

# An Empirical study to Measuring Corruption and Integrity in Kenyan Police Agency: An Ethical Perspective

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## Abstract

Integrity is universal to human experience; it can be considered the measure of an individual, an agency, an institution, a discipline, or an entire nation. Integrity is a yardstick for trust, competence, professionalism, and confidence. A growing body of literature on police officers regarding integrity issues focuses on their perceptions of corruption prevalence. Currently, the police sector in Kenya is undergoing reforms which includes vetting of the top officers as stipulated in the new constitution dispensation of 2010. But this exercise has not decreased corruption in the police service. Even the ongoing traffic law enforcement at various road blocks in all corners of the country seems to have widened the window of bribery and corruption in the police traffic chain. Recently, even the president admitted that the police officers serving in the statehouse thrive on corruption and bribery and promised stern action against them. Integrity seems to be very elusive and a mirage in the police sector. The current analysis sought to examine empirically and determine corruption and integrity in the Kenyan Police Agency, with an ethical inclination. Data was collected through self-administered questionnaires by the researcher. Data was analyzed through descriptive statistics, multiple regression analysis and correlation analysis. Results indicate a significant relationship between ethics and corruption in the Kenyan police force. In this regard, there is a need to inculcate ethical integrity into the whole process of police administration in Kenyan Police Agency. This paper helps police management by providing useful information on ethics and corruption in Kenyan police organization and how they can benefit from this information in reducing the opportunity for corruption among members of this critical service agency.

**Keywords:** Ethical Policing, police integrity, professionalism, occupational culture, organizational rules, corruption

## 1.0 Introduction

Law Enforcement within a country is a crucial aspect of the criminal justice system, and the integrity of those who work within it is essential. All democratic societies recognize the important role of the police in maintaining the rule of law (Bayley, 2002). Bundled within that role is the importance that police officers live within the constraints of the law. Police are mandated to uphold the law through statutes, court decisions, and departmental rules of conduct. The boundaries created by the constitution, state, and department dictate acceptable police behavior (Jenks, 2009; Marche, 2009). When officers violate established boundaries, they partake in police deviant behavior (Vkovci, 2005a). When officers do not violate these boundaries, they exhibit integrity. Klockars and associates defined police integrity as “the normative inclination among police to resist temptations to abuse rights and privileges of their occupation” (Vkovci et al 2008, p. 60).

Police deviance has serious social consequences including a decline in public support for police, loss of trust in the rule of law, and a general mistrust of police. Taken in context with the necessity of community involvement for effective policing, a loss of public support could be catastrophic to the community. Inconsistent practices of law enforcement often reduce the community’s confidence in police and willingness to aid in investigations because the relationship between law enforcement and the public is strongly affected by the perceived legitimacy of the police organization (Vkovci, 2005a; Bayley, 2002). Further, how the police are viewed often coincides with a general perception of the entire criminal justice system. Highly publicized cases of police corruption or misconduct are especially harmful to public views of the police. (Bayley 2002, p. 134) noted this type of high profile incident was the exception, not the rule: “Although the public is most concerned about dramatic infringements of the rule-of-law, such as brutality, planting false evidence, and lying in courts most of the liberties taken by police are more mundane, routinized, and difficult to detect.”

With so much at stake then, it is vital that police officers possess a great deal of integrity. Police agencies are constantly striving to improve recruitment, application, and training procedures and to identify those individuals best suited to fulfill the roles of the police officer. It is therefore imperative to understand the nuances of officers’ perceptions of corruption to disseminate the most complete information as possible. Although researchers have argued that the environment of integrity may be more important than selection and training (Klockars, et al, 2000), it certainly has an impact worth examining. It follows that it is also important to focus that examination

on how officers perceive different types of corruption so as to direct future research and also practitioners to allocate limited resources in the areas that are most problematic. It is within this context that the current analysis was launched.

### **1.1 Background information to police corruption and integrity in Kenya**

Police agency in Kenya seems to have integrated a culture of corruption after independence from the British colonial masters in 1963. This is one of the reasons why the Kenyan populace fought for the second liberation for twenty years which resulted in the promulgation of the 2010 new constitution. This new constitution has clearly stipulated the importance of integrity in quality service delivery in all sectors of the Kenyan people. Strict police reform mechanisms are inculcated in the constitution and they are currently ongoing. But the Kenyan people have come to realize that mere changes such as vetting of the top police officers do not begin to translate to a culture of integrity in the force. Corruption is still widespread among the police officers, thus making police reforms practical only in theory but not in practice (Githui 2012).

Events in recent Kenyan police defiance and laxity by security officials to avert the deadly 2013 terror attacks on the Westgate Shopping Mall have eroded public trust in the integrity of the police; this situation has resulted in a closer scrutiny of the profession and its responses to this critical issue. In the report to the United Nations Program of Governance in African countries, which is called the Corruption Perception Index (CPI), Kenya received less than 2.5 points in 2012, while in 2011 it received 2.6 and was ranked in the top 100 nations among 180 countries in the world where corruption and integrity issues are prevalent. Transparency International issued its annual report on the CPI in 2010, and Kenya was given less than 2.2 points and ranked 1<sup>st</sup> among East African countries on the CPI (Transparency International, 2010; 2011). The above maintained countries ranks and scores for Corruption Perceptions Index is based on how corrupt their public sector is perceived to be. The perceived level of corruption on public sector indicated on a scale of 0 - 10, where 0 means that a country is perceived as highly corrupt and 10 means that a country is perceived as very clean. Ranks indicate a country's position relative to the other countries included in the index. The reports published by Transparency International show the increasing perception of corruption in Kenya from 2003 to 2011. This indicates a serious corruption problem in Kenya that must be addressed to build public safety, stability, and development.

Unfortunately, the police force in Kenya also faces a serious corruption problem. There is little literature or empirical study describing these practices. The Transparency Kenyan Team (2009) uncovered an increase in extortion at all levels. How many citizens or businessmen have been the victims of this type of extortion from a senior officer in Security? For example, a traffic officer might stop drivers and seize their driving licenses or car-related documents; extortion would take the form of swapping the license for money and other non monetary exchanges (Transparency International, 2011). With such unethical performance from the police agency, Kenya can not expect to compete effectively with clean nations like Malaysia and Singapore leave alone achieving her ambitious vision 2030 which aims at making the country a medium level economy

### **1.2 Problem statement**

Integrity is universal to human experience; it can be considered the measure of an individual, an agency, an institution, a discipline, or an entire nation. Integrity is a yardstick for trust, competence, professionalism, and confidence. Deep within every human being is the subconscious ability to interpret behavior and events as a mark of integrity or a violation of trust. It is this universal tendency that makes the study of integrity complex, challenging, and important. Policing in a democracy requires high levels of integrity if it is to be acceptable to the people. Historically, in Kenya, there have been many times when public trust in the integrity of the police has been questioned. Cases of abduction, drug trafficking, human trafficking and robbery continue to escalate while police take little effort to curb the menace. The recent 2013 terrorist attack on Westgate Shopping Mall, in which 70 people lost their lives and several injured, shows that there is a need to re-engineer and re-invent the wheel of integrity with the Kenyan Criminal and security agencies. This research therefore sought to empirically measure the level of corruption and integrity in the Kenyan Police Agency, with an ethical inclination.

### **1.3 Research Objectives**

This research was guided by both broad and specific objectives

#### **1.3.1 Broad objective**

The main objective of this research paper was to empirically measure corruption and integrity in Kenyan Police Agency with an ethical perspective.

#### **1.3.2 Specific objectives**

- i. To find out the level of knowledge of organizational rules governing corruption within the Kenyan Police Agency
- ii. To investigate the effect of occupational culture on the professionalism of police personnel in Kenya

- iii. To find out the level of professionalism exercised in the Kenyan Police agency
- iv. To assess the existing relationship between ethics and corruption in the Kenyan Police agency

#### **1.4 Research Questions**

This research was guided by the following research questions:

- (i) What is the level of knowledge of organizational rules governing corruption within the Kenyan Police Agency?
- (ii) What is the effect of occupational culture on the professionalism of police officers in Kenya?
- (iii) What is the level of professionalism exercised in the Kenyan Police Agency?
- (iv) What is the influence of ethics on corruption within the Kenyan Police Agency?

### **2.0 Literature Review**

#### **2.1 Introduction**

This chapter focuses on some of the past and latest review on the integrity of police practices that have been worked on by scholars, academicians and researchers in the field of security management, which could be relative to management of corruption in the police force not only in Kenya but also to other nations of the world.

#### **2.2 Police Ethics**

Terrance and Cox III (2005) conducted a study on police ethics: organizational implications note that law enforcement organizations must embrace ethics as a critical tool for effective decision making. An ethical agenda in ethic's training for officers begin at the academy, but it is more than simply adding more hours of classes on ethics. It begins by emphasizing the importance of judgment and decision making equal to the need to be a physical presence in the community. Ethical practice must be reinforced in the workplace. The culture of being above the law ends only when organizational leaders enforce rules against corrupt behavior and then recognize the right behavior (Githui 2012). Corruption cannot survive a scrutiny, nor can it live, if the organization itself is an opposition to it

Adebayo (2006) discusses ethical attitudes and pro-social behavior in the Nigerian police using multiple regression analyses. A total of 163 of the Nigerian police force represented the sample size of the study. In this study, results indicated an opposite relationship between unethical attitudes and pro-social behavior among police officers with high or average levels perceived organizational support and public recognition, while among police officers with low levels perceived organizational support and public recognition there was a positive relationship between unethical attitudes and the pro-social behavior.

(Dowie 2009) discusses ethics and integrity in the Hong Kong police force and realized the importance of promoting ethical standards to the police members in the fight against corruption at every level, because without ethical values, everything the police are doing is a flaw. Dowie stated that the Hong Kong police force expects all members to be aware of the need to comply with the forces values. Therefore, the police have sought to embed ethics and police integrity as core policing philosophies throughout the entire organization. Also, to reduce the risk of corruption Hong Kong police force had encouraged all the officers to report any suspected malpractice and corruption involving other members of the police force. Officers making such reports will be encouraged to avail themselves of the service of a support officer, who will be assigned to provide moral and practical support.

(Westmarland 2010) conducted an analysis on data collected from a survey of police officers who were asked about their attitudes towards police corruption, unethical behavior and minor infringements of police rules. The study found that most of the officers regarded on certain actions, such as those involving the acquisition of goods or money, as much worse than behavior involving illegal brutality or bending of rules in order to protect colleagues from criminal proceedings. Moreover, officers view acquisitive crime such as taking money or property as very serious and not acceptable, even if the amount of money is relatively small, such as in the case of the late serving pub, illicit speeding fine or repair shop backhanders. This is the behavior they would be quite likely to report on. Other behaviors, such as excessive force and bending the law to protect a drunk driving colleague which is considered as serious, but they would be less likely to report on it than some of the larger financially rewarding corrupted behavior.

#### **2.3 Knowledge of organizational rules**

Good implementation of knowledge management's processes is considered one of the basic requirements for effective organizational performance (Githui 2013). Despite the fact that knowledge has become a valuable resource and asset in all organizations, inclusive of university, studies on knowledge management processes and their impact on organizational performance are limited in policing and corruption management. According to Zaim (2006) all healthy organizations generate knowledge, which can be used by employees to learn set norms and rules. While interacting with other environments and organizations they absorb information, combine it with their experience, values and internal rules, turning into knowledge, and take actions based on it (Zaim, 2006).

According to (Stair & Reynolds, 2003: 208), the goal of knowledge management is to make people register and then share their knowledge with the rest of the members so as to understand the fundamental rules within the organization. The underlying purpose is to utilize available knowledge to improve the group's performance. The sharing process consists of collecting, organizing and conversing knowledge from one to another. Despite the large number of techniques that support the dissemination process, the knowledge management working to change the behavior of individuals by making their expertise and experience available for others to make use of it. Dissemination is only achievable and successful in organization if there is a shared vision and common understanding among the members of what it is one wants to disseminate together with a way of describing that to those who stand to benefit from it (Friesl, et, al.,2011).

#### **2.4 Occupational Culture**

The culture of any workplace is the organization's group of assumptions that govern how employees perceive and think about themselves, their work, other people and the organization's goals and then, how they act in relation to them. A culture can be viewed as the operating philosophy of an organization. If fundamental philosophies are well ingrained, honestly believed and people are deeply committed to them, then the actions of employees will usually be proper

'Culture is a confluence of themes of organizational activities' (Crank, 1998: 14). In turn it is generally accepted that an organization's performance is affected by the prevailing culture within its corporate body (Siehl et, al 1990). In organizations like the financial institutions, political parties, private clubs, the military and the police, the only way to gain an in-depth understanding of the prevailing organizational culture is from those 'insiders' who have worked in different capacities for sufficiently long period of time to describe and explain the genesis of the culture (Evered et, al, 1981). Such personal accounts have their limitations, for these could be construed to be biased or subjective (Sackman, 1991: 183). Authors also charge that insider accounts '...mindlessly ignore the deeper complexities of the craft of policing and the paradoxes and ironies that mark the role of the police' (Crank, 1998). Nevertheless, such accounts still remain the best source to learn significantly about any organization and in one sense the object of any cultural study is to seek an insider's viewpoint (Bryman, 1988).

In his 1986 research of the culture in a particular law enforcement agency, Barker identified specific unethical behavior that officers stated they would not report. The concerned behavior included shakedowns, kickbacks, traffic ticket fixes, gratuities, traditional crimes and payoffs. Barker (1986) concluded that peer groups within police agencies socializes and indoctrinates new officers to corrupt behavior and sanctions officers that don't participate in the misconduct.

#### **2.5 Level of Professionalism**

According to (Mahan 1991) adherence to the highest standards and fundamentals of professionalism is essential to the profession of law enforcement. Police professionalism has many meanings but no definitive model of professionalism in policing has been established. Historically, the idea of policing as a profession has emerged slowly. The professional model, as proposed in this research, seeks to define a working model of professionalism in policing. It is proposed that police work be a "true profession," similar to the professions of medicine, law, and education (Maister, 1997). Advocates of any professional model of policing argue that police officers are experts through training, certification, education, and experience, and thus should be viewed as professionals in every sense of the term.

Lumb (1994) notes that police officers today are more willing to accept a multifaceted role and tend to view themselves as law enforcement "generalists." Current expectations in policing are being shaped by various professional training issues, as well as academic and relevant work-a-day world experiences. Increasingly, police agencies are becoming more formalized and community-oriented in their operations and philosophy. The modern department is one that is well focused, promotes a strong code of ethics among the rank-and-file, and promotes equitable recruitment, selection, and promotional practices.

(Lumb 1994) further argues that the police are the gatekeepers to the criminal justice system. Simultaneous with the growing complexity of the police and policing is the growing public expectation of a more professionalized and competent police force. It should be noted when referring to "law enforcement agencies" generally, and the "police" specifically, in common usage all police officers are law enforcement officers, but not all law enforcement officers are police officers (Kleinig, 1996).

(Mahan 1991) contends that Police professionalism requires a refocusing on the communities the police serve. Any measure of police effectiveness today includes citizen satisfaction. The culture of policing has historically viewed the public as not supporting and respecting of the police. Bridging this gap between the community and the police is conceptually known as community policing - the strategy of increasing police presence in the community, and thus forming a partnership with the community served (Kelling, 1988). Community policing reflects upon the original police mission: partnerships, proactive problem solving, community support, and cooperation. Under this model, the police are more than mere law enforcers, they are expected to prevent crime, solve crime, and help community members' deal with pressing social issues in their respective communities

(Kleining et, al, 1991).

## 2.6 Measuring Police Integrity

Research on police integrity has occupied a significant place in the criminal justice literature for many years. Understanding the previous work builds a strong framework for studying all forms of police behavior including use of force, misconduct and corruption. Prior research includes examinations of officer's attitudes toward various violations of police integrity. Thus far studies using data from (Klockars et. al. 2000) and (Vkovi 2003) examined specific violations of integrity. (Micucci et, al 2005) analyzed officer's perceptions against one variable, the use of force. (Marché 2009) constructed an economic model that evaluated agency size and resources and their effects on perceptions of corruption. (Jenks 2009) examined officers' perceptions of moonlighting. (Vkovi 2005a,b) expanded the use of this data in comparative studies and (Schafer et al 2008) focused on supervisory position.

Previous research examined police officer perceptions toward separate hypothetical vignettes, which contributes to the understanding how police view single cases of integrity. However, little research has examined officer perceptions of corrupt behavior more generally. The current analysis furthers the exploration into police perceptions of police integrity by examining if perceptions of different vignettes make up a larger construct of behaviors generally viewed as corruption. It is important to know if groupings of scenarios make up clear measures of integrity instead of assuming that all of the vignettes are equally valid outcome measures of police integrity.

(Klockars, et,al 2000) ranked case scenarios based on officers' perceptions of offense seriousness, appropriate and expected discipline, and willingness to report. In accordance with that ranking the authors argued that four case scenarios (off-duty security business, accepting free meals and discounts on the beat, excepting holiday gifts, and cover-up of police DUI) were considered least serious while other case scenarios (bribes from a speeding motorist, crime scene and use of excessive force) were considered most serious.

## 2.7 Conceptual framework

In order to guide the researcher, the model consisting of the variables was developed. This framework consisted of both independent and dependent variables. Its diagram is as represented below. The dependent variables are; knowledge of organizational rules, level of professionalism, occupational culture, and ethical influence while independent valuable is integrity and corruption. (*Note 1*)

## 3.0 Methodology

### 3.1 Design and Sampling

A survey questionnaire targeting police officers was self-administered by the researcher. The questionnaire was written in English, which is the respondents' language; to tap the respondent's attitudes, perceptions, and feelings. A questionnaire is the best way to collect data in a short period of time, and the researcher has the opportunity to introduce the research issues and motivate the respondents to offer frank answers. It is also less expensive and consumes less time than interviews (Sekaran, 2003). The study used a probability sampling procedure. Specifically, stratified random sampling was used because of the differentiated information required regarding various strata and parameters within the population. This method is considered the most efficient among all probability designs. Kenya is a country with a population of 40 million (International Monetary Fund, 2011) and has about 200,000 police members. (Sekaran 2003) simplified the size decision by providing a table that ensures a good decision model, which provides a generalized scientific guideline for sample size decisions. In this study 150 were chosen as sample size based on estimating our target population according to the above-mentioned standard.

### 3.2 Measurement of Variables:

The dependent variable in this study is police corruption. A total of 36 items were used in this study to measure the dependent variable, adopted from previous studies of Almir Maljevic, *et al.* (2006). The Cronbach's Alpha scale in the sample of police officers has very high reliability, above of 0.78. Ethics and corruption in Kenyan Police agency was estimated using correlation measures developed by the author/researcher under the guidance of the previous studies.

### 3.3 Sources of Data, Instrument and Data Collection

All data collected for this study was purely primary information. Primary data was collected through structured questionnaires. The factors tested have been incorporated using a Likert-type method. The various steps were carried out for short-listing the variables of interest. The process started with literature review to identify critical factors for success. Focus group meetings were held to obtain a more comprehensive review; these groups were selected from various police stations and were facilitated by a team of consultants as guided by the researcher.

The first draft of factors was prepared and piloted. Testing for reliability and validity checks were conducted. (*Note 2*)

### 3.4 Testable hypothesis

To study the extent of corruption in Kenyan police agency, the following hypotheses were formulated:

H1: *Low level of knowledge of organizational rules contributes to police corruption*

H2: *There is an effect of occupational culture on police professionalism in Kenya*

H3: *There is low level of professionalism in the Kenyan Police agency*

H4: *Ethics has a strong influence on the corruption cases in the Kenyan Police Agency*

### 3.3 Hypotheses Formulation

For the purpose of this research, we formulated the following hypotheses, which were tested through regression analysis, based on the management drivers. The reliability of our findings was examined in details with a KMO and a Bartlett's test. In the KMO and Bartlett's sphericity's test results on the reliability of data set, the KMO value of 0.905 was close to 1.0 and thus statistically very significant. This adds good confidence and weightage to our regression model formulated by the researcher. (*note 2*)

### 3.4 Data analysis

For the purpose of this research, data analysis was carried out using descriptive statistics since the information is simplified for interpretation. The degree of agreement with statements was aggregated into two categories of yes and no. Responses were analyzed as single cohort for the respective obstacles and variables that constituted the drivers.

Responses were categorized into two general categories of "Yes", and "No" to simplify data interpretation. Incomplete surveys were included in the analysis, provided that the basic demographic information and a response to a particular question were provided.

## 4.0 Research Findings and Results:

The following section presents the main findings of this research.

### 4.1 Part one: Descriptive analysis and Process Capability

In order to establish the true performance and variable reliability, the researcher carried out independent histogram analysis and process capability as shown.

#### 4.1.1 Level of organizational knowledge

(*Note 3*) With the Process Performance indices  $P_p$  and  $P_{pk} < 1$ , (i.e  $P_p = 0.43$  and  $P_{pk} = -1.19$ ) this process is clearly in need of improvement. Note that the difference between  $P_p$  and  $P_{pk}$  is due to the off-center process mean. ( $C_p$  and  $C_{pk}$  indices are provided in the Capability Combination Report or optionally when creating Control Charts). This implies that there is a need to improve on the level of police knowledge in relation to their organizational rules.

#### 4.1.2 Occupational culture

(*Note 4*) From this variable, we note that with the Process Performance indices  $P_p$  and  $P_{pk} < 1$ , (i.e  $P_p = 0.55$  and  $P_{pk} = -0.27$ ) this process is clearly in need of improvement. Note that the difference between  $P_p$  and  $P_{pk}$  is due to the off-center process mean. This clearly highlights that there is a strong effect of occupational culture on the professionalism of police officers. Weak cultures create good loopholes for police corruption.

#### 4.1.3 Level of professionalism

(*Note 5*) From the above analysis we note that there is a need to review and re-engineer the level of professionalism exercised by police officers in Kenya. This is clearly shown by the low  $P_p$  and  $P_{pk}$ , which are less than 1, i.e  $P_p = 0.37$ ,  $P_{pk} = -1.01$ .

## 4.2 Part Two: Multiple Regression analysis

(*Note 6*) The descriptive table above shows the mean and standard deviation (M (SD)) of all the variables in the study. Standard multiple regression reveal a significance relationship the independent and dependent variables. Ethics scored high mean which was (4.08) and standard deviation was (0.345). The dependent variable, police corruption had mean score of 3.67(0.180). The respondents were 150 in total.

### 4.2.1 Correlations between ethics and Police Corruption

(*Note 7*) The next output table 2 shows the correlations between Ethics and Police Corruption. The table that shows a significant correlation can be detected. They were shown as below. It was established that the dependent variable, police corruption were significantly correlated to the independent variable ( $p < 0.05$ ). The result of the correlations were reported as below; Police corruption and Ethics,  $r = 0.168$ ,  $p < 0.05$ .

From the results above, police corruption has a positive relationships with the independent variable (Ethics). Results of the correlational analysis reports that corruption and ethics are highly correlated = 0.168. The closer the  $r$  value to 1, the stronger the relationship. The next part of the output is the Coefficients table; the Coefficients table shows the significance between independent variable (ethics) and dependent variable (police corruption). The Unstandardized Coefficients Beta column, gives the coefficients of the independent variable (ethics) in the regression equation. Police corruption =  $2.894 + 0.102$  Ethics  
Ethics has high influence on Police Corruption which was (0.102), had been reported in the Standardized Beta Coefficient column. T – tests were performed to test the two-tailed hypothesis that the beta value is significantly higher or lower than zero. From the table, the study hypothesized variable was significant (shown in the coefficient table),  $p < 0.05$ .  
As a conclusion, from the multiple regression tests performed to assess the correlation between police corruption and ethics, the study concluded that there was a significant correlation between police corruption and ethics. The variables were correlated to each other ( $p < 0.05$ ). (*Note 8*)

### 4.3 Part Three: Hypothesis testing

To test the hypotheses formulated in Chapter 3, a simple linear regression was used. Linear regression is a useful method to find the relationship between one dependent variable and an independent variable (Hair et al, 2006). Linear regression is widely used to explore a relationship between variables in social science research (Bryman, 2001). Hypothesis testing was based on the standardized path coefficient (r-path coefficient). To support the hypothesis, the p-value of the r-path coefficient was significant at the 0.05 level. In this research, r-path coefficient calculation was conducted through the following steps:

- (i) Independent variables: knowledge of organizational rules, level of professionalism, occupational culture, ethical influence were individually regressed against the dependent variable (Hypotheses H1, H2, H3, and H4)
- (ii) Independent variables: knowledge of organizational rules, level of professionalism, occupational culture, ethical influence were individually correlated against the dependent variable (Hypotheses H1, H2, H3, and H4)

The summary of the findings of the hypothesis test have been presented in the table below Hypothesis H1: *Low level of knowledge of organizational rules contributes to police corruption* was supported ( $r = 0.379$ ,  $p < 0.765$ ). This result is consistent with the findings from the focus group discussion and the review of the literature on corruption in police officers. (*Note 9*)

The Hypothesis H2: *There is an effect of occupational culture on police professionalism in Kenya* was supported ( $r = 0.286$ ,  $p = 0.876$ ). This result is consistent with the findings from the focus group discussion and the review of the literature on corruption in police officers.

Hypothesis H3: *There is low level of professionalism in the Kenyan Police agency* was supported ( $r = 0.310$ ,  $p < 0.603$ ). This result is consistent with the findings from the focus group discussion and the review of the literature on corruption in police officers. This shows that police officers need to rework on their professionalism.

Hypothesis H4: *Ethics has a strong influence on the corruption cases in the Kenyan Police Agency* was supported ( $r = 0.153$ ,  $p < 0.015$ ). This result is consistent with the findings from the focus group discussion and the review of the literature on corruption in police officers.

## 5.0 Discussion Recommendations and Conclusion

### 5.1 Discussion

The current study was designed to examine the influence of ethics on corruption among members of the police force in Kenya. The results show a significance positive relationship between corruption and ethics in the Kenya police force. Results of the correlational analysis indicates the significance positive relationship between corruption and ethics ( $r = 0.168$ ,  $p < 0.05$ ), this findings are expected based on research questions and the study hypothesis. There were also significant findings on the level of knowledge of organizational rules, which had a standard deviation of 0.78246 and a process performance of .43. The level of professionalism had a standard deviation of 0.911361 and a process performance of 0.37, which is less than 1; implying that there is low level of professionalism in Kenyan Police Agency. Organizational culture had a standard deviation of 0.911361 and a process performance of 0.55, which is less than 1 implying that culture could be one of the drivers in police corruption. This result suggests that among the sample of the Kenya police an increase in reported corruption is associated with unethical behavior.

Dowie (2009) notes that police force expects all members of the society to be aware of the need to comply with the forces values. Therefore, the police should seek to embed ethics and police integrity as core policing philosophies throughout the entire organization. Also, to reduce the risk of corruption, Kenyan police force should encourage all the officers to report any suspected malpractice and corruption involving other members of the police force. Officers making such reports should be encouraged to avail themselves of the service of a support officer, who will be assigned to provide moral and practical support (Transparency International, 2011).

Thus, the Kenyan police management must focus in improving ethics training within members of the police force to enhance in government efforts in reducing the opportunity for corruption.

## 5.2 Recommendations

The discussion, propositions of the literature review and the findings of the focus group discussion led to the following recommendations:

### (i) **Regular review and training to enhance knowledge of organizational rules**

Rules play an important role in directing the behavior patterns of employees. In this regard, police administrators and officers in Kenya should periodically engage in regular training to enhance their level of knowledge and comprehension as relates to organizational rules. This will help reduce cases of corruption within the whole agency.

### (ii) **Creating and sustaining an occupational culture that fosters high level of professionalism**

From the current research, it can be observed that there is an urgent need to re-engineer the whole systems of police administration in Kenya so as to create a culture that fosters high level of professionalism and ethical integrity. This culture should be created starting from the initial recruitment to training and placement of police officers. The ethics curriculum must be benchmarked with others in the US, Europe Senior police officers should be regularly rotated and trained on the need to embrace ethical policing as opposed to the current form of policing that debase them from their personal integrity

### (iii) **Establishing motivational factors to enhance professionalism**

With a low level of professionalism, the whole police Agency in Kenya cannot be able to help in the reduction of corruption let alone eliminating corruption and integrity issues. There is a need to identify motivation factors that accompany a particular occupation such offering incentives and fair promotions to best performing officers. Ethical values and morals should be embedded into the current professional codes of policing in Kenya, so to help create high performing police officers.

### (iv) **Holistic embracement of ethics in all policing practices and activities in Kenya**

With respect to police ethics and organizational implications we note that the law enforcement organizations must embrace ethics as a critical tool for effective decision making. An ethical agenda in ethic's training for police officers begin at the academy, but it is more than simply adding more hours of classes on ethics. It should begin by emphasizing the importance of judgment and decision making equal to the need of quality service delivery to the Kenyans. Ethical practices must be reinforced in the workplace of all police stations and offices. The culture of being above the law ends only when organizational leaders enforce rules against corrupt behavior and then recognize and reward the right behavior. Corruption cannot survive a scrutiny, nor can it live, if the organization itself is in opposition to it. It is therefore necessary to make ethics not only to be taught in the police academy but more so be seen to be practiced by the officers charged with the noble but challenging task of administering security in Kenya.

## 5.3 Research Implications/contributions

The focus of this paper was on an empirical study to measuring corruption and integrity in Kenyan police agency with an ethical perspective additional research to the larger samples will be necessary to support the current findings and their validity. Also global level categories have to be included in the additional research in order to be generalized in the current research findings with regard to corruption in the police agencies with a particular application in Kenya. The development and use of more appropriate ethical dimensions is, then, another useful option in researching police officer integrity and developing policies and practices aimed at boosting integrity/reducing corruption.

## 5.4 Conclusion

In conclusion, the finding of the study has shown increasing attention in recent decades to the importance of the inclusion of ethical standards to regulations that should be respected by the workers in the public and private organizations. To avoid ethics scandals, including corruptions which have been rising day by day, the police force must engrain and embrace and practice ethical values and principles in their noble duty to society where neglecting the attention to such ethical issues in the police organization have negative impact on society as a whole. This is due to the fact that police organizations play a significant role in the stability of the society and the protection of lives and property. Over the years, it has been difficult to research and understand police corruption and integrity. While there have been obvious legal boundaries dictating acceptable police behavior, it is now clear that researching officer perceptions towards varying levels of police misconduct can be beneficial. It is essential to understand police perception of violations of integrity, especially behavior consisting of misconduct and corruption, in order to create the structural foundation for stronger policies regulating police integrity not only in Kenya but to many economies of the world.



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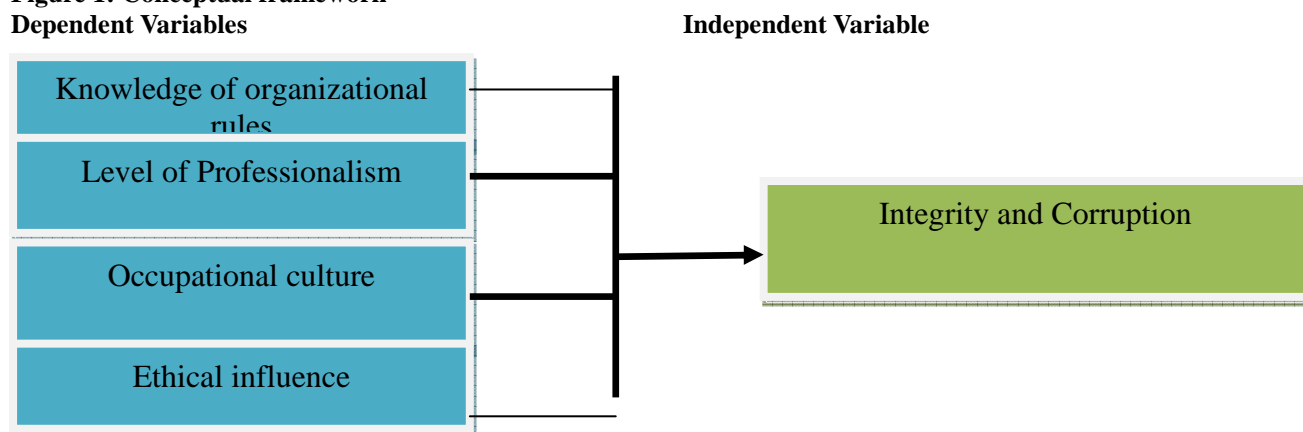
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**Notes**

**Note 1**

**Figure 1: Conceptual framework**  
**Dependent Variables**

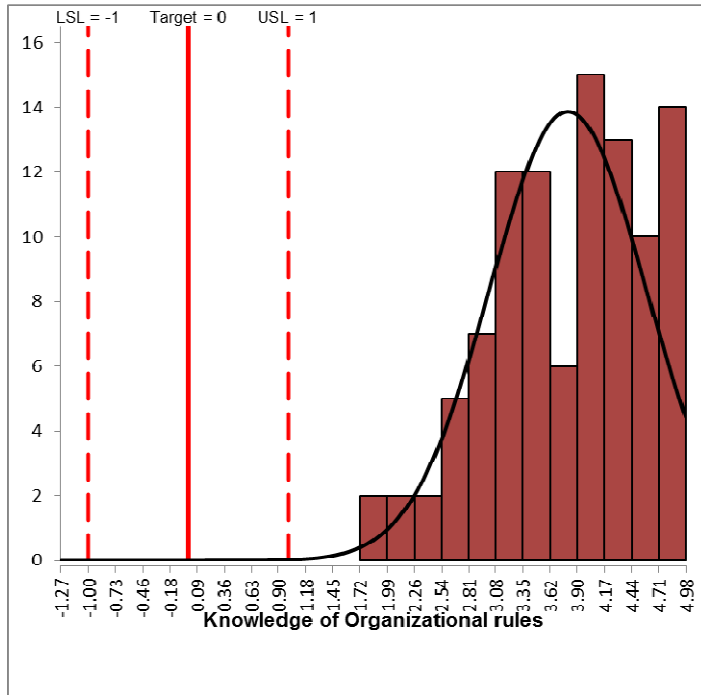


**Note 2**

**Table 1 KMO and Barlett Test**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>	<b>.905</b>
<b>Bartlett's Test of Sphericity's Approx. Chi-Square</b>	<b>2873,131</b>
<b>Df</b>	<b>190</b>

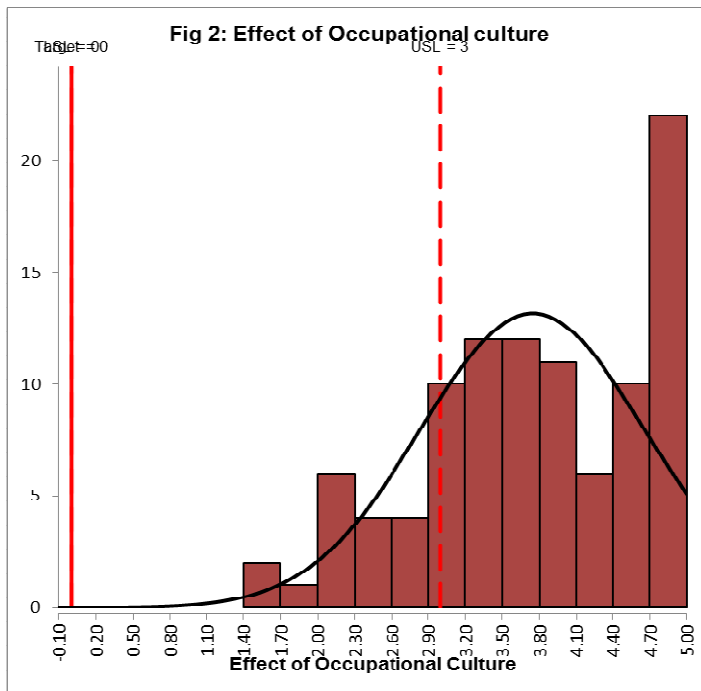
**Note 3**



**Summary**  
 Level of Knowledge of Organizational rules  
 Count = 150  
 Mean = 3.801  
 Stdev (Overall) = 0.782461  
 USL = 1  
 Target = 0  
 LSL = -1  
 Capability Indices using Overall Standard Deviation  
 Pp = 0.43  
 Ppu = -1.19  
 Ppl = 2.05  
 Ppk = -1.19  
 Cpm = 0.09  
 Expected Overall Performance  
 ppm > USL = 999828.3  
 ppm < LSL = 0.0  
 ppm Total = 999828.3  
 % > USL = 99.98%  
 % < LSL = 0.00%  
 % Total = 99.98%  
 Actual (Empirical) Performance  
 % > USL = 100.00%  
 % < LSL = 0.00%  
 % Total = 100.00%

*SigmaXLChartSheet*

Note 4

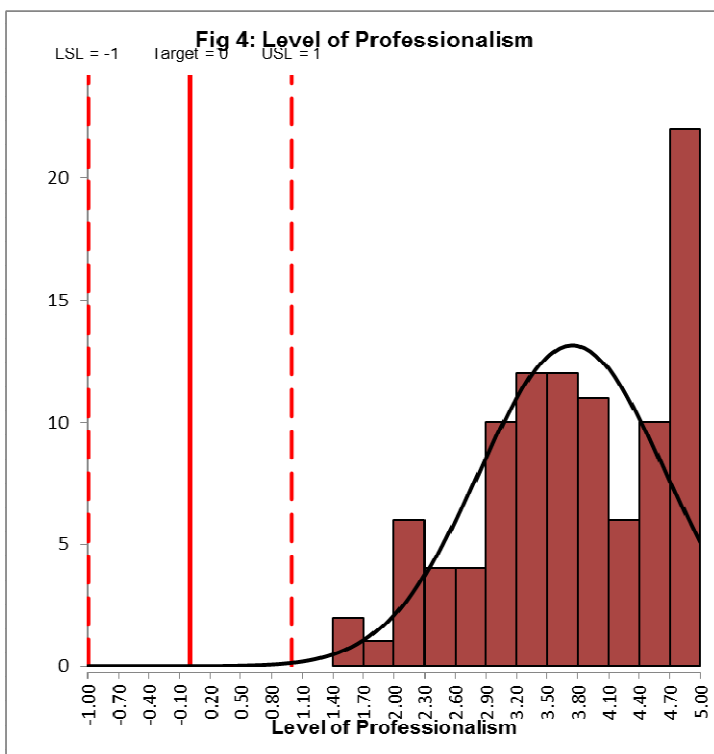


Effect of Occupational Culture

Count = 150  
 Mean = 3.748  
 Stdev (Overall) = 0.911361  
 USL = 3  
 Target = 0  
 LSL = 0  
 Capability Indices using Overall Standard Deviation  
 Pp = 0.55  
 Ppu = -0.27  
 Ppl = 1.37  
 Ppk = -0.27  
 Cpm = 0.00  
 Expected overall Performance  
 ppm > USL = 794137.0  
 ppm < LSL = 19.6  
 ppm Total = 794156.6  
 % > USL = 79.41%  
 % < LSL = 0.00%  
 % Total = 79.42%  
 Actual (Empirical) Performance  
 % > USL = 80.00%  
 % < LSL = 0.00%  
 % Total = 80.00%

SigmaXLChartSheet

Note 5



Level of Professionalism

Count = 150  
 Mean = 3.748  
 Stdev (Overall) = 0.911361  
 USL = 1  
 Target = 0  
 LSL = -1  
 Capability Indices using Overall Standard Deviation  
 Pp = 0.37  
 Ppu = -1.01  
 Ppl = 1.74  
 Ppk = -1.01  
 Cpm = 0.09  
 Expected Overall Performance  
 ppm > USL = 998716.7  
 ppm < LSL = 0.1  
 ppm Total = 998716.8  
 % > USL = 99.87%  
 % < LSL = 0.00%  
 % Total = 99.87%  
 Actual (Empirical) Performance  
 % > USL = 100.00%  
 % < LSL = 0.00%  
 % Total = 100.00%

SigmaXLChartSheet

(Note 6)

**Table 2; Descriptive statistics for Corruption and Ethics**

	Mean	Standard Deviation	N
Police Corruption	3.6682	.17961	150
Ethics	4.0820	.34460	150

(Note 7)

**Table 3: Correlations between ethics and Police Corruption**

		Police Corruption	Ethics
Pearson Correlations	Police Corruption	1.000	.168
	Ethics	.168	1.000
Sig (t-tailed)	Police Corruption	-	.000
	Ethics	.000	-

(Note 8)

**Table 4: Coefficients of ethical variable**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
1	Beta	Std. Error	Beta		
	Constant	2.894 .204		14.209	.000
	Ethics	.102 .026	.195	3.919	.000

Dependent Variable: Police Corruption

(Note 9)

**Table 5; Regression analysis-hypotheses and results**

HYPOTHESIS	DEPENDENT VARIABLES	INDEPENDENT VARIABLES	r-PATH COEFFICIENT	P-VALUE
H 1		Knowledge of rules	0.379	<b>0.765</b>
H2		Level of Professionalism	0.286	<b>0.876</b>
H 3		Occupational culture	0.310	<b>0.603</b>
H 4		Ethical Influence	<b>0.153</b>	<b>0.015</b>