(s) of DSA are prevalent among administration police officers? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

DSA	Extent of prevalence				
	1	2	3	4	5
Cheap alcohol					
Bhang					
Opioids (heroin, morphine, methadone)					
Psychostimulants (amphetamines)					
Cocaine					
If other, specify					

Please rank the type(s) of DSA in order of importance.....

8. How would you rate the following conditions or causes of Drug and substance abuse (DSA) by administration police officers? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Causes of DSA	Extent of relevance				
	1	2	3	4	5
Repeated exposure to high stress levels					
Exposure to Life-threatening situations					
Long working hours					
Distance from families					
Mental health problems					
Addiction					

If other, specify					
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Please rank the above causes of DSA in order of importance.....

9. To what extent does DSA relate to the following manifestations of police indiscipline?
 Use the following key;
 (5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Manifestations of Police indiscipline	Extent of Prevalence due to DSA				
	1	2	3	4	5
Homicides					
Assault or brutality					
Torture					
Excessive use of force					
Verbal abuse					
Sexual assault					
Forced confessions					
Bribery and threat of imprisonment					
Falsification of evidence					
Demand for sexual favors					
Discourtesy and abuse of due process					

Please rank the manifestations of police indiscipline listed above in order of importance.....

10. How would you rate the level of cases of indiscipline due to DSA among police officers?
 (1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

Please explain your choice of response.....

11. Does DSA by police officers cause the following problems? Use the following key;
 (5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Implications	Extent of Prevalence due to DSA				
	1	2	3	4	5
Increase in crime incidents					
Poor police performance					
Decreasing confidence by the public					
Decreasing cooperation efforts by the public in combating crime					
If other, specify					

Please rank the implications of police indiscipline listed above in order of importance.....

12. To what extent does DSA impact on police officers' commitment to work? Use the following key;
 (5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Commitment to work	Extent of impact due to DSA				
	1	2	3	4	5
Punctuality					
Discipline					
Following rules and regulations					
Law abiding					

If other, specify					
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13. To what extent does DSA impact on police officers' motivation? Use the following key;
 (5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Police officers' Motivation	Extent of impact due to DSA				
	1	2	3	4	5
Professionalism					
Decreasing cases of indiscipline					
Decreasing cases of criminality					
Improved police services					
If other, specify					

14. To what extent does DSA impact on police officers' performance? Use the following key;
 (5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Police officers' Performance	Extent of impact due to DSA				
	1	2	3	4	5
Reduction in crime incidents					
Improved police performance					
Increasing confidence by the public					
Increasing cooperation efforts by the public in combating crime					
If other, specify					

III. Correlation between Job Promotion issues and Police indiscipline

15. Which type(s) of job promotion issues are prevalent among administration police officers?
 Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Job promotion issues	Extent of prevalence				
	1	2	3	4	5
Favouritism					

Ethnicity					
Nepotism					
Unfair blocking of promotions					
Corruption in promotions					
If other, specify					

Please rank the types of job promotion issues listed above in order of importance.....

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16. How would you rate the level of cases of indiscipline due to job promotion issues among police officers?

(1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

Please explain your choice of response.....

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17. How is job promotion or lack of it important to a policeman's life and career?.....

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18. How would you rate the prevalence of the following cases of police indiscipline as attributed to job promotion issues? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Police indiscipline	Extent of Prevalence due to Job promotion				
	1	2	3	4	5
Homicides					
Assault or brutality					

Torture					
Excessive use of force					
Verbal abuse					
Sexual assault					
Forced confessions					
Bribery and threat of imprisonment					
Falsification of evidence					
Demand for sexual favors					
Discourtesy and abuse of due process					

Please rank the cases of police indiscipline listed above in order of importance.....

.....

19. How would you rate the following implications of police indiscipline as attributed to Job promotion issues? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Implications	Extent of Prevalence due to Job promotion issues				
	1	2	3	4	5
Increase in crime incidents					
Poor police performance/services					
Decreasing confidence by the public					
Decreasing cooperation efforts by the public in combating crime					
If other, specify					

Please rank the implications of police indiscipline listed above in order of importance.....

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20. Please explain how job promotion issues impact on police officers' commitment to work.....

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21. Please explain how job promotion issues impact on police officers’ motivation.....

22. Please explain how job promotion issues impact on police officers’ performance.....

IV. The Extent to which transfer-related issues is a Contributory factor to Police Indiscipline

19. Which type(s) of transfer related issues are prevalent among administration police officers?

Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Transfer-related issues	Extent of Indiscipline				
	1	2	3	4	5
Unfair transfers (as punishment, very frequent transfers, favouritism, ethnicity, nepotism)					
Physical risks from transfers					
Economic constraints from transfers					
Lack of transport or disturbance allowance					
Boredom and frustration					
If other, specify					

Please rank the transfer related issues listed above in order of importance.....

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20. How would you rate the level of cases of indiscipline due to transfer related issues among police officers?

(1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

Please explain your choice of response.....

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21. How would you rate the prevalence of the following cases of police indiscipline as attributed to transfer related issues? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Police indiscipline	Level of Indiscipline due frequent Transfers				
	1	2	3	4	5
Homicides					
Assault or brutality					
Torture					
Excessive use of force					
Verbal abuse					
Sexual assault					
Forced confessions					
Bribery and threat of imprisonment					
Falsification of evidence					
Demand for sexual favors					
Discourtesy and abuse of due process					

Please rank the cases of police indiscipline listed above in order of importance.....

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22. How would you rate the following implications of police indiscipline as attributed to transfer related issues? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Implications	Extent of Prevalence due to Transfer related issues				
	1	2	3	4	5
Increase in crime incidents					
Poor police performance/services					
Decreasing confidence by the public					
Decreasing cooperation efforts by the public in combating crime					
If other, specify					

Please rank the implications of police indiscipline listed above in order of importance.....

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23. Please explain how transfer related issues impact on police officers' commitment to work.....

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24. Please explain how transfer related issues impact on police officers' motivation

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25. Please explain how transfer related issues impact on police officers' performance.....

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26. How is a fair transfer or lack of it important to a policeman's life and career?.....

V. Relationship between an Officer's level of remuneration and his/her level of indiscipline

25. Which type(s) of level of remuneration issues are important among administration police officers? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Types of remuneration	Extent of importance				
	1	2	3	4	5
Financial rewards					
Fringe benefits (incentives, medical benefits, paid leave and allowances)					
Welfare programmes (housing)					
Responsibility, recognition and accomplishment					
If other, specify					

Please rank the level of remuneration issues listed above in order of importance.....

27. Please explain how level of remuneration affects a policeman's life and career?.....

.....

26. How would you rate the prevalence of the following cases of police indiscipline as attributed to level of remuneration? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Police indiscipline	Extent of Prevalence due to Level of remuneration				
	1	2	3	4	5
Homicides					
Assault or brutality					
Torture					
Excessive use of force					
Verbal abuse					
Sexual assault					
Forced confessions					
Bribery and threat of imprisonment					
Falsification of evidence					
Demand for sexual favors					
Discourtesy and abuse of due process					

Please rank the cases of police indiscipline listed above in order of importance.....

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28. How would you rate the following negative implications of police indiscipline as attributed to level of remuneration? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Negative Implications	Extent of Prevalence due to Level of remuneration				
	1	2	3	4	5
Increase in crime incidents					
Poor police performance/services					
Decreasing confidence by the public					
Decreasing cooperation efforts by the public in combating crime					
If other, specify					

Please rank the negative implications of police indiscipline listed above in order of importance.....

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29. How would you rate the level of cases of indiscipline due to level of remuneration among police officers?

(1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

Please explain your choice of response.....

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30. Please explain how level of remuneration impact on police officers' commitment to work.....

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31. Please explain how level of remuneration impact on police officers' motivation.....

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32. Please explain how level of remuneration impact on police officers' performance.....

VI. Remedial Measures against indiscipline by Administration Police Officers

29. How would you rate the following factors that make police indiscipline to persist? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Factors	Extent				
	1	2	3	4	5
Poor training					
Deficiencies in oversight					
Low recruitment standards					
Secrecy and impunity					
Public's negative perception of the police					
If other, specify					

Please rank the factors listed above in order of importance.....

30. How would you rate the usefulness of the following measures against police indiscipline? Use the following key;

(5) Very High (4) High (3) Low (2) Very Low (1) Not at all

Measures	Extent of Usefulness				
	1	2	3	4	5
DSA Policy initiatives and SAT facilities					
Professionalization by further training					
Improvement of working conditions					
Fairness in promotion, transfer and adequate remuneration					
Encourage motivation & reduce punitive disciplinary measures					
Reports to IPOA					
Reports to IAU					
Report to NPSC					
If other, specify					

Please rank the measures listed above in order of importance.....

31. In your view, what needs to be done to address police indiscipline?

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32. How would you rate your perception on effectiveness of the measures against police indiscipline listed in 32 above?

(1) Very High [] (2) High [] (3) Moderate [] (4) Low [] (5) Very Low []

Please explain your reasons for the responses.....

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Thank you

Appendix 2: Interview Guide for Key Informants

(Senior Police Officers, IPOA, NPSC, IAU, KNCHR, local human rights and civil society)

I am Obonyo Rachel Atieno, an M.A. student from University of Nairobi, Department of Sociology. This interview guide is aimed at collecting information on the factors associated with indiscipline by the administration police officers at Utawala/Githunguri area of Nairobi County. The information you give will be treated with utmost confidentiality and shall not be used for any other purpose other than for this research.

I. Background Information

1. Name (optional).....
2. Organization.....
2. Rank/Designation.....
3. Gender.....
4. Years of service/work at current organization.....
5. Education level.....

II. Relationship between DSA and police indiscipline by administration police officers

6. How is DSA prevalent among administration police officers?
7. What is the prevalence of police indiscipline as attributed to DSA?
8. How does DSA impact police officers' commitment to work, motivation and performance?

III. Correlation between job promotion issues and indiscipline by administration police officers

9. How prevalent are job promotion issues among administration police officers?
10. What is the prevalence of police indiscipline as attributed to job promotion issues?
11. What are the implications of police indiscipline as attributed to Job promotion issues?
12. How do job promotion issues impact police officers' commitment to work, motivation and performance?

IV. Extent to which transfer related issues is a contributory factor to police indiscipline

13. How prevalent are transfer related issues among administration police officers?
14. What is the prevalence of police indiscipline as attributed to transfer related issues?
15. What are the implications of police indiscipline as attributed to transfer related issues?

16. How do transfer related issues impact police officers' commitment to work, motivation and performance?

V. Relationship between level of remuneration and level of indiscipline by officers

17. How prevalent are remuneration issues among administration police officers?
18. What is the prevalence of police indiscipline as attributed to remuneration issues?
19. What are the implications of police indiscipline as attributed to remuneration issues?
20. How do remuneration issues impact police officers' commitment to work, motivation and performance?

VI. Measures to be taken to curb indiscipline by administration police officers

21. What factors make police indiscipline to persist?
22. How useful are the various measures against police indiscipline?
23. How effective are the measures against police indiscipline?
24. How effective is the role of IPOA, NPSC, IAU, KNCHR, local human rights and civil society against police indiscipline?
25. What needs to be done to improve measures against police indiscipline?
26. What needs to be done further to address police indiscipline?

Thank you

Appendix 3: Authority Letter from University

**Appendix 4: Acceptance Letter from National Police Training College Embakasi A
Campus**

Appendix 5: Originality Report