# The Role of Ethical Practice in Recruitment in Improving Performance of an Institution

**(A case study of ethics in recruitment of the police service in Kenya and resultant performance in stemming insecurity since 2010)**

**Henry Peter Gommans** [*], **Joseph .M.Musumbu** [**]

[*] Supply Chain Professional/Lecturer), Mount Kenya University/Tradewinds Kenya Limited
[**] Scholar, Mount Kenya University

***Abstract***- The concept ethical practice is defined as the adherence and honour of morals, beliefs and values of a profession one is subscribed to. It also encompasses helping others who have been subjected to biased making of decisions. In the world, there is an overriding worry when it comes to the management of human resource in organizations. The International Civil Service Commission (ICSC) has linked poor performance of organizations in the world to unethical management of human resources, and more so during the recruitment processes. This project evaluates possibilities of poor performances in the police service in Kenya in stemming insecurity over the last four years, to unethical practices in the service. Specifically, the paper evaluates the implications of unethical police recruitments in Kenya over the last four years to overall performance of the police force in Kenya. This paper employs qualitative research methodology as a way of collecting data to qualify the hypothesis; that the unethical practice in the recruitment of the police service in Kenya has resulted to high levels of insecurity. Specifically, this project utilized focus group discussions, key informant interviews, participant observations, and case studies. Interviews involved two human rights individuals, two willing police officers stationed in Nairobi, three government officers at EACC and two Kenyan politicians. Three stations used during the 2014 police recruitment exercise were chosen for getting field notes.

## I. INTRODUCTION

**Background of the study**

Recruitment or placement is regarded as the foremost part of any organization. It is regarded as the most important policy in management of human resource in an organization, and this is because without it, an organization exists in void. According to ICSC Secretariat (August 2001), every other recruitment should not only be based on some shared principles, but also should conform to internationally accepted practices. Any recruitment exercise should be devoid of corruption, nepotism or favouritism. A report prepared by Transparency International in the year 2009, dubbed the Corruption Perceptions Index (CPI), ranked Kenya as one of the nations in the world which is most corrupt (Ndegwa, November 19, 2009). Overall, Kenya was given a score of 2.2, meaning that the perception on corruption, and especially bribery was very. In regard to institutions, the police service in Kenya has over the years led as an institution most corrupt, not only in Kenya, but the whole of East Africa.

According to Herbling (September 2, 2012), the police department in Kenya was the most corrupt institution in the whole of East Africa in the year 2012. Other than corruption, the police force in Kenya has been attributed shadowy deals such as protecting drug lords, illegal execution of prominent individuals and partaking in thefts in Kenya.

Arguably, the initiation part of corruption and indiscipline in the Kenyan police service starts at the recruitment or selection stage. As would be discussed in this paper, over the years, every other recruitment process is riddled with bribery, nepotism and favouritism. This paper has linked rampant bribery and other unethical practices during police recruitments in Kenya over the last four years to high level of insecurity in the country. Through use of case studies, focus group discussions, interviews and observations, unethical practices is the root cause of insecurity.

### 1.1. Statement of the problem

Over the years, Kenya police has been attributed to all manner of negative assertions. In the year 2007, the police service was heavily accused for illegal executions of persons and group of persons perceived to be disturbing normalcy in the country. Specifically, the police was accused with extra-judicial killings of the Mungiki sect members in Nairobi and its environs. Such acts and many others preceding and afterwards has given local and international observers conclude that there is a lot of rot in the police force. Recently, the terrorism menace has increased, and so are runaway insecurity, conspired thefts, undemocratic disruptions of lawful demonstrations and picketing, and highly acclaimed corruption in the police force. In this regard therefore, the paper answers the questions; *does the rot and incompetence of the police service in Kenya stem from unethical practice during national recruitment exercises?*

### 1.2. Research hypothesis

In any organization in the world, staffing remains the single most important step of improving performance of an organization. In essence therefore, if a recruitment exercise is bungled, wrong people would be put into the organization, and such would be a starting point of a downward trend in terms of performance. The rot in the police service in Kenya can be attributed to the recruitment exercises; whereby, majority of those who make it to the police force pay their way in. In this regard therefore; *Unethical practices during national recruitment exercises of police force in Kenya has led to low performance of the service.*

### 1.3. Research objectives

1. To investigate the link between high levels of conspired thefts and low morale of the police force in Kenya.
2. To find out whether increased insecurity trends in the country is attributable to incompetence and unwillingness to stem it out.
3. To evaluate the trends in the recruitment exercises in Kenya and whether they are riddled with nepotism, bribery, tribalism and favouritism.
4. To link incompetence and poor performance in the police service to presence of individuals who do not have the passion to be in the service other than monetary gains.

### 1.4. Research questions

1. What are the attributes of the police service in Kenya in terms of their capabilities to stem out runaway insecurity, increased presence of outlawed groups and terrorism?
2. How is the police service in Kenya rated in terms of bribery during recruitment services and general performance?
3. How rampant is corruption or lack of it in the police force, and more so during the selection and recruitment of security personnel in Kenya.
4. What are some of the unethical tendencies that are attributable to recruitment of the police service in Kenya?
5. What links exist in the police service in Kenya in regard to incompetence of security personnel in Kenya and claims of unethical practices during national recruitment exercises of police service in Kenya?

### 1.5. Assumption of the study

This research is based on assumption that the tendencies of unethical practices that were noted in the selected case studies and reference points were representative of a wider trend in Kenya. The study also makes assumption that the selected respondents were not biased in the answers they gave, and that their views were representative of the whole of the professions they represented.

### 1.6. The scope of the study

This study was limited to the police service in Kenya. The focus was on the recruitment of police into the police service in Kenya in the year 2014. The outcome is linked to the rampant rise of insecurity in Kenya for the past four years. Reports from various local and international sources have been used in this study to qualify the relationships between ethical or unethical practice during recruitments of police officers in Kenya and the performance, or lack of it for police service for the past four years.

### 1.7. Ethical consideration of the study

There are a number of ethical considerations that were made in this study so as to come up with a most representative analysis of the police in Kenya, and the link of poor performance to unethical practices during recruitment drives.

1. The policing profession is a most sensitive profession, and thus a lot of information gathered in the course of this study could not be included in this study.

2. Enough authority from relevant policing institution had to be consulted during the whole of the study.
3. As a matter of necessity, the results of this study had to be shared with relevant heads of various policing institutions in Kenya, and their views of whether to publish were sought.

## II.   LITERATURE REVIEW

### 2.0. Introduction to Literature review

The focus of this paper is the strong links that exists between poor strategies in recruitment of people into an organization and resultant poor performance. Organizations all over the world take enough time in strategizing on how to get the right people in their organizations. This is because haphazard recruitment can result to having incompetent staffs and having people whose interest is not embedded on improving the performance of an organization. In this regard therefore, it is paramount to put measures and principles that are to be used during any recruitment exercise.

Specifically, this paper looks at how, Kenyan  police service has over the years lost its glory in terms of performance, simply because their recruitment exercises are riddled with unethical practices such as bribery, nepotism, favouritism and tribalism. The literature review analyzes both theoretical and conceptual frameworks as a way of finding the strong link between performance of an organization, and recruitment exercises.

### 2.1. Theoretical  framework

#### 2.1.1.    Introduction   to   theoretical framework

As underlined in this project, the focus is on the underlying relationships between poor performance of police in Kenya and the unethical practices that are rampant during recruitment drives. In this regard, unethical practices such as embedded discriminations, bribery, tribalism, favouritism and nepotism has been studied to cause rising trends of insecurity and general poor performance of the  police service in Kenya. This section looks at some of the core theories that help create this link. The following theories have been evaluated to create this link, namely; the retention theory, the attribution theory, implicit personality theory, the objective factor theory, the critical contact theory, and the subjective factor theory.

#### 2.1.2.    Retention theory

This theory is most applicable in an organization setting, and concerns itself with the ability to hold employees in an organization. This is a most critical part of any organization; because, the ability to retain qualified employees in the organization makes the organization attain stability. According to Larson, Lakin and Bruiniks (1998), a well strategized recruitment process helps in building a good foundation of a company in terms of performance. More so, this is because the recruitment process will yield a good work base, which is highly talented and passionate about the working of the organization. Logan (2007) has also studied on how good management of Human Resource can help in attaining good retention of workforce, with the starting point of management being at the recruitment stage.

As expounded and understanding of this theory, it is clear that failure to strategize during recruitment can yield a bad workforce. Retention is mostly through good absorption, and if this is not capitalized during recruitment, stability of the

company would be compromised. Logan (2007) puts it that Human Resource management starts at the recruitment point. If such an exercise is bungled, a company would be full of non-talented persons and those not passionate about what they are assigned to do. It is highly important to set good standards during the recruitment drive so as to have a workforce committed to the ideals and values of the organization, and for good retention capacity.

### 2.1.3. Attribution theory

This theory helps in attaching some meaning to the behavior of other people, or even how people think. In explaining how people behave, internal attributions have to be evaluated, especially in personality traits. An environment or a situation can give a person a particular trait, which overall can give someone a defined attribution. According to Anderson (2001), an interviewee during recruitment must be evaluated on the kind of behavior he or she has. In this regard, if a bad behavior is recruited into the workforce, it means that the stability of the company and general performance are compromised.

Attribution theory is highly applicable in explaining low performance of the police service in Kenya. Attributions of individuals recruited into the police service can be driven either by motivation or by emotions. Mostly, it is recommended that individuals absorbed into the police force are driven by motivation as opposed to emotions. Emotional driven attributions can encompass a need to make quick money, or a need for revenge. Such individuals would only lower performance of the police service as opposed to adding value. Corruption and other unethical deals during recruitment helps have such kind of attributions into the police, and as such should be avoided.

### 2.1.4. Implicit Personality theory

Implicit Personality theory helps in defining biases and specific patterns that individual acquires when making a decision or an impression about something with low information on it. This theory was developed by Renato Tagiuri and Jerome Bruner in the 1950s when they considered some external impressions or traits developed by individuals (Cash, 2013). It is all about stereotypes that individuals develop towards something, and therefore, if a person with negative stereotypes towards an institution is recruited into an organization, such an individual can only lower performance of the organization as opposed to adding value to it. It is critical that when an organization is carrying out a selection and recruitment drive, factors such as passion to perform should be considered. Those whose main aims are material gains instead of contributing to value addition should be discarded at the recruitment stage.

All selection and recruitment methods should have utility and validity (London, 2001). It is important to be choosy during recruitment, with the criteria being on those whose ability to add value is high. However, when ethics are not considered, possibilities that are that individuals put into the workforce are limited in terms of ability to add value. Such should be the case whenever there is a recruitment drive of the police service. In most cases, with an example of the Kenyan police recruitment drives, acts of terrorism become rampant, and it is hard to determine whether those who have been put into the police service are capable of delivering and securing people.

### 2.1.5. Objective factor theory

Objectivity is an important consideration in any decision making process. By definition, objectivity means considering all sides of prevailing situations before coming up with an informed decision. As well, before an individual decides to work for a particular organization, he or she must have evaluated all possibilities and need of working for the organization. According to Christians (2012), most of the factors that are chosen by individuals wishing to work in an organization include the location, the levels of salaries or wages, the nature of work and opportunities present for growth. The theory suggests that individuals apply for a job mostly based on the attributes of the organization and the tangibility of the job (Christians, 2012). However, the issue of money has always come in, and a number of individuals would do anything to be in the organization. Such a situation is highly prevalent during police service recruitment drives, where, individual would consider bribery as a way of getting the job.
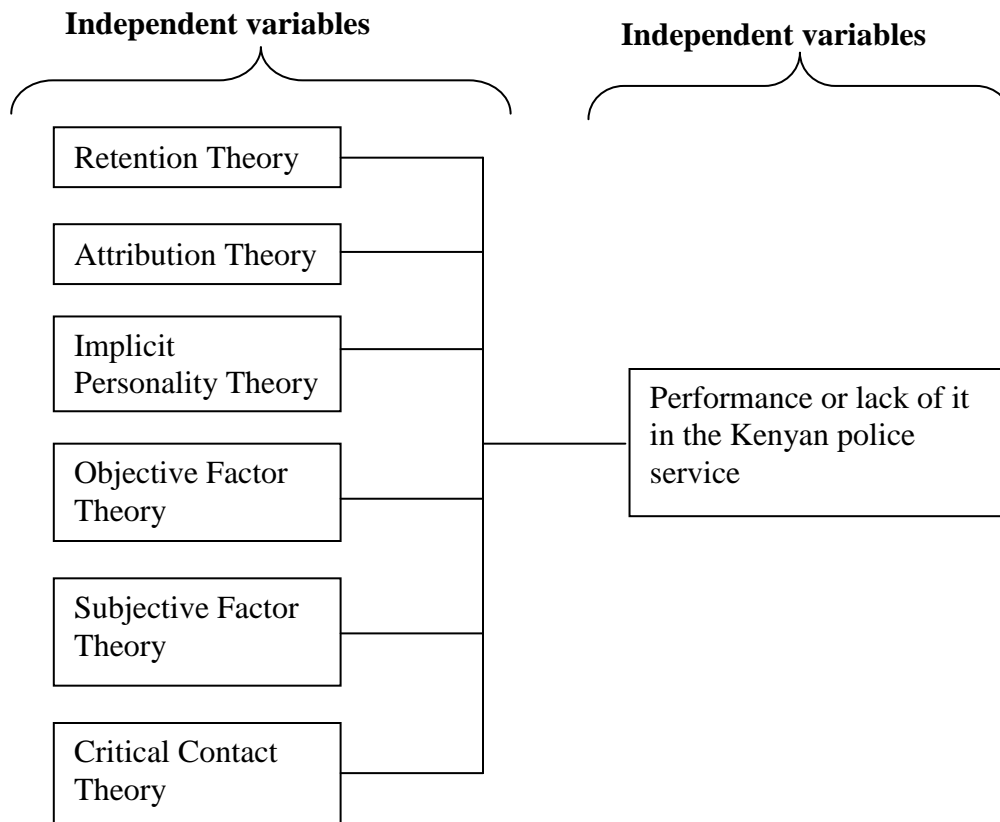
### 2.1.6. Subjective factor theory

As opposed to the objective factor theory, the subjective factor theory looks at the personality and the compatibility of a person with the image an organization is known for. It is also a very critical factor to be considered when choosing the company to work for. Wilson (2008) is of the view that an individual should first of all evaluate whether the company or institution he or she is wishing to join has the attributes he or she possess. For example, in the police force, not everybody has a sense of responsibility in securing people, and such people should not be allowed to be in the organization. However, in most cases, the people who are recruited are those who have 'bought' their way in, through favouritism, tribalism or bribery. Such a sad situation only begets low performance of the police force. In Kenya, over the years, rampant insecurity tendencies have been reported, and not that the police service does not have enough resources, but individuals in this force lack compatibility with the service.

### 2.1.7. Critical contact theory

This theory is relevant where the objective and subjective factors theories are not applicable. A person may lack information about a particular company. This theory asserts that an individual may lack critical differentiates of a various job opportunities prevalent and does not have significant contact with a company. Employment of such a person is mostly based on his or her presentation during the interview. Basing on the argument of non-performance in an organization, an individual who fails to understand what is needed in a job may fail to have significant contribution to it. As per the discussion, an individual may lack requisite knowledge about what is needed for a person getting into the police service in Kenya. Such an individual, even after intense training will still not add value to the service. Such individuals should be filtered right at the recruitment stage.

**Fig. 1: Theoretical Framework**

**Independent variables**                    **Independent variables**

Retention Theory

Attribution Theory

Implicit Personality Theory

Objective Factor Theory

Subjective Factor Theory

Critical Contact Theory

Performance or lack of it in the Kenyan police service

### 2.1.8.   Ethical competency

The concept of Ethical competency is the ability to identify an ethical problem and commit one to resolving it. Problem solving and reasoning are most critical in this concept. Ethical competency involves a lot of components, and which ought to be adhered to by recruiting individuals and those being recruited. First, he or she must have the competency of evaluation and fact gathering, where, there must be competency to collect as well as examine some relevant facts about a decision to be made (Watson, March 2013). Secondly, the individuals must have creative alternatives to solve underlying problems as well as make creative decisions. Thirdly, the individuals must be able to foresee some of the potential consequences that can result when some decisions are made, and as such, offer remedies before the consequences are realized.

Ndambuki (September 2001) in the report, *Public Service Competency Assessment Framework* in Kenya writes that all ministries and government institutions in Kenya must adhere to specified levels of competencies when recruiting individuals. Such is applicable in recruitment processes of the police service in Kenya, where, only competent individuals are absorbed into the police force. Failure to have such would result to a non-prepared police force that cannot tackle bedeviling problems of insecurity in Kenya. More often, these competencies are not applied; instead, a number of unethical practices such as corruption and favouritism are applied during police recruitment drives.

### 2.1.9.   Commitment - self efficacy, education

There is a strong link between good systems of high level performance practices at work places and the organizational performance. When the performance of practices is high, the resultant is a high performing organization (Huselid, 1995). High level performance of individuals takes commitment; and such is comprised with high level self efficacy and education. A well educated work force, and which has self efficacy means that the performance is high, and so is the performance of the organization. in essence, education and self efficacy are two components that have to be considered when recruiting individuals into the organization. Failure to do so means that the organization would be riddled with individuals who fail to comply with the values of the organization, hence low performance.

Commitment during recruitment drives has to be evaluated. The levels of self determination of individuals being recruited, and their education are utmost relevant for an organization. There are levels of education that are set for each and every other organization, whether private or public, and for a police force in Kenya, the standard is a specific KCSE grade. Other than the grade, it is utmost important to evaluate the preparedness of the individuals to undertake the hard tasks that characterize the police service, such as securing the livelihoods of Kenyans as they go about their work. Any recruitment exercise should be

devoid of other considerations other than the preparedness and education of the individuals.

### 2.1.10. Year 2012

The month of January 2012 saw the killing of a member of the Community Peace and Security Team, based in Hagadera camp. The attack also claimed a number of police officers. On March 10, 2012, six people were killed, while more than 60 got injured when a grenade was hurled at people in the Machakos bus station.

On 29th April 2012, God's House of Miracles Church, based at Ngara Estate was attacked, where one person died and more than 10 injured. On Tuesday 15th May 2012, three grenades at thrown at Bella Vista club in Mombasa, killing one person and injure five. The militant also indiscriminately fired at people, killing one woman and injuring two night guards.

May 28, 2012 saw a blast go off within Assanand's House along Moi Avenue, injuring more than 25 people. Sunday 24th June 2012 had a grenade attack at a Jericho Beer Garden located in Mishomoroni Mombasa County, killing 3 people and more than 30 injured. July 1st 2012 had masked gunmen attacking two churches in Garissa killing 17 people and injuring more than 50; while one person was killed on 3rd August 2012 and six others injured in Eastleigh.

On 30th September 2012, a boy aged 9 years was killed by a grenade in a Sunday school along Juja road. Ten people were killed on November 18 2012 and 25 injured in Eastleigh, and on Wednesday 5th December, one person was killed in Joska area, Eastleigh.

### 2.1.11. Year 2013

Amongst other security lapse incidences, the year saw the most tragic terrorism incidence when masked Al-Shabab gunmen stormed a popular shopping mall in Nairobi, the Westgate mall, killing more than 65 people, and injuring hundreds of people. This 21st September 2013 incidence is quoted as a major one, because it attacked a major area harbouring affluent people in the society, including foreigners.

There were a number of other terrorist incidences therefore after; for example, on 13th December 2013, double blasts were reported in Wajir, a town on the North Eastern side of Kenya. The following day, a hand grenade was thrown towards a minibus in Eastleigh, where four people were killed and 36 others injured.

### 2.1.12. Year 2014

A number of terrorists' attacks have happened so far. Notable areas which have been attacked are Gikomba, Likoni in Mombasa, Lamu/Mpeketoni, Pangani, Githurai and Eastleigh among others.

### 2.2. Case studies on ethical recruitment practices of police services, and performance

#### 2.2.1. Police Recruiting and Its Impact on Corruption: Report by E.M.U School of Police Staff and Command – Detroit Police Department

*Allen (May 2003)*

The report is a research project that was submitted by Lieutenant Daniel Allen of the Detroit Police Department in March 2007. The research report identified a number of flaws that are prevalent during hiring or recruitment practices in the cities put under research, namely; Detroit, Los Angeles, Cleveland, Chicago, New Orleans and Miami. The report qualifies a popular assertion that police are always vulnerable to corruption and mostly applicable during recruitment of the police personnel.

Mediocrity of the police force in the cities under study is seen to emanate from the recruitment process. When a police officer is recruited using dubious means, there will ever be temptations to engage in some corrupt deals in the course of working. Such practices mentor police personnel that it is okay to engage in corruption and other forms of unethical practice, and such can lower the performance of the police service. To end the trend, the chain has to be cut at the recruitment process. The recruiting individuals should not demand to be bribed by the new recruits as such a situation would corrupt the minds of the recruits.

#### 2.2.2. Baragoi: Failing Internal and External Accountability – Report

The report dubbed, *Document – Kenya: Police Reform in Kenya: "A Drop in the Ocean*, published by Amnesty International evaluates a number of situations where the police service in Kenya has failed. More significant is the analysis of how failure to have internal and external accountability led to Baragoi killings of police trainees. The killings happened on November 10, 2012, and in that fateful day, Kenya woke up to news that more than forty (40) police officers lost their lives in Baragoi forest. This forest is surrounded by an arid area, mostly inhabited by Turkana and Samburu ethnic communities. The analysis of these killings pointed to a failure of lack of both external and internal accountabilities of the police force.

As put in the report, a number of reforms have been neglected in the police force, to an extent that there was no clear command system before the more than 40 newly recruited individuals were sent to face hardened bandits. The pointer is lack of accountability and a rot in the whole system of the police force. Up to the present day, those responsible of sending newly trained personnel to the forest, instead of experienced police have not been held accountability. It is a pointer of the depth corruption in the police service has gone.

#### 2.2.3. Corruption at The Kenya Police Airwing: A Mars Group Publication

*Mars Group Kenya (2007)*

The report by Mars Group Kenya alerted Kenyans of an attempt by the Government, and indeed the Kenya Police Airwing to overall some four Russian helicopters by a colossal amount of Ksh. 840 million. By any standard, such an amount is huge considering the helicopters were in operation for 9 years; from 1998 to 2007. Mars Group Kenya took upon itself to notify Kenyans of what the police service in Kenya is squandering money. The money is contributed by Kenyans, and so it should be used for the purposes it is intended. Such levels of corruption exist in the police service, and unless there are prudent measures to curb this, Kenya will continue losing millions and millions of taxpayers' money.

The report is critical of how corrupt the police service in Kenya is. Looking at the figures quoted to replace the four Russian helicopters, it is easy to understand why the police service in Kenya is said to be the most corrupt in the whole of

East Africa. In essence, corruption starts at the recruitment stage, where, those being recruited are put through some unethical deals such as bribery, tribalism and nepotism among other negative vices. Possibly, all police departments in Kenya are corrupt. This begs the answer; *where does the vice start showing its head?* It can only be at the recruitment stage.

### 2.2.4. EACC Report: Corruption and Unethical Practices in Countrywide Recruitment of Police Officers

This report was prepared by the Ethics and Anti-Corruption Commission (EACC) and investigated various situations where corruption prevails during police recruitments in Kenya. The report looks a number of cases where individuals are exposed to corruption during recruitment of police officers. In virtually all situations, there are corruption tendencies, and the respondents give situations where they think that unethical tendencies are applied during recruitment. Overall, this report notes that unethical behaviours have social, economic, cultural and political effects. When corruption is practiced at the recruitment stage, the ripples effect is that the officers will carry on with the tendencies to their work places.

In one of the case studies, Chotara, a foreign student is conducting a research on corruption tendencies in the Kenyan military as well as the capacity of the military to carry out its duties effectively. He seeks information from Kerich Maarufu, one of the public officers stationed at the department, who attends to his requests. Chotara is not surprised that Kerich wants him to bribe him so that he can attended to. The astonishment is that the nature of information Chotara was seeking did not require much commitment, but instead, he is required to 'give something' in exchange of information. Such is the sorry state of security departments in Kenya. Corruption tendencies are operated openly, and in any case, every other police officer or a military person feels compelled to engage in it because 'every other person is doing it.'

### 2.2.5. Report: Corruption exposing Kenya to Terrorism – Experts

*Odula (May 29, 2014)*

This case study looks at experts' evaluation of increased terrorism in Kenya and the link with the rot in the police force. According to Odula (May 29, 2014), there is a strong link between the deadly terrorist attacks that have happened over the years in Kenya and the deep rooted corruption in the police force systems. Odula (May 29, 2014) notes that the system graft is at the core of the inability of the state to respond to the terrorist attack and insecurity in general. John Githongo, one of the experts who gave their views in this report point to a well coordinated corruption network that is hard to break, unless there is commitment and will to cut the chain. As analyzed by Githongo, the country is paying heavily the price of corruption with the 'blood.'

Terrorism acts in Kenya can be attributed to the rot prevalent in the police force, which starts at the recruitment stage. Indeed, if corruption is not started right at the initiation stage, police officers would not have guts to ask for bribes from terrorist and other criminals. Corruption in Kenyan police service is deeply embedded, and did not start a decade ago (Odula, May 29, 2014). The rot in national security started during pre-colonial era. Even then, police officers who were recruited by the colonial masters

would ask for bribe or partner in crime for a fee. The ruling elite in the country are much aware of what happens in the police force, but are unwilling and not committed it. As put by Githongo in Odula (May 29, 2014), Kenya will continue to suffer from terrorism unless the mindsets of police officers are changed right at the start.

### 2.2.6. Kenya: Police Abuse Nairobi's Refugees – Human Rights Watch Report

*Human Rights Watch (May 29, 2013)*

This report was prepared by the International Human Rights Watch Organization and highlights the depth of human rights abuse amongst police to the Nairobi's refugees. Refugees in Nairobi, who are under the watch of International organizations, have been subjected to torture and abuse by police officers, who are supposed to guard them. The Kenyan authority has failed to open investigations into the abuses. This is a pointer that the Kenyan authority collaborates in what happens in the refugees' stations. Unbelievably, the police officers engaging in such acts do not feel remorse, and unleash terror on the refugees. The refugees in Kenya have ever remained under uncertainties on whether they can be relocated to other countries. More so, the torture they are subjected to is making them lose faith in Kenyan environment as a safe haven for their stay.

The abuse of refugees in Kenya, and especially Kenyan capital, Nairobi does not only involve beating up. Refugees, especially those who have come from the war torn Somalia are asked for money for their protection. Their wealth is stolen by the police manning them in areas such as Eastleigh area in Nairobi. At times, hundreds of police officers would descend on areas housing refugees and subject them to torture such as rape, beating, extortion and stealing.

### 2.2.7. Kenya immigration, Police take bribes, Vulnerable to terrorism: Guul Group report

The Guul Group (May 29, 2014) produced a report that analyzes corruption at the Kenyan immigration points, the vulnerability of the country to terrorism and the tendency of police in Kenya to always taken bribes. A police officer in Kenya is willing to break ethics of the police service just to take a bribe. Such a bribe can result to huge damages such as building being brought down by terrorism. A terrorist is all aware of how corrupt the police officers in Kenya are corrupt, and thus can easily sneak a grenade into a building and blow it up. As put by Guul Group (May 29, 2014), Kenya may continue to see a string of terrorist attacks simply because there is unwillingness to end corruption in the system.

Al-Shabab continues to be blamed for terrorist attacks in Kenya. The terrorist group is dominant Somalia, but has found a good playing ground in Kenya. Despite having immigration points on the boarders of Kenya, these terrorists still find their way into the capital city of the country. An immigration officer; probably because of how he or she was introduced during his or her hiring is willing to take a bribe from a suspected Al-Shabab individual so that the terrorist can sneak the bombs into the country. This level of corruption will continue to ruin Kenya if stringent measures are not undertaken. The rot in the police force can only be eliminated when individuals are being recruited.

### 2.2.8. Recruitment into Police Service – The State of New Jersey

*Journal by the Department of Law and Public Safety*

The Police Service in the State of New Jersey has set stringent measures that have to be used during recruitment of police officers. The measures are outlined in the website, which serve as a guideline of what an individual wishing to be recruited into the police force must have, or should not have. Other than the common requirement an individual should have such as a right age; good level of education, American citizenship and the driver's license, those recruiting individuals must check the background information of the recruit. This is a unique set of recruitment, but which makes the police force in New Jersey worth emulating.

Every other employment in the New Jersey police service as a trooper must have compressive requirements, categorized under background information. Critical in these are; high levels of integrity, high levels of responsibilities, sound moral character, high level of dependability, reliability and be of sound judgment. These values are known when a person is taken through a number of interview steps. Recruiting individuals know too well that failure to look into these critical requirements would make the police service in New Jersey be riddled with corrupt individuals. The measures put in this police department are worth emulating. They can help stem out corruption and unethical practices.

### 2.2.9. Tackling Police Corruption in Kenya – IWPR Report

This report was compiled by the Institute for War and Peace Reporting (IWPR). As written by Wanjala (August 6, 2013), the way to end corruption amongst police officers in Kenya is to have tighter discipline, better payment and instilling greater accountability. The report notes that corruption has double sides; those engaged and those engaged into. For example, a driver in Kenya roads knows too well that traffic police officers takes bribes, and thus such a mind has been inculcated into his or her mind, and is willing to give money to the police officer.

If corruption is to be terminated completely, Kenyan authorities must be willing and committed to fight it. If there can be greater accountability, police officers would fear to engage in corruption. If there could be stringent measures during recruitment, the recruited individuals would not get a mind that they can earn easy money when they start their work. It would take courage to ask for a bribe, hence improving commitment to work diligently. The resultant would be a high performing police force in Kenya. Various public and private organizations can combine efforts to fight the vice until it is completely stemmed out. It is the only way to put Kenya back to stability.

## III.  METHODOLOGY

### 3.0. Introduction to Methodology

This study was done to assess the relationship between corruption experienced during recruitment of police officers, and the overall neglect this institution has practiced in its core mandate of protecting people. In order to come up with a quality analysis, only qualitative approaches were done; as opposed to combining both quantitative and qualitative approaches. The respondents in this research were successful and unsuccessful recruits during the 2014 police recruitment drive, and selected experts. Case studies were used to qualify the relationship, while interviews, focus group discussions and observations were used to get quality information from concerned individuals.

### 3.1. Research design

This research project utilized descriptive research design, with a specific focus of qualitative approach. In this study, case studies, interviews, focus group discussions, and naturalistic observations were utilized. This approach was most favoured as it gave the researcher a clear direction to investigate the relationships of the variables. In this regard, the researcher was able to go to the field and take notes, as well as engage interested parties to discuss underlying issues of police recruitments and how unethical behaviours during the exercises are resulting to rampant insecurity in the country.

A number of case studies were selected, and which helped in qualifying the data collected on the field, through, interviews, quality focus group discussions, and observations among others. The case studies used concern high levels of corruption in Kenya, and how the trends in unethical behaviours stem from the starting stage of hiring/recruitment of police officers into police service.

### 3.2. Research sampling

Selective sampling method was chosen to get stations as places of studies during the recruitment exercise of 2014. These stations were; Kamukunji in Nairobi City County, Baricho in Kirinyaga County and Nakuru town in Nakuru County. It was important to use selective method of sampling in this study as it helped in getting maximum results. For example, in Nairobi and Nakuru Counties, the fact that the areas are cosmopolitans was critical in getting diverse views regarding the overall process. On the other hand, Kirinyaga County is in the rural areas of Kenya, hence, the expectations were that the researcher would get uniform data or information regarding corruption, or lack of it during the recruitment drive.

### 3.3. Methods of data collection

This research project utilized a number of methods of data collection. The chosen methods were found to be most suited, considering that the research design used is qualitative one. The methods of data collection in this research study included; focus group discussions, key informant interviews, participant observations, and case studies.

### 3.4. Methods of data analysis

In this research study, qualitative data analysis was used as a way of making significant meanings to the relationship of corruption during recruitment drives of police officers in Kenya, and resultant corruption and inefficiencies at work places. More specifically, this research employed the open and selective processes of qualitative data analysis. These methods were found to be important to this particular study as information gathered was categorized and then scrutinized to bring about commonalities and the sense needed. Particularly, the analysis of data involved the researcher asking himself questions relating to collected information, making critical comparisons and then looking for differences and similarities present in the information gathered.

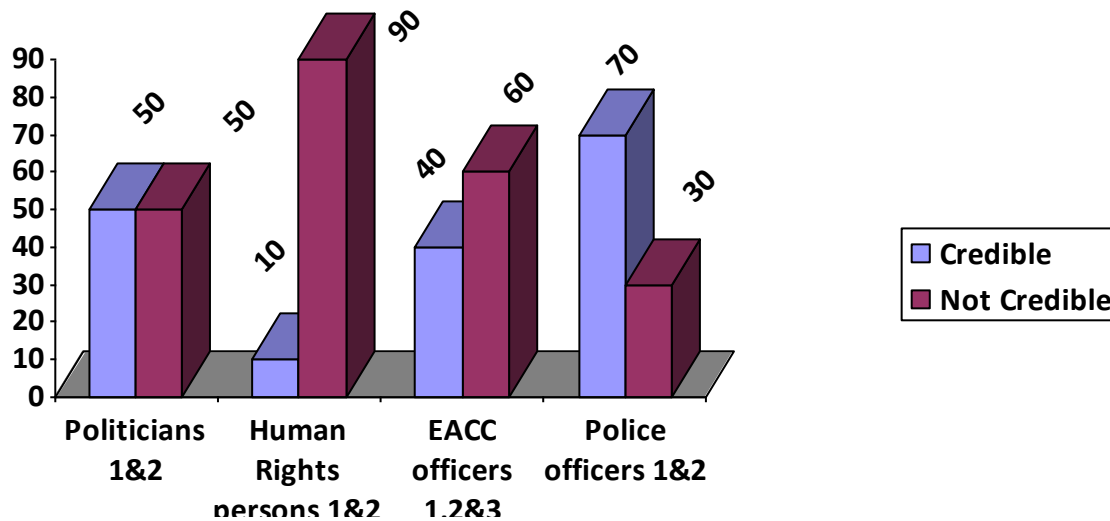<center>IV. RESULTS AND ANALYSIS OF DATA</center>

### 4.1. Data from Interviews



**Fig. 3: Bar graph showing preferences of police recruitment exercises in Kenya**

|              | Politicians | Human rights defenders | EACC officers | Police officers |
|--------------|-------------|------------------------|---------------|-----------------|
| **Credible**     | 50 | 10 | 40 | 70 |
| **Not Credible** | 50 | 90 | 60 | 30 |

### Table 1: Table showing preferences of police recruitment exercises in Kenya

From the graph above, it is clear that preferences of the nature of police recruitments in Kenya vary. Specifically, it can be seen that politicians and the police officers do not see much of lack of credibility in the recruitment exercises that are done in Kenya. However, as can be seen from the responses of human rights persons and EACC officers, there is little credibility of police recruitment in Kenya. Going by the division in opinion from the interviews, it is clear that it is hard to deduce whether there is credibility or not. However, it is easy to separate the mind sets of those approving police recruitments in Kenya and those who do not. Essentially, the police officers and politicians are likely to favour the recruitments, but the human rights persons and EACC officers, whose opinions can be widely accepted, do not see much of credibility in any of the recruitment processes in Kenya.

### 4.1.2. Link between unethical behaviour during recruitment of police officers and the rot in the police force

Just as analyzed above about the credibility of the recruitment exercises of hiring police officers in Kenya, the same opinions were replicated when they were asked on whether there is a link between the unethical behaviors witnessed during recruitment drives and low performance in the police force. While the human rights defenders and EACC officers noted of a link, the police officers and the politicians saw little link
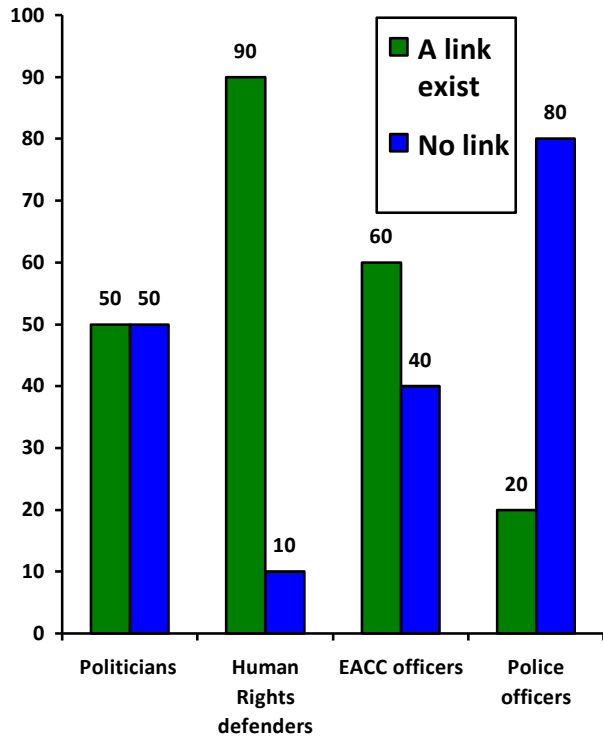


**Fig. 4: Bar graph showing link between lack of ethics in recruitment and performance of the police force in Kenya**

|                | Politicians | Human rights defenders | EACC officers | Police officers |
|----------------|-------------|------------------------|---------------|-----------------|
| A link exists  | 50          | 90                     | 60            | 20              |
| No link exists | 50          | 10                     | 40            | 80              |

**Table 2: Table showing preferences of police recruitment exercises in Kenya**

### 4.1.3. Unethical behaviors during recruitment exercises

|   | Unethical behaviours                 | Vote (out of 10) respondents |
|---|--------------------------------------|------------------------------|
| 1 | Bribery                              | 10                           |
| 2 | Nepotism                             | 7                            |
| 3 | Tribalism                            | 7                            |
| 4 | Torture                              | 4                            |
| 5 | Other forms of unethical behaviours  | 2                            |

**Table 3: Table showing votes of unethical behaviours prevalent during recruitment of police officers in Kenya**

### 4.2. Data from Focus Group Discussions

#### 4.2.1. Unethical behaviours during recruitment of police

A group of 5 individuals, 2 males and 3 females were picked by the researcher after the 2014 contested recruitment drive to discuss the outcomes of the exercise. From the discussion, it was clear that the exercise was mauled by corruption tendencies, and the police officers were not shy to ask as high as Ksh. 150,000. The discussion also touched on the levels of tribalism that was prevalent, and mostly in Nairobi. It mattered who were in charge of the exercises, where, most of those picked were from the tribe of the police officer. It was clear that nepotism was practiced, and to some, the exercise was just for formality purposes. Instead, the names were picked even before the exercise started.

#### 4.2.2. The rot in the police force and the relationship with unethical behaviours during recruitments

The respondents in this method of collecting information were in agreement that what was exercised during the recruitment drive of the police was the reason behind low performance of the police officers in Kenya. Essentially, the participants noted that corruption at the immigration department as well as various police stations in Kenya was to blame for rampant terrorist attacks. The group wondered how a person can go ahead to commit a crime just few metres from a police station.

The group noted that if the trend is not cut in earnest, it would be hard to fight crime in this country. Those who are being recruited into the police force are shown in those early stages what the police force is commonly known for; corruption. If an individual can agree to pay as much as Ksh. 150,000 to get recruited, little can deter him or her from asking for a bribe from a criminal. The trend has to be ended, and it has to be now.

### 4.3. Data from Observations

The researchers were stationed in three major areas of recruitment; Kamukunji in Nairobi County, Nakuru town in Nakuru County and Baricho in Kirinyaga County. The researchers were able to pick a number of observations, which qualified the assertions that the rot in the police force in Kenya stems right from the first stage of having individuals into the police force. In Nairobi for example, very many youths were turned away, despite appearing to qualify on all areas. It was not very clear what extra the recruiting police officers were checking other than external features, academic qualifications and medical requirements.

Some of the individuals who were turned away lamented favouritism. While investigating form a distance, the researchers were able to note disturbing incidences, where, an individual who fails the required height was qualified and those whose height are way above the required were dismissed. In Kirinyaga, there were those who did not even participate in the race, and were qualified to the last stage before final picking. The favouritism was widespread and not limited to the three counties under study.

### 4.4. Data from case studies/reports
### 4.4.1.    2014 recruitment exercise

As reported by Citizen TV on July 19, 2014, the Kenyan investigative body, EACC came with a report that summarized the police recruitment drive as characterized by corruption and other unethical behaviours. The commission noted that it had credible evidence showing that the police recruitment was highly marred by corruption, and thus recommended that the National Police Service nullify the entire process. It also recommended that those responsible be held accountable.

### 4.4.2.    County bribery – the Standard

The Standard Newspaper of November 13th 2013 as written by Geoffrey Mosoku noted that Uasin Gishu County topped as the most corrupt regional government in the year 2013. This information was contained in a report on national Survey on Corruption and Ethics 2012. Other counties in the top list included Embu, Samburu, Nairobi, Meru, Nyamira, Tharaka-Nithi, Narok and Mombasa. Those counties least with corruption incidences were Baringo, Marsabit, Taita, Busia, Turkana, Vihiga, West Pokot, Isiolo, Siaya and Taita Taveta. In Baringo alone, the average bribe is Ksh. 20,075, Kirinyaga Ksh 15,914 while Nakuru is Ksh 8,466. This is a clear show of how corruption in the police departments across the country is prone to corruption. The creation of counties was meant to devolve development to regional areas; however, this has been seen to even devolve corruption especially amongst police departments.

### 4.4.3.    Westgate Mall Attack – Corruption and Ineptitude in the police service

September 2013 was a tough month for Kenyans as the country realized how terrorism can cripple the economy of a county. However, what did not come to into light for many Kenyans is how corruption and ineptitude led to the attack. According to the report produced by the National Assembly of Kenya, the investigating arm of the government had warned of an impending attack, but the information was not acted upon. The highest probability is that somebody at the top of command did not want to act on the information; with the results being the 21st September 2013 Westgate attack. Virtually every day, there is insecurity incidences reported. These ranges from road carnage on our roads, violent robberies, heist thefts among others. These are good pointers of how the country is unsafe despite having significant number of police officers in Kenya.

## V.    RECOMMENDATIONS AND CONCLUSION

### 5.1. Introduction

This study has studied a possible link between the ethical or unethical practice during recruitment of police officers in Kenya and the performance, or lack of it in regard to security of people in Kenya. The choice of this area of study was significant as it roots out the underlying problem that has been witnessed over years in Kenya during recruitments. Those exercises in Kenya are always prone to unethical practices. This study analyzed this link and concluded that the unethical practices have resulted to high level of insecurity in Kenya.

### 5.2. Conclusion

Ethics require individuals to uphold values that are set by various professions. Those in the police force are required to adhere to certain terms of work, including not engaging in corruption. The vice is the evil of everything good going bad, including insecurity in Kenya. It has been noted that the rot in the police force starts at the recruitment stage, and therefore, to end it, it is upon all involved to uphold ethics and redirect energy to fighting insecurity

### 5.3. Recommendations

As has been studied, corruption is seen to stem right from the recruitment stage. Corruption as a form of unethical practices should not be allowed to be initiated at the recruitment stage. As a way of ending the vice, it is recommended that relevant authorities make stringent measures to hold accountable those who are seen to engage in corruption. Both the recruiting police officers and the individuals being recruited should be charged with abuse of office and corruption. Any form of corruption is bad and should not be tolerated.

Secondly, it is prudent that the government of Kenya should design a good programme that would educate aspiring police officers of how to uphold ethics during recruitment and after they are absorbed into the police force.  Such a programme could include holding seminars for all interested before they undergo the recruitment exercise, and another one for the ones who have qualified to become police officers. Such a programme would ensure that ethics are upheld everywhere, and it would be a way of ending corruption once and for all.

### 5.4. Suggestion for further researches

This research study did not cover all sectors of insecurity in Kenya. In the course of the study, a number of other factors emerged as resulting to rise of insecurity in Kenya. The following are suggestions for further researches:

1.   The role of motivation for police officers in Kenya in stemming out insecurity

2. The role of technological use in East African police services in fighting new faces of terrorism in East Africa.

## REFERENCES

[1] Mars Group Kenya (2007). "Corruption at the Kenya Police Airwing." A Mars Group Publication

[2] Mello, J. (2014). Strategic Human Resource Management. Stamford: Cengage Learning

[3] Huselid, M.A. (1995). "Management Practices on Turnover, Productivity, and Corporate Financial Performance." Academy of Management Journal, 38(3), 635-672.

[4] Pensky, M. (2005). Globalizing Critical Theory. Oxford: Rowman & Littlefield Publishers, Inc.

[5] Wilson, J. (2008). Recruiting Principal-Certified Personnel to be Principals. Ann Arbor: ProQuest Information and Learning Company

[6] Christians, L. (2012). International Employer Brand Management: A multilevel Analysis and Segmentation of Students' Preferences. Dusseldorf: Springer Gabler Publishers.

[7] Larson, S.A., Lakin, K.C., & Bruininks, R.H. (1998). Staff Recruitment and Retention: Study Results and Intervention Strategies. Washington, DC: The American Association on Mental Retardation Publishers.

[8] Logan, G. F. (2007). The Contribution of Human Resources in Attaining Retention of Emergency Room. Ann Arbor: ProQuest Information and Learning Company.

[9] Anderson, N. (2001). Handbook of Industrial, Work & Organizational Psychology. London: SAGE Publications Company.

[10] Cash, A. (2013). Psychology for Dummies. Hoboken: John Wiley & Sons, Inc.

[11] London, M. (2001). How People Evaluate Others in Organizations. Mahwah: Lawrence Erlbaum Associates, Inc.

[12] William, C. B. (2004). Recruitment, Retention and Ethics: Can you Interview for Integrity? New York: The Conference Board.

[13] ICSC Secretariat (August 2001). "A Framework for Human Resources Management." A Publication of the International Civil Service Commission, 1(1), 1-24.

[14] Allen, L. D. (May, 2003). "Police Recruiting and its Impact on Corruption: E.M.U School of Police Staff and Command." Publication of the Detroit Police Department.

[15] Ndegwa, A. (Nov 19, 2009). "Kenya Leads Corruption Perception Index." The Standard Newspaper, Para 1-14.

[16] Ndambuki, T.M. (Sept 2011). "Public Service Competency Assessment Framework." A Journal of Ministry of State for Public Service, 1(1), 1-28.

[17] Herling, D. (Sept 2, 2012). "Police Retain Top Rank on E. Africa Corruption Index." The Business Daily Publication, Para 1-21.

[18] Watson, R. (March 2013). "Supporting Ethical Competence of Nurses during Recruitment and Performance Reviews: The Role of the Nurse Leader." Journal of Nursing Management, 1(1), 1-34.

[19] Human Rights Watch (May 29, 2013). "Kenya: Police Abuse Nairobi's Refugees: Torture, Rape, Extortion, and Arbitrary Detention Near the Heart of Kenya's Capital." A Journal of Human Rights Watch Organization, Para 1-34.

[20] Wanjala, R. (August 6, 2013). "Tackling Police Corruption in Kenya." A Journal of Institute for War & Peace Reporting, 357(1), Para 2-33.

[21] Odula, T. (May 29, 2014). "Experts: Corruption exposing Kenya to Terrorism." The Associated Press, Para 1-23.

## AUTHORS

**First Author** – Henry  Peter Gommans (Supply Chain Professional/Lecturer), Mount Kenya University/Tradewinds Kenya Limited   e-mail: henrygommans@gmail.com
**Second Author** – Joseph .M.Musumbu (Scholar), Mount Kenya University, e-mail: musumbujoseph@yahoo.com