

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

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ABSTRACT

Over the past years, the government of Kenya has been carrying on police service reforms, focusing on streamlining the police service, harmonizing pay benefits and putting in police interventions to enhance efficiency and service delivery to the citizens by the police service. The establishment of the national police service which comprises of the Kenya Police Service, general duties and the directorate of criminal investigation was to enhance service delivery, despite these reforms service in the national police service has been wanting, and hence drawing attention from internal and external bodies. There are various factors that affect service delivery. One of them being influence of substance abuse or use drugs while serving the customers or members of the public and it's the purpose of this study to analyze how substance abuse and drug use affects service delivery in the national police

services. To enhance this stratified technique was used. The police officers were divided into two levels according to their gender, then simple random sampling was used to give a representative sample for each level. This research used multiple research tools that is questionnaire and interviews. The data collected was processed using statistical package for social sciences version 23. Quantitative data was processed and analysed according to their contents and segments into themes. The police service has embraced changes which has impacted service delivery. The study recommends that the national police service should focus on the officers' wellbeing at the work place as it enhances a healthy workforce which in turn improves the reputation and service of the national police service.

***Key Words:** drug and substance abuse, service delivery, police officers*

INTRODUCTION

The success of any organization is well determined by how it effectively handles its customers to acquire the desired results. If an organization wants to remain relevant and competitive it is imperative to continually improve the performance through creating good reputation in the minds of people through quality services, in this case the core mandate of the national police service is to protect life and property as enshrined in our constitution. This is achieved by ensuring that the police officers are sober and this means they are not using drugs while serving their customers or when on duty as this leads to unnecessary complaints due to poor services or no services offered at all.

The service delivery of the Kenya Police has been evaluated in terms of reduction of crime rates, a number of arrests, responsiveness, reliability, fairness and even their manners and understanding as measures of policy success. The Kenyan police has been blamed especially between 2002-2008, on the behaviors portrayed by officers such as giving rude treatment during arrest or torturing of suspects, police officers covering up other officer's wrong doing, officers taking sides between citizens or biasness when offering services to the members of the public and others being involved in extra judicial killing as reflected in the truth justice and reconciliation commission report (TJRC). All these have been addressed in the police reforms

although the government does not want the police to be an independent institution as enshrined in our constitution (2010). So interference by the government especially appointment of the inspector general of police and director of criminal intelligence, makes these appointees puppets of the government, hence failing the mandate to serve the citizen in an impartial manner.

The Kenya police Officers have been overtime been accused of matters of impunity use of excessive force, disregard of human rights, corruption, drug and substance abuse which have led to mistrust by the members of the public. The promulgation of the new constitution in August 2010 brought about a bed rock used for the police reforms.

The situation where an individual's takes in more substance and drugs that causes harm to themselves or to others is patterned as drug abuse. (W.H.O 2014) law enforcement job is tricky and stressful so law enforcers have to adopt to changes in their shifts, traumatic situation and other administrative challenges anchoring constant exposure to terror and risky situations that has led to many police officers turning into drugs to ease stress, or kill boredom, hence decreased in productivity and efficiency while on duty thus leading to complaints by members of the public.

Although little empirical context exist on the influence of substance abuse on service delivery by the police officers in Nairobi City County, the latest statistics indicate a consistent increase in the number of officers dropping out of the police service and others dying due to drug abuse and other drug related cases (Violanti, 2015) some of the ways substance abuse affect performance includes absenteeism and many sick off, many police officer enter into drug abuse due to peer pressure and job related stress.

According to government of Kenya (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). It is our therefore intention of the study to find out how substance abuse impacts on service delivery by the police officers. 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.

OBJECTIVES OF THE STUDY

1. To examine how the use of substance abuse affects service delivery by the police officers in Nairobi City County, Kenya.
2. To examine how the influence substance abuse brings about work related stress among police officers in Nairobi City County, Kenya.
3. 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.
4. To evaluate the link between health status and service delivery by the police officers in Nairobi City County, Kenya.

THEORETICAL FRAMEWORK

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 that is, those that are institutional based for example schools, public administration and others not for profit and those that are technically dominated that is, the manufacturing industry, (Meyer and Scott, 1983). 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, 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 draws the attention to the gap. So, the institutions refereed the police measures its customer's satisfaction through evaluating compliments versus complaints made against its services by members of the public hence can take measures to improve its services delivered to the public as they are the final beneficiaries of these services.

Servqual Theory (IS Theory)

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

1. Tangibles – Physical facilities, equipment, staff appearance.
2. Reliability – ability to perform service dependably and accurately
3. Responsiveness – willingness to help and respond to customers need.
4. Assurance – ability to staff to inspire confidence and trust.
5. 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 are measured to know their capabilities and weakness, and if its established its causes as it may be due to substance and drug abuse, or where officers acts inhumanly or misuse their powers or by misuse of firearms by shooting innocent people due to influence of drugs and effects of alcoholism which brings criticism and suspicious from the citizens because where service are perfect the members of public report their cases as they are assured of the service. So the police should be able to measure the service given by their institution, either through customer satisfaction where there are fewer complaints and increased compliments and also reduced number of cases reported to a police station at a given time.

RESEARCH METHODOLOGY

The aim of the study was to know how the use of drug and substance abuse affects service delivery by the Kenya police officers in Nairobi County. The population was limited to police officers based in Nairobi City County. The target population was 2,350 police officers working in different sections of the Kenya police department. The 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. (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 in relation to service delivery by the Kenya police officers in Nairobi City County. The population under investigation consisted of the current serving police officers using simple random sampling, a sample of 235 police officers were selected at random within the City County police officers. According to (Mugenda & Mugenda, 2003) sample size of at least 10% of the total target population is considered sufficient. The stratified random sampling method was used as it has various advantages, which includes increasing the stratified efficiency of the sample provision of enough data for analysis in various subpopulation 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 from office department.

RESULTS AND DISCUSSIONS

Service Delivery by Kenya Police Officers was assessed using ten measures. The responses were on the level of 1 to 5.

Table 1: Service Delivery by Kenya Police Officers

Description	Response Rate Scale of:					Mean	SD. DEV.
	(1)	(2)	(3)	(4)	(5)		
1 Police Officers are aware of the objectives, mission and vision of the National Police Service	8%	7%	21%	38%	26%	3.984	1.169
2 The management strive for the highest standards of professionalism and discipline among the officers	1%	30%	45%	17%	7%	2.261	0.930
3 The officers are trained to the highest possible standards of discipline	4%	11%	25%	41%	20%	3.118	1.045
4 Officers always prevent corruption, promote and practice transparency and accountability in delivery of services	1%	8%	25%	42%	24%	3.789	0.943
5 Officers comply with constitution standards of human rights and fundamental freedoms	3%	9%	21%	41%	26%	3.789	1.024
6 Officers usually meet given deadlines while accomplishing their tasks	4%	5%	18%	38%	34%	3.934	1.050
7 The rate of absenteeism in the service is low	7%	11%	16%	42%	25%	3.684	1.157
8 Officers work best under minimum supervision	3%	8%	25%	34%	30%	3.816	1.042
9 Officers are encouraged to appraise themselves	4%	7%	14%	46%	29%	3.895	1.027
10 Appraisal results are communicated to the officers and necessary deliberations with the supervisor taken	4%	4%	17%	36%	39%	4.026	1.045
						3.761	1.077

From the study, the findings reveal respondents agreed with a mean of 3.984 and a standard deviation of 1.169 that most police officers are aware of the objectives, mission and vision of national police services. They however disagreed with a mean of 2.261 and a standard deviation of 0.930 that the management of the police strive for the highest standard of professionalism and discipline among the police officers. The respondents agreed with a mean of 3.118 and a standard deviation of 1.045 that police officers are trained to the highest standard of discipline. The study also reveals that most of the respondents agreed with a mean of 3.789 and a standard deviation of 0.943 that police officers always thrive to prevent corruption and promote transparency. The study also reveals that respondents agreed with a mean of 3.789 and standard deviation of 1.024 that police officers do comply with the constitution and fundamentals of human rights. The study also indicates that the respondents agreed with a mean of 3.934 and a standard deviation of 1.050 that officers usually do accomplish their assignment task as per the deadline. The study also reveals that the respondents agreed with a mean of 3.684 and a standard deviation of 1.157 that police officers do not absent from duty. The study also reveals that the respondents agreed with a mean of 3.895 and standard deviation of 1.027 that officers are encouraged to appraise themselves.

themselves. 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.

Table 2: Work Related Stress and Substance Abuse among Police Officers

Description	Response Rate Scale of:					Mean	STD. DEV.
	1 - Strongly Disagree	2 - Disagree	3 - Neutral	4 - Agree	5 - Strongly Agree		
	(1)	(2)	(3)	(4)	(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 the study, the findings reveal that the respondents with the mean 3.895 and standard deviation of 1.126 that stress of getting injured while on duty causes officers 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 over loads, with a mean of 3.684 and standard deviation of 1.191 also contributes to use of drugs and substance abuse. They also agreed that inadequate resources at work place with a mean of 3.842 and standard deviation of 1.007 makes police officers use drugs. They also agreed that dealing with traumatic scenes of murder and traffic road accidents with a mean 3.961 and standard deviation of 1.076 makes officers’ abuse drugs and other substances.

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 stress and adverse outcomes including over smoking and abuses of other prohibited substances.

Table 3: Substance abuse and factors that Influence Service Delivery

Description	Response Rate Scale of: 1 - Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 - Strongly Agree					Mean	STD. DEV.
	(1)	(2)	(3)	(4)	(5)		
Rates of Absenteeism and Service Delivery by the Kenya Police Officers							
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
Health Status and Service Delivery by the Kenya Police Officers							
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
AGREGATE						3.924	1.088
Potential Effect of substance abuse and Service Delivery by the Kenya Police Officers							
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
AGREGATE						3.742	1.084

Rates of absenteeism and service delivery by the Kenya Police Officers

Results in table 3 shows that the respondents agreed that wages paid to absent officers significantly reduces service delivery. This is supported by a mean score of 3.776 and standard deviation of 0.947. The study also agrees that persistent absenteeism with a mean of 4.092 and a standard deviation of 0.955 which leads to increase in costs to the police service as they make replacement.

The study also agrees that administrative costs at mean 3.774 and standard deviation of 1.162 increases costs due to managing absentee police officers not on duty. Also the study agrees that absenteeism lead to poor quality of services, at a mean of 3.908 and standard deviation of 1.061 as the few officers will be overworked and fatigued due to understaffing.

The study agrees that absenteeism leads to poor morale with a mean of 4.008 and mean of 1.001 due to officers being over worked to do extra work so as to cover absentee officers. 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.

Health status and service delivery by the Kenya Police Officers

Results in the above table shows that the respondents agreed that health status significantly affect service delivery by the Kenya police officers. This supported by where good health reduces absenteeism, this is supported by mean of 3.908 and standard deviation of 1.048 and also the study agreed that officers deliver high quality of services when is perfect health with a mean of 3.921 and standard deviation of 1.093.

The study also agreed that fewer claims for compensation are done by health police officers, this was corroborated by mean of 3.816 and standard deviation 1.208. The study also disagreed that more workers compensation and disability claims by sick officers with a mean of 4.000 and a standard deviation of 1.071. Also the study agreed that good health reduces absenteeism with a mean of 3.908 and a standard deviation of 1.048 similar findings are reported by Ahmed, sun and Nazar (2015) and Oyemwunmi, Oyemwunmi link between health of employees and their job performance and satisfaction. The studies further found that organization incur less cost on healthy employees in terms of medical care.

Potential effects of substance abuse and service delivery by the Kenya Police Officers

Results in the above shows that the respondents agreed with mean score of 3.742 that the effects of substance abuse influence service delivery by the Kenya police officers and a standard deviation of 1.084. The study agreed that hangover and withdrawal which come as an effect after effect of substance use which affects performance at work, this is supported by a mean of 3.658 and standard deviation of 1.065.

The study agreed that loss of productivity due to absenteeism or illness affects services delivery with a mean of 3.829 and standard deviation of 1.088. The study agreed that lack of alertness and concentration due to use of substance at the work place affects service delivery this is supported by mean of 3.750 and standard deviation of 1.109. Also the study agreed that misuse

of firearms due to influence of alcohol affects service delivery, this is supported mean of 3.789 and standard deviation pf 1.024.

The study agreed that harassing the reporters and customers due to the influence of substance. This is supported by mean of 3.684 and standard deviation of 1.134. These findings are supported by previous work of Armstrong (2013) and Zhang and Snizek (2015) who explored the association between work place absenteeism and drug abuse.

CONCLUSION

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. Also, the study concluded that 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.

Measures put in place to curb the menace of drug abuse 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, and family related stress.

RECOMMENDATIONS

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.

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