



**KENYATTA UNIVERSITY**

**SCHOOL OF HUMANITIES AND SOCIAL SCIENCES**

**DEPARTMENT OF PUBLIC POLICY AND ADMINISTRATION**

**INFLUENCE OF SUBSTANCE ABUSE ON SERVICE DELIVERY BY THE  
KENYA POLICE OFFICERS A CASE STUDY OF NAIROBI CITY COUNTY,  
KENYA**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMANITIES  
AND SOCIAL SCIENCES IN PARTIAL FULFILMENT OF THE REQUIREMENT  
FOR THE AWARD OF THE DEGREE OF MASTER OF PUBLIC POLICY AND  
ADMINISTRATION (MPPA) SCHOOL OF SOCIAL SCIENCES OF KENYATTA  
UNIVERSITY**

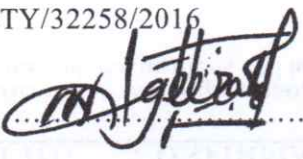
**AUGUST, 2019**

**DECLARATION**

This project is my original work and has not been presented for a degree in any other university.

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## **DEDICATION**

I dedicate this work to my late mother Jeniffer Koolo, may her soul rest in eternal peace, who used to urge me to work hard for any success in life. Without forgetting my beloved family, brother (Festus Mari) for daily prayers towards my success during my studies may the almighty God bless his family.

## **ABBREVIATIONS AND ACRONYMS**

CCOHS	Canadian Centre for Occupational Health and Safety
CCSA	Canadian Centre on Substance Abuse
G.O.K	Government of Kenya
H.R.M	Human Resource Management
IBEA	Imperial British East Africa
K.P.S	Kenya Police Officers
KII	Key Informant QUESTIONNAIRE
KNBS	Kenya National Bureau of Statistics
MoH	Ministry of Health
NACADA	National Agency for the Campaign against Drugs Abuse
NACOSTI Innovation	National Commission for Science, Technology and Innovation
NCC	Nairobi City County
O.C.P.D	Officer Commanding Police Division
O.C.S	Officer Commanding Police Station
PTSD	Post-Traumatic Stress Disorder
SPSS	Statistical Package for Social Sciences
TJRC	Truth Justice and Reconciliation Commission

U.N

United Nations

UNDOC

United Nations Office on Drugs and Crime

W.H.O

World Health Organization

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## **OPERATIONAL DEFINITION OF TERMS**

**Absenteeism** : This refers to failure of employees to be at their place of work for directly or indirectly for avoidable reasons (drug abuse in this case) hospitality and tourism industry.

**Addiction**: Involves a compulsion to continue using the substance despite the negative consequences, and may or may not involve Chemical dependency in star- rated hotels

**Alcohol and Drug Abuse**: Refers to consumption of illegal drugs or unhealthy use of legal ones. Drug abuse will often lead to drug dependence

**Drug**: A drug is any substance which when introduced into the body will alter the normal functioning of the body and eventually destroy the productive life of the user (social, physical, mental, economical and spiritual).

**Drug Dependence**: A condition in which the abuser is no longer capable to stop using the drug even when the habit is causing serious damage to him or others in the hospitality and tourism Industry.

**Prevention**: To stop something bad or harmful (e.g. drug abuse) from happening or continuing to happen in star rated hotels

**Substance Abuse**: Occurs when a person uses any chemicals despite negative consequences in their lives.

**Substance**: Alcohol, drugs or any chemical used for intoxication purposes

**Substance Use**: Consumption of any chemicals that deviates from the approved medical or social patterns within a given culture, without medical supervision and often reducing the productive life of the person.

**Substance Use Disorders:** A condition in which the use of one or more substances leads to clinically and functionally significant impairment or distress such as health problems, disability, and failure to meet major responsibilities at work or home.

**Work Performance:** This term is used to refer to the act of carrying out duties, functions or roles as stipulated in the terms of service, in this case, of a Kenya police officer. Any performance contrary to the laid down expectations amounts to poor work performance

**Workplace:** A center of operation for police service

**Police Officer** also known as an officer, policeman or a police woman is a warranted law employee of police.

**Police Station** is a building which serves to force accommodate police officers and other members of staffs and sanctioned by locals state or national government to enforce laws and apprehend those who break them.

## **ABSTRACT**

Substance abuse is a problem to some serving police officers and hence delivering poor services to members of the public. The problem could be contributed to by stress and other occupational situations. However, the sub-cultural setup of the policing career contributes to this vice in order to reduce stress. It is also reported that cases of suicides and domestic violence among the police officers is attributed to drug abuse. The study, was purposed to find out the correlation between substance abuse and service delivery by the Kenya Police officers in Nairobi City County. The study shed light on measures that are viable and can be taken to ensure proper service delivery and to curb substance abuse among the Police Officers. The objectives are; establish the extent of substance abuse by the Kenya Police Officers in Nairobi City County; identify the drivers of substance abuse among the Kenya Police Officers in Nairobi City County; establish the effects of substance abuse on service delivery by the Kenya Police Officers in Nairobi City County and investigated the strategies that could be used to control substance abuse by the Kenya Police Officers in Nairobi City County. This study used a cross-sectional study design. Cross-section design looks at a portion of the population at one point in time. For this study, different cadres of police in Nairobi City County were the target population. 2350 participants were sampled to participate in the study with a sample of 235 being used. Questionnaires were used for data collection which was administered by the researcher. Analysis of quantitative data was done using descriptive statistics with the help of Statistical Package for Social Sciences, version 23. Qualitative data was processed and analysed according to their content and segmented into themes. Secondary data was also be used from the police data to get information on matters of police turns over, absenteeism, disciplinary cases among others that relate to substance abuse. Both descriptive and inferential statistics were used to make sense out of the data. The findings show that police officers attend the job when they abuse the drug. The results also indicate that abuse of drug affect the performance of police in service delivery and productivity. The result indicates that there was significant relationship between dependent variable (service delivery) and independent variable (Level of productivity, Type of service delivery and Absenteeism) since the P-value is less than 0.05. It was concluded that partial and full absenteeism (lost man hours/ lost labour days) cost the police department as a government a lot of money at the police force. From the findings of this study, it is concluded that alcohol and drug abuse impact negatively on the service delivery among police officers. Also, Exposure or awareness of alcohol advertising may lead to heavier or more frequent abuse of drug among police officers adults. The study recommends that there is need for the law enforcement sector in liaison with stakeholders to institute stringent policy mechanisms and capacity development programmes to curb alcohol and drug abuse among police officers.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

The success of any organization can be well determined with, to how it effectively handles its customers and service delivery to acquire the desired results. If an organization wants to remain relevant and competitive it is imperative to continually improve the performance through creating a good reputation in the minds of people. This can only be achieved by ensuring that the police officers are sober and this means they are not using drugs while serving their customers.

The situation where an individual takes in more substance that causes harm to others or themselves is patterned as drug abuse, (WHO, 2014). According to (WHO 2014) drug abuse refers to the excessive use and dependence on drugs that lead to negative health effects.

Lack of sober mind can impact negatively on job performance and this has led to the need to evaluate the influence of substance abuse in relation to service delivery by the police officers. When a police officer uses drugs and other substances they tend to make irrational judgment which may lead to even misuses of firearms or in appropriate decision which may lead to unnecessary complaints and demonstrations by members of the public. Law enforcement job is tricky and stressful, law enforcers have to adapt to changes in their shifts traumatic situations and other administrative challenges anchoring constant exposure to terror and risky situations. This has led to many police officers turning into drug abuse to ease stress, hence decrease productivity and efficiency while on duty which leads to complaints by the members of the public due to non-satisfaction of the services rendered. Although little

empirical content exists on the influence of a substance on service delivery by the police officers in the Nairobi City County the latest statistics indicate a consistent increase in the number of officers dropping out of the Police Officers and others dying to drug abuse and other drug-related cases (Voilanti, 2015).

Some of the ways substance abuse affect performance includes absenteeism, monetary effects and many sick off days. Some of the factors contributing to drug abuse are job-related stress and peers in the workplace. According to G.O.K (2012), the bill that was signed into law in 2013 had a great result in reducing alcohol consumption in the country (Alcohol Control Act, 2010).

According to a study by Violanti (2015) in Australia, he suggested that the rate of alcohol abuse among the police officers is 33%. Also, a link between high stress levels and drinking alcohol with suicidal tendencies and domestic violence matters among the police has been elaborated in some studies, (Swatt et al, 2013). Kirschman (2014) states that police work have high problems relating to alcoholism and thus a risky occupation. The police are a hard group to reach with interventions and have threats of attack, and the need to deal with human misery and crime. Police officers also face many of the same stressors faced by other workers such as rotating shifts, organizational insensitivity, red tape, and the like (Swatt et al, 2013).

Kenya belongs to the category of “weak but functioning states”, the environments in which DTOs prefer to carry out their operations (Patrick 2011). This might explain why Kenya is reportedly playing an ever more important role as both destination and transit country for cocaine trafficked by West African drug networks (UNODC 2013c). Indeed, a unique combination of favourable factors make Kenya particularly attractive for drug traffickers: staggering levels of corruption within the political and

criminal justice systems; insufficient law enforcement capacities; efficient financial services; a solid communications infrastructure; and relatively reliable transportation facilities (Gastrow 2011a). Because of these characteristics, Kenya has been a point of entry for Afghan heroin destined for Europe and South Africa for more than three decades (UNODC 2013c). Sharply increased heroin seizures off of the coast of Mombasa since 2010, however, suggest that domestic consumption and the importance of the region as transit hub have both increased (UNODC 2013).

The KNBS (2014) noted that there has been increasing in a number of people losing employment in the various sectors; the police department has not been in isolation going by the report related by the inspector general of police (2015) that indicated a consistent increase in the number of policemen and women leaving service. The report further indicated that 60% of the cases are drug related this being the case there is a need for a comprehensive study on how alcohol and drug abuse has affected the performance of the force.

In Nairobi, corruption and impunity are rampant among all ranks of the Kenyan police force. For instance, a main distributor of cannabis in Nairobi discloses that police are well aware of the depot where his product is stored, but do not intervene as they are on the payroll of traffickers. Moreover, although the US officially designated four Kenyan MPs and an influential businessman as “drug kingpins”, Kenyan police did not properly investigate their involvement in organized crime (Swatt et al, 2013).

## **1.2 Statement of the problem**

Service delivery being operational objective can be essential to the reputation of the police service. The quality of services is the key to success and to minimize

complaints and having a good of the Kenya police officers. In order to achieve this our police officers should be reliable and offer quality service to the members of the public this can be achieved if the police officers are sober and minimize the influence of substance abuse as it enhances satisfaction or dissatisfaction to the customers.

Frequent use of drug and substance abuse among the Kenyan police officers especially in Nairobi County, where Nairobi is the capital city and the global mirror of foreigners who arrive in our country may give the police a bad reputation, hence impacting on job performance as the police officers will be criticized locally and internationally through the media.

Proximity of drugs especially in Nairobi City where it's the Capital city, as in the city where there are no norms, people form their own sub-culture especially where rogue police officers, peddle drugs, protect drug dealers, consume drugs and moral so being custodian of the law and with much ease access to these drugs, they tend to misuse them up to the work place especially where officers spend the whole day drinking in the bars or smoking bhang and go on duty at night, this means they will be drinking and will not make the right judgement hence lack of customer satisfaction. So there is need for counselling services to be put in place within the police service and checks and balances for officers who are on duty while drinking.

According to (Kirschman, 2014) reported that a quarter of police officers in the United States have issues with alcohol. Many studies conducted in Kenya have laid more emphasis on the effects on drug either at the workers' place or how this influences public servants in delivering their services. They have cited that substance abuse causes fatigue accidents and quality of the final services and products.

The various studies conducted on the issue have ignored the influence of substance abuse on service delivery by Kenya Police officers in Nairobi County. Nairobi County being the head-quarter of the police service and where the major police operation are cantered causes a threat to the entire country when substance abuse is increasingly used by police. This is because it spreads across the country since Nairobi is the centre of command thus having more influence. According to the statistics by IPOA, (2014) in every ten police Kenya police officers, 4 are affected by drugs. This translates to 40% of the total police officers based in Nairobi. This presents a major risk to the delivery of services by the police officers. This study seeks to investigate the influence of substance abuse on service delivery by the Kenya police officers. A case study of Nairobi city county, Kenya

### **1.3 Objectives of the Study**

1. To examine how the influence of substance abuse brings about works related stress among police officers in Nairobi City County , Kenya
2. To determine how the influence of substance abuse relates to absenteeism and hence service delivery by the Kenya police officers in Nairobi City County, Kenya.
3. To establish how the influence of substance abuse effects health status and hence service delivery by the police officers in Nairobi City County, Kenya.
4. To examine the influence of potential outcomes of substance abuse on Service Delivery by the Police officers in Nairobi City County, Kenya.

#### **1.4 Research Questions**

1. What is the association between works related stress and substance abuse among Police Officers in Nairobi City County, Kenya?
2. To what extent does rate of absenteeism influence service delivery by the Kenya Police Officers in Nairobi City County, Kenya?
3. What is the relationship between health status and service delivery by the Police officers in Nairobi City County, Kenya
4. What is the influence of potential outcomes of substance abuse on Service Delivery by the Police officers in Nairobi City County, Kenya

#### **1.5 Justification and Significance of the study**

The Kenya Police Officers has been ridiculed because of poor service and being an incompetent institution, this has led to a lot of complaints from the members of the public, and mob injustice. Hence this study was out to help establish how substance abuse leads to poor service delivery. The study can be useful to the inspector general of police and the management of the Kenya Police Officers and especially in Nairobi in making a more informed and accurate decisions on how to mitigate the influence of substance abuse in the day to day running of the Police Officers. The Kenyan government, as well as other institutions, will benefit from the findings of this study on the influence of substance abuse in relation to service delivery and how to manage them within these Kenyan institutions. Also, future scholars of police studies will benefit from the study as this study will act as a source of reference. The study offered the necessary recommendation for some agencies such as National Police Service Commission (NPSC) and Independent Police Oversight Authority (IPOA) to ensure services are made better for corporate governors.

## **1.6 Scope of the study**

The scope of this study was to establish the relationship between service delivery and substance abuse and how these side effects of substance abuse affects service delivery to the members of the public by the police officers . As in my study police officers from Nairobi city county and sampled from police stations within Nairobi county, in so doing the inspector general and the national police service commission, which is tasked with the role of employment, will be informed on the effects and measures to put in place to curb drug abuse within the police service so us to bring customer satisfaction and minimize complaints from the members of the public so as to develop a citizen friendly police service..

## **1.7 Limitations**

The study was limited to the situation in Nairobi City County and may not reflect all police units and formation in other parts of the country. However, it provides an overview of what could be expected if such a study is conducted in other counties.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Quality service delivery**

According to Kotler (2006) quality is about doing things right so that the services are delivered that are fit for their purpose. Quality incorporates the concepts of meetings and exceeding the expectations of customers.

#### **2.2 Service Delivery by Kenya Police Officers**

A definition of service delivery is given as following a link between what customers make of their expectations and a perception of how a service should be rendered, (Lindsay, 2015). This therefore means that level of productivity service upon use of drug abuse affects the way customers are served as many officers will be absent, hence unattended customers. The Imperial British East Africa (IBEA) Company is the tracer and associate of the Kenyan Police Officers since the late nineteenth century. As the police force emerged to guard the rail in the early 19<sup>th</sup> C.

The police force had the following units, regular police, CID, general service unit and a special unit in 1902 upon formalization of the Kenya police force when Kenya became a British protectorate. In Chapter 84 of Kenya's Laws, it is where the Kenya Police Officers are established through the act of parliament. The National Police Officers act 2011 provides for the functions, organizations, and disciplines of the Kenya Police Officers and administration Police Officers and the inspector general heads it.

The roles of the Kenya Police Officers as stated in the Republic of Kenya include; maintenance of law and order, preservation of peace, protection of both life and property, preventing and detecting crime, apprehending those who offend the law and

also ensure regulations and laws set are regulated. The police service is devolved in the various counties to ensure proper administration of their duties. In the counties, there are various divisions. Stations and posts and a structure of organization that has planning and administration. As the police force was enlarging and changing of crime trends, the proponents of the force failed to curb drug abuse with the service which is brought about by work related stress and proximity to drugs, where by the cause of many complaints by the members of the public many could have been reduced, if the justification had employed counselling services to its officers and if the access to these drugs could be minimised either by prohibiting alcoholism while on duty or chewing ‘miraa’ while on duty on handling a firearm.

The service delivery of the Kenya police has been evaluated in terms of reduction of crime rates, a number of arrests, clearance rate, responsiveness, reliability, fairness and even their manners as measures of policy success. The Kenyan police has been leaving blamed especially between 2002-2008, on the behaviours portrayed by the officers such as giving rude treatment during arrest, a police officer covering up other officers’ wrongdoing, a police officer taking sides in an argument between citizens, and officer not performing duties as required and even extrajudicial killing as reflected in the truth, justice and reconciliation commission report (TJRC). All these have been addressed in the police reforms that are currently ongoing in the Police Officers.

The Kenya Police Officers have been overtime been accused of matters of impunity, use of force excessively causing brutality, disregard of human rights, corruption, drug and substance abuse which have led to loss of trust from the public. The promulgation of the new constitution in August 2010 brought about a bedrock used

to institute the security sector reforms in Kenya and aid in changing the image of the police service.

### **2.3 Potential Outcomes of Substance Abuse and Service Delivery by the Police Officers**

The issue of drug abuse and alcoholism at the police station and other work has been traditionally been met by less health concerns as compared to the dismissive moral precepts, (Gmel and Rehm, 2013). The ILO (2013) adds that the issue of substance abuse is at the police station to both customers and police officers themselves.

When a drug or substance is used and it impairs ones' performance at work, causes a hangover or affects ones' health and also causes social problems, this is deemed substance abuse, (CCSA, 2016). Also using a substance for too long, for the wrong reasons or at a wrong place and time also causes abuse, (CCOHS, 2015).

One, Sam Has (2013) adds that when a drug is taken for non-medical reasons or it affects negatively the health and safety of others that is abuse. On the same, Hassan and Atinga (2015) provide alcohol, Cocaine, marijuana, and other illicit drugs, solvents and misuse of prescription drugs or over the counter medication as some of the commonly abused items. Alcohol and cigarettes happen to be most abused due to the ease of access and affordability, (Munne, 2015).

A work place requires full alertness, accuracy and quick reflex when dealing with a situation so as a police station. However, the use of substances tends to affect these components, (CCSA, 2016, Adlaf, 2016 and Begin & Sakwa 2015). Serious accidents, the accuracy and work efficiency interference occur upon impairment to these qualities.

Some of the ways in which drug/substance abuse affects working at the police station include;

- i). Hangover and withdrawal with come as an after effect of substance use which affects performance at work.
- ii). Loss of productivity due to absenteeism or illness.
- iii). Lack of alertness and concentration due to use of substances at the workplace.
- iv). Misuse of firearms due to the influence of alcohol and substance abuse.
- v). Mishandling/ harassing the reporter/customers due to the influence of substance abuse.
- vi). Engaging in unlawful activities such as selling of drugs to other police officers.

Some of the factors contributing to alcoholism and substance abuse in the police force relate to the officer's demographic characteristics, smoking behaviours and job category. The Police Officers in Kenya is no exception and therefore the research attempts to establish the influence of drug abuse and substance abuse by the Police Officers, inrelation to service delivery to the public.

The problem starts as a recreation activity with friends and colleagues which later progresses as a form stress reliever done by an individual alone, (Kavanaugh and Ninemeir, 2011). With time, it becomes hard for one to keep it in secret. Which later affects one's relationship both at work and at home whereby more time and money is spent on the vice with less of the two spent at work and home, (Saxena, 2013 and NACADA, 2012). This leads to police officers using drugs to harass or intimidate members of the public to get money from them in form of bribes so as they can buy drugs to maintain themselves and hence less time is spent on the workplace. These police officers cannot deliver services adequately to their clients/reporters as they do

not have time to go through any amendments in law and regulations or are in hurry to offer services, hence low quality of services rendered.

Some studies show that as a method of coping with the consequences of the above-mentioned situations, an individual loses self-care which later causes illness. They further add that such an individual will tend to increase the amount of drug based which leads to further self-destruction hence low esteem in the workplace and no service to the taxpayers who are the public, (Rehm, Taylor & Room, 2014 and WHO, 2014).

Addiction therefore comes about through a combination of one's behaviour, their genetic composition, the environment they live in and even emotional stress, (Gmel and Rehm, 2013 and SAHSA 2012). These scholars continue to elude that individuals who abuse drugs fail to understand and acknowledge that drugs are the source of their predicaments. They often find someone to lay the blame on either their spouses, the circumstances they are in, their bosses. They also forget that the drugs are causing them more harm than benefit.

Frone, 2014 argued that individuals who abuse drugs often report missing work, being less productive and often file claims for compensation more that their non-abusers' counterparts. Substance abuse is an important health and safety issue.

The main issues that are focussed on in terms of the impact of substance abuse include; fatal accidents leading to injuries, premature deaths, absenteeism due to extra sick leave and loss of production. However, there are other additional costs of substance abuse that are; theft, poor decision making, lowered moral of fellow workers, loss of efficiency, theft, sleeping on the job, increased turnover rates, need

to train more staff, disharmony between workers, more disciplinary cases, drug testing interventions, medical and other rehabilitation and programmes to assist employees, (Kirk and brown, 2013 and Roman and Bhem 2012).

Some of the strategies adopted by the Kenya Police Officers in order to restore the reputation of the service are; adopting policies that aim at changing the culture in the service and also training enhanced to ensure the core values and core principles like coming to duty when sober are embraced. A continuous training is done to every officer to matters ethics, integrity and discretion all the way from recruitment to when on duty. Any negative behaviours are addressed immediately and positive behaviours shown are rewarded by promotions and giving other incentives.

#### **2.4 Absenteeism and Service Delivery by the Police officers**

Many studies have linked workplace absenteeism to background and socio-demographic (Stanfeld and Siegrist (2014); mood and working environment (Bacharach, Bamberger and Biron 2009: Lehman and Bennet, 2012); absence culture (Armstrong, 2013) and economic conditions (Zhang and Snizek, 2003). However, recently several investigations have explored the association between workplace absenteeism and drug. In general, these studies have found that increased drug use is associated with increased absenteeism

Using these drugs lead to harm which could be physical, mental, social and psychosocial to both an individual and the community as well as lead to criminal penalty, (Mosby's Medical, Nursing and allied health dictionary 2012). One Pham-Kanter (2011), adds that some of the legal substances such as alcohol, drugs prescribed, cigarettes, or even fumes from household products can be abused which

is drug abuse. He further adds that use of illegal substances such as marijuana, cocaine, and heroin is the known drug abuse.

Addiction and dependence occur as a result of drug abuse, (Frone, 2013). From a medical perspective, withdrawal symptoms occur after development of tolerance which precedes physiologic dependence, (SAMSHA, 2015). Some scholars have taken upon themselves to differentiate between abuse and dependence from addiction, (French et al, 2011, Mehr, Charles and Trucillo, 2015 and WHO 2014). They describe addiction as the urge and need to continue the use of a substance while ignoring the negative consequences an individual face. This may not necessarily mean chemical dependency. The scholars also add that this dependence can be implied to abuse but still state that abuse can still occur without dependence especially for beginners. They continue to state that dependence consists of several physiological processes whereas substance abuse looks at the interaction of an individual, the substance being abused and the society, (Mosby's medical, nursing and allied health dictionary 2012).

## **2.5 Strategies that could be used to control the influence substance abuse**

There are challenges involved in the law enforcement work as well as successes. Some of the experiences felt by the police officers include; losses, trauma both in life and death, anger, reunification and reconciliation situations and a wide range of strong emotional instability, (Harvey, 2014).

Some job-related stress can be obtained from alcohol and substance abuse, (Powell, 2012). However, some of the police officers may experience dependency and suffer some poor unhealthy coping behaviours. This has led to cases of addiction among police officers being televised which is also seen in other professions as well.

Substance abuse among officers brings about reputation risk, which is a threat to the service as it brings about a lot of criticism and lack of credibility by the customers/reporters. So, when officer's abuse drugs they are unable to deliver as expected, hence creating unnecessary complaints by the customers.

According to Facoby, Johar and Morrin (2013), reputation risk is one of the internal factors influencing information processes, attitudes and choices; in this regard, knowledges about substances abuse risk. Sets the foundation for strategies on how to reduce the risk that is, the risk of being known or arrested by his colleagues. Hence the role of perceived risk in strategic purchase calls for the attention of researchers.

It is given that consumers in a buying situation tend to avoid any negative aspect that is set to seek positive payoff according to the perceived risk theory. The theory continues to report that these consumers prefer to prioritize reducing the perceived risk then later look at the possible positive outcome from an expected payoff. This theory provides an explanation that allows for understanding the sense behind consumer behaviour which do not follow a normative utility theory concept. The most commonly used drugs by police officers are "Miraa" and *cannabis sativa* (Mugusia, 2012). Matters of insecurity and poverty therefore arise which need to be resolved by the police officers urgently.

## **2.6 Gaps in Literature Review**

From the above literature review, it's indicated that substance abuse is on the increase among police officers, however research on how substance abuse patterns are among these population is little. This possess a challenge on human resource managers to foster development among police officers. Frosting or controlling the use of substance abuse by the Police Officers would go hand in hand with efforts taken by

both public and corporate firms in Kenya, who aim at identifying strategies to improve service delivery and job productivity among the Police Officers. However, this study limited itself to drug abuse and how it influences service delivery in the Police Officers in Nairobi City County, this does not mean that other factors are not relevant.

## **2.7 Theoretical Framework**

### **2.7.1 Institutional theory**

The institutional theory is applied when examining whether measuring performance improves service delivery especially in the role of institutional norms. There are a range of two organizational continuums i.e. those that institutional based for example schools, public administration and other not for profit and those that are technically dominated i.e. the manufacturing industry, (Meyer and Scott1983). Relevance to the existing cultural and social norms and expectations guide these organizations. This means that the survival chances of the organization i.e. their access to resources look at how much they conform to the institutional environment. Institutional norms look at factors such as principals for organizing, the mechanisms used for evaluation and the operations' domains, (Greenwood and Higgins, 1998).

The norms that are adopted by an organization highly depend on the values and beliefs in the external environment. In most cases, institutions that conform to them are deemed more legit. The institutional theory is mostly used as it provides value that meet the expectations of different stakeholders more than how it helps in increasing the productivity of an institution. It is therefore not adopted as a tool to test the technical efficiency of an institution, (Roy and Seguin 2000). The theory,

therefore, will guide how the organizational norms and government policies affect the use of substance abuse among the Police Officers in Nairobi City County.

Some proponents of institutionalism would also support the notion that performance measurement with its seeming nationality can also be seen as a step towards mythologizing public service providers as rational organizations. If there are obvious gaps between the reported performance and the real performance it is likely that any stakeholder group whose interest is served by pointing at this discrepancy will draw the attention to the gap. So, the institutions refereed being the police will measure its customer's satisfaction through evaluating compliments versus complaints made against its services by various officers hence can take measures to improve its services delivered to the public as they are the final beneficiaries of these services.

### **2.7.2 Servqual Theory (IS Theory)**

Servqual is multi-item scale development to assess customer perceptions of service quality in service and businesses (Parasuraman et al, 1998). The scale decomposes the notion of service quality into five constructs as follows;-

- a) Tangibles – Physical facilities, equipment, staff appearance.
- b) Reliability – ability to perform service dependably and accurately
- c) Responsiveness – willingness to help and respond to customers need.
- d) Assurance – ability to staff to inspire confidence and trust.
- e) Empathy, the extent to which caring individualised service is given.

Servqual represent service quality as the discrepancy between a customer's expectations for a service offering and the customer's perception for the service recurred. The use perceived as opposed to actual service received makes the servqual

measures an attitude measure that is related to, but not the same as satisfaction (Parasuraman et al 1988).

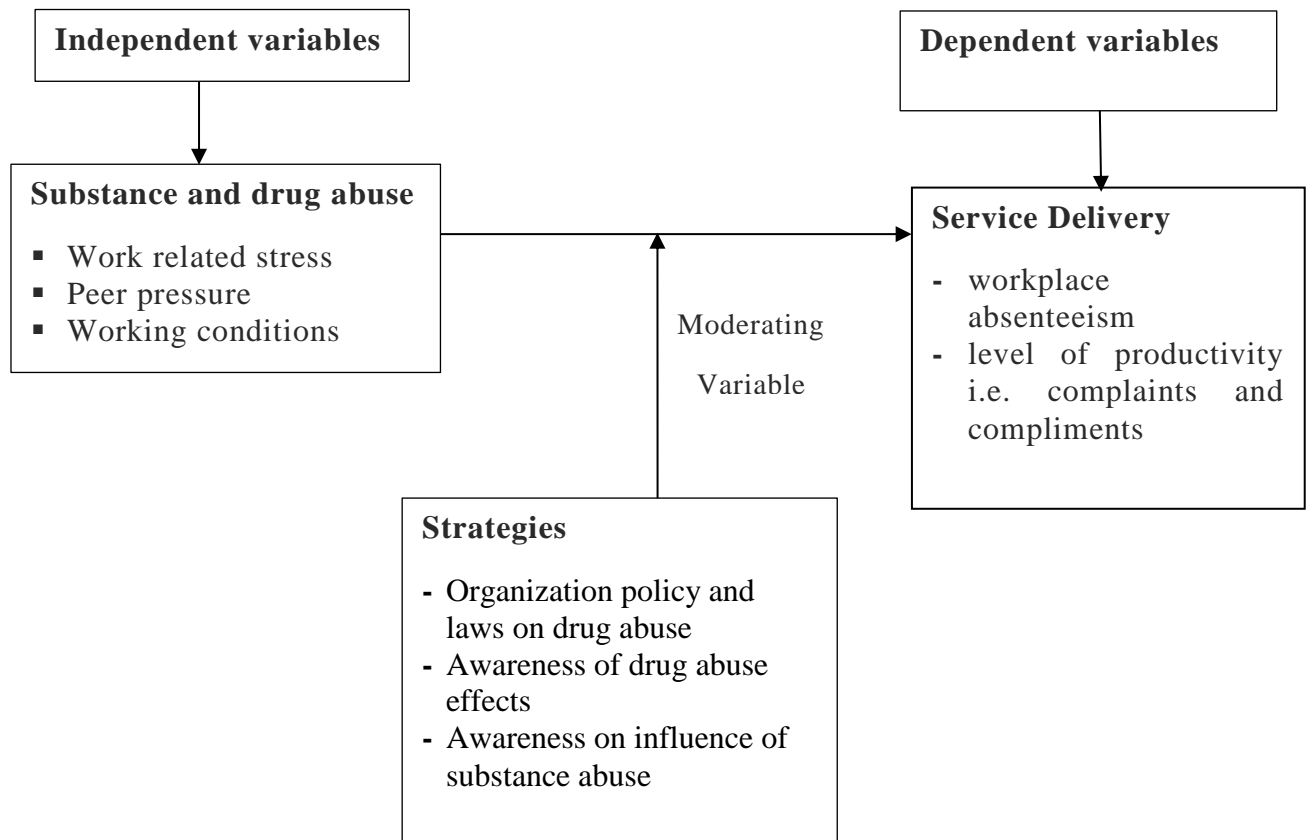
In this case, there should be a measure whereby customers who make reports at a police station are followed and a return of the same made to the police to see whether they were satisfied or not, or whether there is room for improvement.

In this case individual officers should be measured to know their capabilities and weakness, and its weakness it must be established its causes as it may be due to substance and drug abuse, or where officers act inhumanity by misuse of their powers or firearms by shooting innocent people due to influence of drugs and effects of alcoholism hence bringing criticism and suspicion from the citizen because where service is perfect the members of the public will report their cases as they will be assured of the service so the police should be able to measure the service affected by their institution, either through customer satisfaction where there are fewer complaints and increased compliment and also reduced number of cases reported to station at a given time.

## **2.8 Conceptual Framework**

The conceptual framework underlying this study was based on the concept that terms and conditions of service in the Police Officers determine outputs. Therefore, substance abuse needs to be managed since the daily actions of an organization affect its reputation. In proactive management is whereby the organization deals with the events and circumstances before they become risk such as improved service delivery and addressing capacity issues, while reactive management is where the organization waits until the risk occurs for it to put up its measures. The proactive management

style is preferred for the Kenya Police Officers. The relationship between variables is presented in the hypothetical framework as shown below



**Figure 2.1** Conceptual Framework

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research design**

This study adopted cross-sectional study design. Cross-section design looks at a portion of the population at one point in time. The design also takes a representative sample upon which the overall findings of the study will be generalized to, (Mugenda & Mugenda, 2003). Cross-section study design is easy to use as it requires less time consuming when using. The design was used to determine the impact of substance abuse of the delivery of service by the Kenya Police Officers in Nairobi City County.

#### **3.2 Population of study**

A study population refers to a defined set of people or group of things that are under study. This group falls into the definitions and specifications that have been identified by the researcher. The study targeted a population of 2350 police officers working at various sections, the sections are traffic section 745 officers, crime office branch section 825 officers, internal affairs 430 officers and report office and customer care desk 350 officers all working in various police stations in Nairobi County characteristics such as gender, position, education and professional qualification will not be considered as they do not impact on the kind of study conducted. Despite the fact that there are various sections in the Police Officers thus did not affect the composition of the population as the type of responsibility as the role an employee is involved in does not change the reputation risk.

**Table 3.1 Target Population**

<b>Target Group</b>	<b>Target population</b>
<b>Traffic</b>	745
<b>Crime</b>	825
<b>Internal affairs</b>	430
<b>Front office</b>	350
<b>Total</b>	2350

### **3.3 Sampling procedure and sample size determination**

Sampling refers to the process of selecting a representative part of the population. A sample is a small section of the target population that will be used in the study upon which the findings will be generalized to the target population. Stratified random sampling techniques were employed to select the sample for the police officers where the various police stations were used as the strata for selecting the sample size from the population study. The stratified random sampling method as it has various advantages which include; increasing the statistical efficiency of the sample, provision of enough data for analysis in various sub populations and also allows different research methods and procedures to be used in various strata, (Cooper & Schindler, 2001). The study worked with 10% of 2350 police officers, as the sample population of the police officers staff, which led to a sample of 235 respondents. This was distributed as; 74 traffic personnel, 83 from crime department, 43 from internal affairs and 35 in the front office department.

**Table 3.2 Sample size**

<b>Section</b>	<b>Target Population</b>	<b>Sample size</b>
<b>Traffic</b>	745	74
<b>Crime</b>	825	83
<b>Internal affairs</b>	430	43
<b>Front office</b>	350	35
<b>Total</b>	2350	235

### **3.4 Data Collection Instruments**

For this study, the questionnaire and interview schedule were used. They covered all the variables on the specific objectives using simple, clear and precise language that is understandable to the respondent. Primary data was obtained using structured questionnaire administered to the selected police officers of different cadres in different police stations in Nairobi City County. The KII instrument was used for the Officer Commanding Police Station to allow for clarification of information obtained from questionnaires. Secondary data was also used to evaluate the impact of substance abuse on service delivery in the selected police stations. Data from police records that relate to substance abuse were reviewed to get information on matters police turnover, absenteeism, disciplinary cases among others that relate to substance abuse.

### **3.5 Pre-testing of study instruments**

Pre-testing involves an opportunity to test research materials in conditions similar to those of the research to check on any problems in wording and content of the questions. Pre-testing was done on a few respondents at some police Stations in Nairobi City County to check if the data collection tool is accurate or if there are

corrections that need to be made (Cooper and Schindler 2008). Once the pre-testing has been done and the tool is approved then pre-test study was done on 10% of the total respondents calculated by the sample size. The data from the pre-test study was analyzed to check if the tool is answering the study objectives and the research questions. The specific objectives were to be adjusted if they were not relevant.

### **3.6 Validity and reliability of the research instruments**

Validity is a measure of the degree to which a research instrument measures what it is meant to measure. To determine the content validity of the instruments, care will be taken to ensure that all items cover the issues under investigation. To ensure construct validity, the clarity of the items and level of language will be checked. This will be done through piloting of the instruments and after that consultation with the researcher's course supervisors. The reliability of the questionnaires will be determined during the pilot phase by calculating Crombach's alpha using SPSS version 21. Crombach's alpha is a measure of internal consistency and is suitable formula scales

### **3.7 Data Analysis and Presentation**

Using SPSS version 23, quantitative data in the study were analysed, this is descriptive statistics. From Mugenda & Mugenda (2013), descriptive statistics converts raw data into tables, charts, with frequency distribution and percentages. Qualitative data were processed and analyzed according to their content and segmented into themes. Thematic analysis is where themes or patterns that contain data are identified and a summary of the same made, (Brann and Clerke, 2006). Thematic analysis is used to make sense of some aspects of research and organizes and describes a set of data in more details,(Quinn, 2012). Both descriptive and

inferential statistics were used to make sense out of the data. The study will also use correlation analysis on the relationship between substance abuse and type of services delivered.

### **3.8 Ethical considerations**

This proposal was submitted and checked by the Graduate School of Kenyatta University for Clearance. It was prudent to seek approval from Kenyatta University Ethics and Review Committee and NACOSTI. Upon explanation to the respondents on the objectives and purpose of the study, they gave informed consent on whether to be part of the study or not. The study ensured that privacy, confidentiality and the dignity of respondents were upheld. Any participation in the study was purely on voluntary basis without any form of enticement or coercion.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND PRESENTATIONS

#### 4.1 Introduction

This section provided the analysis and presentation of data as collected using the research instrument. A summary of the demographic information, including gender, age, level of education and number of years served was provided. Additionally, percentages were used to report on the responses indicated by participants under each section of the questionnaire. Finally, a regression analysis was conducted to establish the relationship between the dependent and the independent variables.

#### 4.2 Response Rate

A total of 235 questionnaires were administered to respondents selected from Kenya Police officers in Nairobi City County. A total of 167 questionnaires were correctly filled and returned representing a response rate of 71%. According to Mugenda and Mugenda (2009) and De Vaus (2013), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of above 70% is excellent. Therefore a response rate of 71% was considered excellent for data analysis and conclusions. Results are shown in table 4.1 below.

**Table 4. 1: Response Rate**

Category	Frequency (n)	Percentage (%)
Response	167	71
No response	68	29
Total	235	100

### 4.3 Demographic Characteristics of Respondents

In order to identify the characteristics of respondents, they were requested to indicate demographic data based on selected variables which included gender, working experience and section of work.

#### 4.3.1 Gender of Respondents

The respondents were requested to indicate their gender. The results were presented in Table 4.2

**Table 4. 2: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Male</b>	87	51.9
<b>Female</b>	80	48.1
<b>Total</b>	167	100

From the study findings in Table 4.2, about 51.9% of the respondents were male while 48.1% were female. This reflects a gender parity in the National Police service as none of the gender is more than two thirds.

#### 4.3.2 Working Experience of Respondents

Kenya police officers were requested to indicate the length of service under their position. The results were presented on Table 4.3.

**Table 4. 3: Working Experience**

<b>Working experience</b>	<b>Frequency</b>	<b>Percent</b>
<b>0 – 5 years</b>	27	16.2
<b>6 – 10 Years</b>	39	23.4
<b>11 – 15 Years</b>	55	33.2
<b>16 – 20 Years</b>	23	14.0
<b>Above 20 Years</b>	22	13.2
<b>Total</b>	167	100

From the study findings in Table 4.3, majority of the respondents, 33.2% had been in the profession for duration of between 11 and 15 years, 23.4% between 6 and 10 years, 16.2% between 0 and 5 years, 14.0% between 16 and 20 years and only 13.25% have worked for over twenty years. This shows that more than three quarters of the respondents had experience of more than 5 years thus, the respondents were well knowledgeable enough to give credible information pertaining the study

#### **4.3.3 Level of Education**

The study also sought to establish the respondents' highest level of education. The level of education in this case was in reference to the academic level attained by the respondents. That is Primary School level, Secondary School level, Professional Certificates and Diplomas at Tertiary level and Bachelors or Master's Degree level at the university and the results are as show below.

**Table 4. 4: Education Level of Respondents**

Level of education	Frequency	Percentage
Primary (KCPE/CPE)	15	9
Secondary (KCSE/KCE)	65	39
Tertiary Level (Certificate/ Diploma)	42	25
Bachelor's Degree	40	24
Master's degree and above	5	3
<b>Total</b>	<b>167</b>	<b>100</b>

According to the findings, 15 respondents representing 9% had a primary level of education the majority, 65 respondents (39%) had a secondary certificate, 42 of the respondents (25%) had a Tertiary level i.e. Certificate or Diploma, 40 of the respondents (24%) had a bachelor's degree while 12 (3%) of the respondents had attained a Master's degree and above. Therefore the respondents' education was adequate to enable them respond to the study questions correctly.

#### 4.4 Reliability of Research Instrument

The coefficient of internal consistency was used to measure the reliability of the questionnaire used in this study. It was tested using Cronbach's alpha reliability coefficient. According to Wuang and Su (2009), a Cronbach's alpha value equal or great than 0.7 is regarded to be a good internal consistency

**Table 4. 5: Reliability Test of Research Instrument**

Variable	No of Items	Cronbach's Alpha	Comment
Service Delivery	10	0.85	Reliable
Work related stress	6	0.75	Reliable
Working conditions	7	0.72	Reliable
Peer Pressure	7	0.84	Reliable
Overall		0.80	Reliable

Table 4.6 above shows that Service Delivery had a Cronbach's Alpha of 0.85, working conditions 0.75, Work related stress 0.72 and peer pressure 0.84. All the variables attained the acceptable and recommended minimum level of alpha, 0.7. The overall research instrument was therefore highly reliable, with Cronbach's alpha value of 0.80.

#### 4.5 Service Delivery by Kenya Police Officers

Service Delivery by Kenya Police Officers was assessed using ten measures. The responses were on the level of 1 to 5 and the results are given in Table 4.3.

	Description	Response Rate Scale of 1 - 5					Mean	SD
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)		
1	Police Officers are aware of the objectives, mission and vision of the National Police Service	8%	7%	21%	38%	26%	3.98 4	1.16 9
2	The management strive for the highest standards of professionalism and discipline among the officers	1%	30%	45%	17%	7%	2.26 1	0.93 0
3	The officers are trained to the highest possible standards of	4%	11%	25%	41%	20%	3.11 8	1.04 5
4	Officers always prevent corruption, promote and practice transparency and accountability in delivery of services	1%	8%	25%	42%	24%	3.78 9	0.94 3
5	Officers comply with constitution standards of human rights and fundamental freedoms	3%	9%	21%	41%	26%	3.78 9	1.02 4
6	Officers usually meet given deadlines while accomplishing their tasks	4%	5%	18%	38%	34%	3.93 4	1.05 0
7	The rate of absenteeism in the service is low	7%	11%	16%	42%	25%	3.68 4	1.15 7
8	Officers work best under minimum supervision	3%	8%	25%	34%	30%	3.81 6	1.04 2
9	Officers are encouraged to appraise themselves	4%	7%	14%	46%	29%	3.89 5	1.02 7

10	Appraisal results are communicated to the officers and necessary deliberations with the supervisor taken								
		4%	4%	17%	36%	39%		4.02	1.04
								6	5
								<b>3.761</b>	<b>1.077</b>

**Table 4. 6: Service Delivery by Kenya Police Officers**

The agreed ate mean score for employee performance was 3.761 and standard deviation of 1.077. This implies that on average the respondents agreed Police Officers are aware of the objectives, mission and vision of the National Police Service. They however disagreed that the management strive for the highest standards of professionalism and discipline among the officers.

This is in line with Chtalu (2014) who found that incompetence of some police officers is one of the challenges facing the National Police Service. The respondents were neutral when asked training to the highest possible standards of competence, integrity, respect for human rights and fundamental freedoms. They agreed that police officers always prevent corruption, promote and practice transparency and accountability in delivery of services. They also agreed that officers comply with constitution standards of human rights and fundamental freedoms.

These findings however seem to contradict with Muthondeki, Sirera, and Mwenje (2014) who reported lack of transparency and accountability in the force, corruption and lack of regular service training for the officers in lower cadre. However in the interview with the OCPD revealed that poor working and living conditions, corruption and poor methods of investigation as the constraints in the service. “We have always not been able to provide decent housing for our officers but we are on track towards that direction, we have few elements giving the police service a bad name, they are reported to involve in corrupt activities. However interviewing the

OCS Central Police Station revealed that integrity issues where police officer are honest about the themselves and society tolerance to issues like corruption makes it easier for the vice to thrive in the police service, as member of the public are willing to give bribe to get services which could be free services according to the police service charter.

Also the OCS cited lack of citizen awareness towards their rights as enshrined in the constitution. Also failure of some officers to know the rights of the citizens hence infringing on their individual rights. The OCPD central emphasized to go on a refresher courses to acquaint themselves with the new constitution. However, the central OCPD retaliated that any gross misconduct reported or any complaint from any member of public is well investigated and appropriate action is taken, either through orderly room proceedings or the officer can be charged in the court of law if it is a serious offence. So he urged members of the public to report any officer who is found abusing drugs and who is of gross misconduct.

#### **4.6 Work Related Stress and Substance Abuse among Police Officers**

Work related stress and substance abuse among police officers was assessed using six indicators on a likert scale and the results from the respondents are shown in table 4.7 below

**Table 4. 7: Work Related Stress and Substance Abuse among Police Officers**

	Description	Response Rate Scale of 1 - 5					Mean	STDEV
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)		
1	Stress of getting injured while on duty cause officers to use drugs	5%	7%	17%	36%	36%	3.895	1.126
2	Stress of using force when the job demand to do so is a contributor to substance abuse	3%	3%	17%	39%	38%	4.079	0.949
3	Huge work overloads is a driver of substance abuse among the police officers	8%	9%	16%	41%	26%	3.684	1.191
4	Inadequate resources at workplace makes officers contemplate substance abuse	4%	8%	12%	53%	24%	3.842	1.007
5	Dealing with fatal accidents and dealing with horrible sights is high causer of substance abuse among the police officers	5%	3%	20%	36%	37%	3.961	1.076
6	Management has to put into place proper coping strategies to officers affected by substance abuse	38%	34%	18%	5%	5%	1.934	1.050
Aggregate Values							3.60	1.07

From this study, the findings reveals respondents agreed with a mean of 3.895 and standard deviation of 1.126 that stress of getting injured while on duty cause officers to use drugs. They further agreed with a mean of 4.079 and standard deviation of 0.949 that stress of using force when the job demand to do so is a contributor to substance abuse. They also agreed that huge work overloads, inadequate resources at workplace and dealing with fatal accidents and dealing with horrible sights is high causer of substance abuse among the police officers. They however disagreed with

a mean of 1.934 and standard deviation of 1.050 that management has put into place proper coping strategies to officers affected by substance abuse.

These findings are consistent with what is reported by other scholars such as Muthondeki, Sirera Mwenje (2014) who found a positive relationship between occupational stress and substance abuse in police work. Similarly Garbarino and Magnavita (2015) found a significant association between work stress and adverse outcomes including over smoking and abuse of other prohibited substances. Similar views were raised by the commandant of General Service Unit in the Key Informant Interview (KII). He explained, "Police officers experience upsetting events in their work more than other professions in society yet the Kenya Police Service capacity to address the resulting psychological challenges is grossly inadequate." The commandant G.S.U highlighted that they have started counselling services as the training schools as well as in the various police provincial headquarters whereby officers affected by work related stress can be counselled and mentally advised to resume their core values.

He also highlight, the inspector general of police has started monthly lecturers on all police station across the country to highlight officers on the said services offered by the police and more so giving support to the affected families especially where officers are killed so as to be able to serve the public adequately.

He also highlighted the need to rehabilitate officers already in drug addiction and drunkards so as to be able to reform and leave drinking so as to serve the public with dignity and to minimize complaints in the Police Service.

#### 4.7 Substance Abuse and how it Influence Service Delivery by the Kenya Police Officers

The substance abuse factors that influence service delivery by the Kenya Police Officers that this study assessed include: rates of absenteeism, health status and potential outcomes of substance abuse. Each factor was assessed using a likert scale and results presented in the Table 4.8 below.

**Table 4. 8: Substance abuse factors that Influence Service Delivery**

	Description	Response Rate Scale of 1 – 5					Mean	STDEV
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)		
<b>Rates of Absenteeism and Service Delivery by the Kenya Police Officers</b>								
1	Wages paid to absent officers significantly reduce service delivery	3%	7%	22%	47%	21%	3.776	0.947
2	Persistent absenteeism leads to replacement which is very costly to the police service	3%	5%	9%	46%	37%	4.092	0.955
3	Administrative costs of managing absent officers affect service delivery	7%	7%	25%	32%	30%	3.724	1.162
4	Absenteeism leads to Poor quality of services resulting from overtime fatigue or understaffing	4%	5%	21%	36%	34%	3.908	1.061
5	Absenteeism results to inadequately trained employees filling in for others	5%	5%	12%	50%	28%	3.895	1.040
6	Poor morale among officers who have to "fill in" or do extra work to cover absent officers	7%	9%	11%	46%	34%	4.008	1.001
AGREGATE							3.761	1.077
<b>Health Status and Service Delivery by the Kenya Police Officers</b>								
1.	Good health reduces absenteeism	4%	7%	16%	42%	32%	3.908	1.048
2.	Officers deliver high quality services when in perfect health	5%	5%	16%	39%	34%	3.921	1.093
3.	Health officers have fewer claims for compensations	7%	11%	12%	37%	34%	3.816	1.208

4.	More workers' compensation and disability claims	4%	5%	17%	34%	39%	4.000	1.071
5.	Poor health of police officers results to impaired service delivery	3%	7%	17%	38%	36%	3.974	1.019
6.	Good health reduces absenteeism	4%	7%	16%	42%	32%	3.908	1.048
<b>AGREGATE</b>							<b>3.924</b>	<b>1.088</b>
<b>Potential Effect of substance abuse and Service Delivery by the Kenya Police Officers</b>								
1.	Hangover and withdrawal with come as an after effect of substance use which affects performance at work.	4%	11%	24%	39%	22%	3.658	1.065
2.	Loss of productivity due to absenteeism or illness.	5%	8%	13%	46%	28%	3.829	1.088
3.	Lack of alertness and concentration due to use of substances at the workplace.	5%	9%	17%	42%	26%	3.750	1.109
4.	Misuse of firearms due to the influence of alcohol and substance abuse.	7%	1%	21%	49%	22%	3.789	1.024
5.	Mishandling/ harassing the reporter/customers due to the influence of substance abuse. Engaging in unlawful activities such as sell of drugs to other police officers.	7%	8%	21%	39%	25%	3.684	1.134
<b>AGREGATE</b>							<b>3.742</b>	<b>1.084</b>

#### 4.7.1 Rates of Absenteeism and Service Delivery

Results in Table 4.8 show that the respondents agreed that wages paid to absent officers significantly reduce service delivery. This is supported by a mean scored of 3.776 and a lower standard deviation of 0.947. The results further indicate that persistent absenteeism leads to replacement which is very costly to the police service. In addition, administrative costs of managing absent officers further affect service delivery. Respondents also agreed that absenteeism leads to poor quality of services resulting from overtime fatigue or understaffing and as such inadequately trained

employees often stand in for others those absent hence, negatively impacting on service delivery.

These findings are supported by previous work of Armstrong (2013) and Zhang and Snizek (2015) who explored the association between workplace absenteeism and drug abuse. It is established that the officers absented from duties due to substance abuse whereby as the OCS you are supposed to call that officer and reprimand that officer before the condition worsens or he can be recommended for rehabilitation, where the police service pays for his cost and where the officer is not seriously affected by the drug abuse he can be cancelled and report on duty and be on surveillance for some time before he/she can be issued with a rifle.

These studies found that increased drug use is associated with increased absenteeism and reduced work productivity. This position was further elucidated by the Officer Commanding Station (OCS) during the KII. He said “absenteeism is a regular indicator among officers struggling with substance abuse. Once we notice high levels of absenteeism an officer, we immediately commence investigations and possibilities of substance use is one of the things we look for in our investigations.”

#### **4.7.2 Health Status and Service Delivery by the Kenya Police Officers**

Results in Table 4.8 show that the respondents agreed that Health Status significantly affect Service Delivery by the Kenya Police Officers. This is supported by an aggregate mean of 3.924 and low standard deviation of 1.088. The respondents agreed that police officers deliver high quality services when in perfect health and have fewer claims for compensations.

Similar findings are reported by Ahmed, Sun and Nazar (2015) and Oyewunmi, Oyewunmi and Iyiola and Ojo (2015). They found a positive link between health of employees and their job performance and satisfaction. The studies further found that organizations incur less cost on healthy employees in terms of medical care. The studies recommended employers to be mindful their employees' wellbeing as this doesn't affect the individual only but also the wellbeing of other staffs thus, the organization in general. In the key informant interview with the Human Resources manager, National Police Service, she said this, "the cost of having employees who are not in excellent health affects the entire service".

We need to get another officers to replace in for the sick one, when admitted, the officer has to be visited, both at home or in the hospital and more so we have to talk to the officer and advise him or her and his immediate family to help in advising the officer to desist from abusing drug for the sake of his/her family and for his/her employer the national police service commission.

#### **4.7.3 Potential Effect of substance abuse and Service Delivery by the Kenya Police Officers**

Results in Table 4.8 above show that the respondents agreed with mean score of 3.742 that the effects of substance abuse influence Service Delivery by the Kenya Police Officers. This is supported by a low standard deviation of 1.084 indicating that the respondents' views are not widely spread. The respondents agreed that hangover and withdrawal with come as an after effect of substance use, loss of productivity due to absenteeism or illness, lack of alertness and concentration due to use of substances at the workplace, misuse of firearms due to the influence of alcohol and substance

abuse, mishandling/ harassing the reporter/customers due to the influence of substance abuse negatively affect service delivery of police officers.

This is in line with previous empirical literature by Sounis, Niakas and Sarafis (2017) and Roney and Acri (2018) that drug or substance abuse impairs one's performance at work. Sam Has (2013) adds that when a drug is taken for non-medical reasons or it affects negatively the health and safety of others. On the same, Hassan and Atinga (2015) provide alcohol, Cocaine, marijuana, and other illicit drugs, solvents and misuse of prescription drugs or over the counter medication as some of the commonly abused items. Alcohol and cigarettes happen to be most abused due to the ease of access and affordability, (Munne, 2015). This was voiced further by Chief Inspector of Police during the KII. The outcomes of substance abuse are so disastrous when it comes to service delivery. Remember police officers carry weapons that need extra care and handling. They also serve the public, protect citizens and their properties all the time. Therefore their nature of call calls for one to be sober all the time and not to be under influence of any substance." She explained.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a summary of the major findings from the study based on the research objectives, conclusions from the findings and recommendations derived from the conclusions. The study sought to assess the effects of drug abuse on service delivery among police officers in Nairobi City County. This broad objective was guided by the following specific objectives:

Establish the extent of substance abuse by the Kenya Police Officers in Nairobi City County, identify the drivers of substance abuse among the Kenya Police Officers in Nairobi City County, establish the effects of substance abuse on service delivery by the Kenya Police Officers in Nairobi City County and investigate the strategies that could be used to control substance abuse by the Kenya Police Officers in Nairobi City County.

The study sampled a total of 235 respondents where 167 police officers responded. Quantitative data were analysed using descriptive statistics with the aid of SPSS version 23 for Windows while qualitative data was analysed using thematic analysis.

#### **5.2 Summary of the major research findings**

It was found that 58.7% of the respondents agreed that there was the problem of drug abuse among police officers. Police officers are a unique subset of the population as a result of their occupational culture and regular exposure to stressors and trauma. These issues culminate in an increased risk for problem drinking, either as a result of social pressure or as an unhealthy way to try to control anxiety or stress. The correlation between work stress and substance abuse among the law enforcement community may be much higher than what is reported.

The study found that alcohol is the most commonly abused among police officers. Alcohol is legal, and highly accessible. In addition, it is an acceptable form of coping for officers. External stressors are correlated with factors outside of the officer's control, such as attitude of the general public, daily exposure to trauma, negativity, and frustrations when dealing with challenging and dangerous situations. Personal stressors include: family, relationships, financial issues, and irregular schedules. Routine stress includes the daily stressors of the job such as being exposed to violence and traumatic events. These types of stressors affect officers physically, emotionally and spiritually. Currently, law enforcement has been faced with budget cuts and personnel reductions, further compounding officer workload stress. Officers, if not provided with healthy coping skills and wellness programs, may revert to maladaptive means of coping with stress, where drugs are a major rescue point.

### **5.3 Conclusion**

The study sought to analyse how drug and substance abuse practises affects service delivery in the Kenya Police service, the study established that substance and drug abuses has increased operational costs in the Kenya police service in that drug and substance abuse hinders the police service from focusing and developing core competencies it also reduces the effectiveness of the police service in performing its mandate and discourages citizens from seeking police services.

The findings indicate that the perceived effects of drug abuse among police were; Work related disorganization, misery in life and poor health. Effects at the workplace include; reduced efficiency at work, low staff morale, lateness on duty and even absenteeism.

Although majority of the police officers were not fully absent from work as a result of drug abuse, the amount of time that they spent on drug use related activities could impact negatively on the service delivery to the public by the police. Therefore, it was concluded that partial and full absenteeism (lost man hours/ lost labour days) cost the police department as a government a lot of money at the police force.

The study also determined the measures put in place to curb the menace drug abuse. Some of measures include: reducing working hours for the police officers, increment of salaries and provision of education and sensitization on effects of drug abuse. The study also found out some of the drivers of substance abuse among the police officers that included: work related stress, poor working environment, perception about the police force, family related stress.

#### **5.4 Recommendations**

In view of the above conclusions, this study makes the following recommendations about drug use and/or abuse at the workplace in the study area and beyond:

There is a need for the policing department to put in place stringent policy mechanisms to curb drug use and/or abuse among police officers. This would go a long way to minimize the risk of drug and alcohol consumption that cause professional invalidity and incapacitated police officers.

There is need for police stations to have capacity development programmes to sensitize their police officers across the board and increase their awareness of the adverse consequences of drug use. Police agency should further consider rewarding disciplined officers, especially those who do not engage in drug abuse as a way of being role models to others.

There is a need for the government and the larger society to control availability and access to drugs. This should be addressed from the sources of the drugs to the ultimate users.

Seemingly the government needs to consider establishing more preventative, treatment and rehabilitation centres. Despite drug abuse being rampant among the police officers, there are few rehabilitation centres in the country

#### **5.4.1 Suggestions for further research**

In addition to replicating the study, future research should examine other aspects of workplace performance that can also be affected by drug abuse so as to have a holistic approach in addressing this menace-for instance drug related workplace aggression, employee relationships and drug related labour turnover.

Future researchers could study in more details the relationship between Alcoholism and Job Productivity for the law enforcement sector. Total Productivity Factor method would be an appropriate model to use in this case

Relationships between Police and Community: Studies need to be conducted to establish how best the police could involve the community in their work towards reducing criticism and building confidence.

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## APPENDICES

### APPENDIX 1: QUESTIONNAIRE

#### Section A: General Information

Tick the appropriate response from the alternative provided

1. Gender    Male                   Female

#### 2. Working experience in the Police Officers

0-5                                 

5-10                               

10-15                             

15-20                             

More than 20 years

#### 3. Section of work

Front Office                     

Internal affairs                  

Crime Office                    

Traffic Office                   

#### SECTION B: Level of self-efficacy

For each of the following statements, please circle the choice that is closest to how true you think it is for you. The questions ask about your opinion. There are no right

or wrong answers. All questions will be measured on a 10-point scale ranging from 0 (I am definitely not able to do this) 5 (I am not certain to do this) to 10 (I definitely can do this).

0 indicates: I am definitely not able to do this

10 indicates: I can definitely do this

No.	Questions	Scale of 10
1.	I can always manage to solve difficult problems after taking drugs.	0,5,10
2.	If someone opposes or is against me, I can find a way to get what I want after taking drugs.	0,5,10
3.	It is easy for me to stick to my plans and accomplish my goals without leaving drugs	0,5,10
4.	I am confident that I could deal efficiently with unexpected events when using drugs.	0,5,10
5.	How does drug and substance abuse discourage members of the public from seeking police assistance	0,5,10

### **SECTION C: DRIVERS OF SUBSTANCE ABUSE**

1. What are your reasons for using substances and drugs? (you can give more than one reason)

To work hard

To relieve anxiety

To relax/sleep

For pleasure

Others.....

2. How do police working environment affect drug and substance abuse

.....  
.....

**SECTION D: DRUG ABUSE**

3. Would you say there is drug abuse among the police in this station?

a) Yes [ ] b) No [ ]

If yes explain

.....  
.....

4. Have you had any experience in dealing with drug problems in your Station?

Yes [ ] No [ ]

If yes explain

.....

.....

1. What is the general distribution of known drug abusers in terms of gender?

*Tick one only*

The male officers are the main abusers [ ] Both male and female officers equally  
abuse Drugs [ ]

The female officers are the main abusers [ ]

2. Which cadres are mostly involved in drug abuse? *You can tick more than one.*

Traffic [ ] Community Policy [ ] Crime [ ] Internal Affairs [ ] Front Office [ ]

7. If there is a drug problem in your station, is it increasing?

No [ ] Yes [ ]

If yes explain

.....  
.....

8. What is your overall assessment of drug abuse in the Police Officers? *Tick one only.*

Nearly 100% of police officers take drugs [ ]  
take drugs [ ]

About 80% of police officers

About 60% of police officers take drugs [ ]  
take drugs [ ]

About 40% of police officers

About 20% of police officers take drugs [ ]  
 officers take drugs [ ]

Less than 20% of police

9. How would you rate the use of the following drugs in your station?

a) High [4] b) Average [3] c) Low [2] d) Not at all [1]

	High	Average	Low	Not at all
Depressants Alcohol				
Tobacco including cigarettes				
Narcotic drug Opium Heroin				
Cannabis Sativa Bhang Hashish				
Stimulants Cocaine Miraa				

#### WORKPLACE SOLUTIONS TO CONTROL SUBSTANCE ABUSE

Are there any risk factors you feel motivate substance abuse at the workplace by the Police Officers?

.....  
.....  
.....  
.....

What are the possible solutions that can work to control substance abuse among the Police Officers?

.....  
.....  
.....  
.....  
.....





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Date: **1<sup>st</sup> August, 2018**

Jackson Mutiiria Ngeera  
Kenyatta University  
P.O Box 43844-00100  
**NAIROBI**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of substance abuse on service delivery by the Kenya Police Officers. A case study of Nairobi City County, Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **30<sup>th</sup> July, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.



COUNTY COMMISSIONER  
NAIROBI COUNTY  
31/8/2018

The County Director of Education  
Nairobi County.



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Internal Memo

FROM: Dean, Graduate School

DATE: 7<sup>th</sup> September, 2018

TO: Jackson Mutiiria Ngeera  
C/o Public Policy and Administration Dept.

REF: C153/OL/CTY/32258/2016

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 22<sup>nd</sup> August approved your Research Project Proposal for the M.PPA Degree Entitled, "Effects of Substance Abuse on Service Delivery by the Kenya Police Officers :A Case study Of Nairobi City County ,Kenya."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

  
ANNBELL MWANIKI  
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr.. Daniel Muia  
C/o Department of Public Policy and Administration  
Kenyatta University

AM/inn