

**ANTECEDENTS OF ETHICAL ISSUES IN POLICE RECRUITMENT IN KENYA:
A CASE OF THE EMBAKASI POLICE TRAINING INSTITUTE**

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DECLARATION

This Research project is my original work and has not been presented for a degree at any other University.

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

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DEDICATION

I dedicate this project to first, God Almighty and to mother, Anne Nyangái whose prayers and encouragement motivated me in my academic pursuit.

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I extend my sincere gratitude to my supervisor Mr. David Kanyanjua for his technical advice, able guidance and support during my research. I also extend my appreciation to the Management University of Africa administration for providing me with such a significant chance. I would also like to express my deepest gratitude to the Embakasi Police Training Institute for allowing me to carry this research in their organization. I also appreciate all my friends who in one way or another supported me throughout the research period. I am also grateful to those that spared their time to participate in my study in one way or another.

ABSTRACT

The ethical issues surrounding police hiring in Kenya have raised concerns, primarily in regard to openness, equity, and following of the set hiring protocols. The integrity of the recruiting process has been weakened by a number of complaints directed against the Kenya Police Service, including claims of partiality, corruption, and a lack of accountability. These moral dilemmas impact public confidence in law enforcement agencies in addition to making it more difficult to choose competent applicants in a fair and reasonable manner. Although recruiting and selection procedures, procedural guidelines, and a legislative framework aimed at maintaining ethical standards are in place, it is still unclear how successful these systems are. Using the Embakasi Training Institute as a case study, this paper examines the causes of ethical problems in police recruitment. The specific objectives of the study were to evaluate the effects of the indirect procedural guidelines on ethical issues in police recruitment in Kenya, to determine the effect of recruitment and selection policies on ethical issues in police recruitment in Kenya, to investigate the effect of recruitment strategies on ethical issues in police recruitment in Kenya and to examine the effect of the legal framework on ethical issues in recruitment at the Kenya police service. The study was based on three theories, which are the Attribution Theory Institutional theory and Implicit Personality theory. This study was anchored on Institutional theory as the key theory because of its emphasis on the deeper and more resilient aspects of social structure. The researcher used descriptive research design. The study's target population was 200 police officers and staff involved in the recruitment process at Embakasi Police Training institute. The sample size was 100 staff of Embakasi Police Training. Data was collected using structured questionnaires which were distributed to the sampled respondents at Embakasi Police Training institute. The questionnaires were collected within one month. The collected data was analysed using descriptive and inferential statistics with help of SPSS. The findings were then presented using tables and charts. From the analysis of the filled questionnaires, it was found that there is adherence to recruitment policy and code of ethics during recruitment at the Kenya Police Service as such indirect procedural guidelines influence ethical police recruitment at the Kenya Police force in Embakasi. The study also found that recruitment strategies put in place by the Kenya Police force affect the ethical police recruitment in Kenya. The study then concluded that indirect procedural guidelines, recruitment and selection policies, recruitment strategies and legal framework all significantly affect ethical recruitment at the Embakasi Police Training Institute. From the study it is recommended that recruiting agencies should put in place procedural guidelines, recruitment and selection policies and strategies to enhance ethics in recruitment. The findings of this study will be beneficial to policy makers, academicians and researchers. The findings will also be of benefit to the recruitment practice in public and private organizations. The findings will inform policymakers on the need for policy changes and implementation of ethical recruitment practices in the police service.

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LIST OF ABBREVIATIONS AND ACRONYMS

CPI	Corruption Perceptions Index
DCI	Directorate of Criminal Investigations
GOK	Government of Kenya
IBEA	Imperial British East Africa
KUSCCO	Kenya Union of Savings and Cooperatives
NLRA	National Labour Relations Act
NALP	National Association for Law Placement
SHRM	Strategic human resources management

OPERATIONAL DEFINITION OF TERMS

Ethics

Are the moral principles that govern a person's behaviour or the conducting of an activity.

Indirect Recruitment Methods

These way employees are hired indirectly through advertisements in newspapers, journals, radio, the Internet, and other ways with aim of finding suitable people.

Legal Framework

The legal entity of a business is the one that ensures that the employee, organization service or product is protected, and that organization is not operating illegally.

Recruitment strategies

It is a clear plan that outlines what roles you will cover, when, why and how. It is tied to all corporate opposition.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Ethical issues in recruitment have been a concern in law enforcement agencies worldwide with different countries having their unique myriad of the same. Police departments play a very important role in upholding justice, ensuring public safety and maintaining law and order. The recruitment process forms the foundation of any police force, as it determines the quality, competence, and integrity of its officers. However, ethical issues during recruitment can undermine public trust, compromise the effectiveness of the police force, and lead to various forms of misconduct and corruption (Logan, 2019).

The staffing process is a very important function in any organization, because it determines the quality of employees who will be working in the organization. Issues of ethics during the recruitment process, can negatively impact the organization and the staff. Ethical issues in recruitment are not limited to a particular country or region but are a global concern. Research has shown that unethical practices in recruitment can negatively impact both the organization and the job candidates, and paves for adverse legal ramifications (Wang, 2019).

Discrimination in recruitment is a global ethical concern. A study by Loo and Thorpe (2018) found that discrimination in recruitment based on race, gender, age, and disability is prevalent in Australia, the United States, and the United Kingdom. Another study by Wood et al. (2020) found that discrimination against LGBTQ candidates in recruitment is common in several countries, including Canada, the United States, and Australia. Favouritism and nepotism are also global ethical concerns in recruitment. A study by Tabassi et al. (2017) found that favouritism and nepotism are prevalent in Iran, which can lead to the recruitment of unqualified individuals and negatively impact the organization's performance. Similarly, a study by Kargar et al. (2019) found that favouritism and nepotism are common in Pakistan, which can lead to a lack of transparency in the recruitment process and affect the organization's culture.

In a study done by Herring (2019) in the University of California on impact of modern methods of recruitment among ICT companies in California State, the study concluded that lack of diversity was one of the major problems. Organizations may without due intent create barriers

that prevent certain groups of individuals from being recruited or considered for employment. The lack of diversity in such organizations can have a very negative effect on the organization's culture and reputation since there will be no room for different views. Various research studies have shown that when there is no diversity in an organization there can be decreased innovation, creativity, and problem-solving ability within the organization.

Bribery and corruption in recruitment are also global ethical concerns. A study by Hamdy et al. (2017) found that bribery and corruption during recruitment are prevalent factors in Egypt and said lead to the recruitment of unqualified candidates and negatively impact an organization's performance. Similarly, a study by Waziri and Malgwi (2017) found that bribery and corruption in recruitment are common in Nigeria, which can undermine the integrity of the recruitment process and negatively impact an organization's culture and reputation. Another glaring ethical issue in recruitment is favouritism or nepotism. This occurs when an organization hires employees by considering their personal relationships with them rather than by merit. This can lead to the recruitment of under qualified individuals, which can affect the organization's performance and culture. According to a study by Meeks and Cross (2018), the recruitment of under qualified employees due to favouritism can result in low employee morale, reduced productivity, and higher employee turnover rates.

Bribery and corruption during the recruitment process is another ethical issue. This can occur when candidates pay money or provide other forms of benefits to the officers in the recruitment process in order to gain an advantage over other candidates. This can lead to the recruitment of unqualified candidates and can negatively impact the organization's culture and reputation. According to a study by Ondiege et al, (2021), bribery and corruption during job recruitment are prevalent in Kenya, which undermines the integrity of the recruitment process and affects the quality of the employees recruited.

The Kenya Police Service faces a myriad of challenges. Nairobi as the Capital city is a highly populated, ethnically diverse metropolis that exhibits notable social and economic inequalities. Matters associated with insecurity such as organized crime, gang activity, and intercommoned strife, are influenced by these elements. For tackling these issues and preserving public confidence, it is essential to provide an honest and efficient police force. A study by Nyeri,

Mwirigi and Wachira (2019) revealed the negative effects of these problems on the overall effectiveness and public impression of the Kenya Police Service. The study suggested, implementing merit-based selection criteria, strengthening supervision systems, and increasing transparency in order to address issues relating to ethics in the recruitment process.

The Kenya Police Service has faced criticism regarding the recruitment process in Nairobi City County and also the other regions in Kenya. Reports of irregularities, such as the sale of recruitment slots, manipulation of examination results, and the influence of political connections, have been a cause for concern. These unethical practices erode the credibility of the police force, demoralize qualified candidates, and hinder the establishment of a professional and accountable law enforcement agency. According to Obiri, Mugambi and K'Oyugi (2017) study revealed the existence of ethical issues such as corruption, nepotism, and political interference, which compromised the integrity and fairness of the recruitment process. The findings emphasized the need for reforms, including the establishment of standardized procedures, comprehensive background checks, and increased training and awareness on ethics and professionalism. The study emphasized the importance of addressing these challenges to build a professional and accountable police force.

To hire the right persons for any vacant positions that occur in their organizations employers are expected to take hiring decisions very seriously. Managers are responsible for setting corporate ethical standards that can lead to strengthening relationships, building reputation, and creating lasting corporate success, all subject to management's acceptance of their ethical responsibility (Paine, 2014). Since time immemorial, scholars have argued that hiring managers have the power to select top candidates and exclude other applicants, but in addition, managers have a moral obligation to exercise their decision ethically (Alder & Gilbert, 2016).

A study by Kosseff (2018) stated that the issue of privacy during the recruitment process is also an ethical concern. Employers have access to personal information about job candidates, including their resumes, cover letters, and social media profiles. This information can be used to make hiring decisions, but it also raises questions about the privacy rights of job candidates. To ensure that information relating to job candidates is maintained private and confidential and that the personal information is used only for legitimate purposes related to the recruitment process

employers in all organization are expected to take ethical measures to guarantee confidentiality. This is the reason why data protection emerging issue and subject of national debate.

The staffing process is very important in ensuring that the organization fulfils the objective of creating a quality workplace for all employees in an organization. This is done by ensuring that the organization firstly attracts employees with high ethical standards. Ogwaka, Namada and Sikalieh (2017), study showed that recruitment and selection processes were 0.737 yielding with economic performance. The connection coefficient for ethical choice and employment was found to be 0.737 with a value of 0.014 which was less than 0.025 at 5. A strong positive correlation between ethical recruitment practices and financial performance of the firms listed in the Nairobi Stock Exchange is therefore confirmed by these results.

According to Roll (2020), ethical issues are those that are not governed by the law but are regarded as appropriate procedures that should be followed as fair and equitable for all. Employers in all organizations are expected to be aware of the existing laws on equal opportunities and to ensure that they comply with them, or their prosecution is at risk. Many employers have a clear policy framework for equal opportunities to assist them in complying with the law and to ensure that they make the necessary changes to assist potential employees from different groups to succeed in their applications. A regular, reliable process that allows for vacancies to be filled on time and which does not leave candidates in an endless process of waiting is required for an effective staffing process in an organization. The quality of candidates with the aim to help fairly long-term equity rather than simply fill a position is the main focus of ethical staffing.

A documented moral code in an organization plays a significant part in the staffing process because staff resources are a major source of competitive advantage and profitability for an organization if it is hired and managed properly. To ensure that candidates are evaluated by their suitability, justice and equity and to safeguard the suitable knowledge, skills and capabilities from being lost organizations should set and document ethical considerations. To analyse the effect of recruitment and selection on staff performance at two community universities in Nyeri County, Murage and Sarah, (2016) carried out a study using the simple random sampling

methods. Behavioural problems in recruitment and selection were found to have a positive and statistically significant effect on employee performance in the study results.

1.1.1 Ethical Issues

Any situations or actions that involve moral principles and values and have the potential to cause harm or benefit to individuals or society as a whole are normally referred to as ethical issues. In the context of recruitment, ethical issues relate to the principles and values that govern the selection and hiring of job candidates. An organization which is perceived as ethically responsive has a better image as opposed to one that is perceived to be morally unresponsive (Rop & Sang, 2019). It is therefore important to put in place ethical consideration to ensure that candidates are reviewed according to their merit, fairness and equity and to also ensure that they possess the right knowledge, skills and abilities for the job (Kulal, 2020).

Some of the common ethical issues in recruitment include discrimination, favouritism, nepotism, bribery and corruption, and lack of diversity. Discrimination occurs when job candidates are unfairly treated based on their race, gender, age, religion, sexual orientation, or other characteristics (Frost, 2019). Ethics plays a crucial role in recruitment and selection because it has positive impact on employee's performance and job satisfaction (Kulal, 2020). Favouritism and nepotism occur when job candidates are selected based on personal relationships or other non-job-related factors rather than their qualifications and merits. Bribery and corruption occur when job candidates are selected based on payment of money or other favours (Al-Shehri & Al-Jabri, 2017). A lack of diversity occurs when job candidates are selected based on a narrow range of characteristics, leading to a lack of representation of diverse groups. Other ethical issues in recruitment may include issues related to confidentiality, privacy, and transparency. According to Gupta and Gokhale (2021), job candidates' personal information should be kept confidential and not shared without their consent.

Recruitment processes should also be transparent, to enable job candidates anticipate what to expect and a surety of fairness. Ethical recruitment practices in organizations ensure fairness, transparency, and equity in the selection and hiring of job candidates for the organization. Adhering to ethical principles and values in recruitment can help an organization to avoid any legal and reputational risks and to attract and retain high-quality job candidates.

1.1.2 Recruitment

The process of making people aware of vacancies, identifying qualified candidates, attracting applicants, and choosing the fit candidate for a vacancy that arises within an organization is normally referred to as recruitment. The recruitment function involves attracting the qualified and competent candidates to apply for job openings and then selecting the most competent candidate for the work opening in an organization. The staffing process is a very complex process that involves various sequential steps, including job analysis, sourcing candidates, screening applicants, conducting interviews, and making job offers. The success of the recruitment process in any organization depends on the organization's ability to identify the right candidates and attract them to apply for the job (Kosseff & Gilbert, 2016).

Recruitment is meant to generate many applicants to apply for a vacancy while selection is meant to ensure only the most suitable and qualified individual is employed (Rop & Sang, 2019). Finding the right candidate for a job opening is not the only role of recruitment. It also involves ensuring that the entire staffing process is fair, transparent, and compliant with legal and ethical standards set in the organizational code. Any recruitment practices that are perceived by potential applicants and employees as unfair or discriminatory can damage an organization's overall reputation and lead to very negative legal and financial consequences. Recruitment is an on-going process that requires continuous evaluation and improvement (Cascio, 2018). You should align the organization's overall strategic objectives to the recruitment strategy and take into account the changing job market, workforce demographics, and technological advancements in order to ensure an effective recruitment strategy in your organization. Milkovich, Newman and Gerhart (2016) stated that recruitment is a critical process that impacts an organization's success in achieving its goals. Effective recruitment practices help organizations to succeed in its objective of attracting and retaining top talent, improving employee engagement and productivity, and enhancing the organization's overall reputation. High employee turnover rates, low employee morale, and negative legal and financial consequences can arise if the organization has poor recruitment practices.

1.1.3 Indirect procedural guidelines

Indirect recruitment methods refer to recruitment practices that do not involve a direct application process, but rather rely on referrals, recommendations, or third-party recruiters to identify potential candidates. While indirect recruitment methods can be effective in identifying top talent, they can also raise ethical concerns related to fairness, bias, and privacy (Kohnke, 2018). This type of recruitment involves making potential applicants aware of job vacancies through advertisements the print and electronic media used to advertise open job vacancies. Advertising allows people to test their fitness for the advertised positions and then submit their applications for the open positions. It is normally preferred when an organization wants to reach a large target group of potential applicants scattered in a wide geographical area such as across the country. If a company wants to hide its identity, it can offer a blind advertisement when only a box number is provided (Dmark, 2017).

1.1.4 Recruitment and selection Policies

Recruitment policy is a framework that clearly sets out all the methods and procedures for hiring in an organization. Promoting consistency, transparency and compliance with labour laws and regulations during the staffing process is main objective of the recruitment policy. The recruitment and selection policy are a documented procedure detailing the code of behaviour, which sets out how an organization should conduct the staffing process whenever a vacancy arises in the organization. The purpose of this policy is to ensure that transparent and impartial recruitment procedures are followed; one that leads to the selection of the best candidate based achievement and merit in alignment with the organization's values, philosophy and principles (Graham et al., 2017). Staffing policies are guidelines and procedures that organizations follow to ensure that their recruitment practices are fair, consistent, and effective. Recruitment and selection policies provide a framework for the recruitment process, including job advertising, candidate screening, interviewing, and job offers (Breugh, 2015).

1.1.5 Legal Framework

Legal frameworks provide guidelines and regulations that organizations must follow to ensure that their recruitment practices are non-discriminatory and compliant with the applicable laws. The organization can be sued, and damage may occur to the organization's reputation due to failure to comply with set regulations. Ethical issues related to recruitment can arise when organizations do not follow ethical principles and practices, even if they are compliant with legal regulations (Bhatia-Lin et al., 2019).

There are various anti-discrimination laws which prohibit employers from discriminating against candidates based on protected characteristics such as marital status, race, gender, age, religion, and disability among others. Ethical issues arise when organizations fail to follow these laws and engage in discriminatory practices, even if they are legal.

Privacy laws regulate the collection and use of personal information. Organizations must ensure that they obtain candidate consent and protect candidate privacy (Brewster & Hegewisch, 2017). Ethical issues arise when organizations obtain personal information without consent or use it inappropriately. Fair labour practices: Fair labour practices such as minimum wage laws, employee benefits, and working hour's regulations ensure that employees are treated without any form of discrimination and bias. Ethical issues arise when organizations engage in practices such as wage theft or labour exploitation, even if they are legal (Rothstein & Talbott, 2017).

1.1.6 Embakasi Police Training Institute

The School was first established in Nyeri and later relocated from Nyeri to Jomo Kenyatta International Airport grounds. After relocation it was renamed Administration Police Training School – Embakasi in 1967 and later it again relocated to its present location paving room for the construction of the Airport in 1972. The school was later up-graded to the status of a College, and renamed, the Administration Police Training College- Embakasi. It was later to National Police Embakasi Administration Campus in the year 2018. The college has undergone significant

positive changes since then, with several reviews on the training curriculum to meet the recipient demand as well as conform to the internationally accepted standards on democratic policing with elements of respect for human rights and accountability (Embakasi training institute, 2017).

Training Director or Coordinator oversees the entire Embakasi Police Training program. The training director is responsible for planning, organizing, and coordinating the training activities plus ensuring that the program meets the required standards and objectives. Training Committee may be established to provide guidance and support to the Training Director/Coordinator. The committee may consist of senior police officers, subject matter experts, and representatives from relevant departments or agencies, (Nitrite, 2017). Qualified and experienced training instructors are responsible for delivering the training sessions. They possess expertise in various areas of policing, law enforcement, and related subjects. Instructors may be drawn from within the police force or may include external experts.

Training administration staff handles the logistical aspects of the training program. They manage participant registrations, scheduling of training sessions, venue arrangements, training materials, and another administrative task (Mukanda, 2017). Subject matter experts may be invited to deliver specialized training modules or provide insights and guidance on specific topics such as crime prevention, investigations, emergency response, or legal aspects of policing. The training participants are the police officers who undergo the training program. They may include officers from different ranks and departments within the police force, including new recruits, mid-level officers, and senior officers seeking professional development. Support staffs are present to assist with logistical support during the training sessions. They ensure that the training venues are set up, equipment and materials are available, and any technical requirements are addressed.

Novak (2017) stated that many police Training Institutes around the world face ethical issues in relation to recruitment and selection, and Embakasi Police Training Institute a without doubt a statistic. Police corruption undermines public trust and confidence in law enforcement. The use of excessive force by some officers when discharging their duties sometimes results in injury, death, and damages police-community relations. Race, ethnicity, gender, and socio-economic status are the major factors of discrimination during the recruitment process. Discriminatory policing corrodes trust and co-operation between police and the community. When police

officers engage in misconduct or unethical behaviour, it is important to hold them accountable. Without accountability, police misconduct can go unchecked and further erode public trust in law enforcement (United Nations, 2019).

1.1.6.1 Police Service

The promulgation of the 2010 Constitution gave way to the establishment of the National Police Service Commission (NPSC) in Kenya. Prior to the enactment of the 2010 Constitution, the oversight of the Kenya police force was under the direct control of the Office of the President, leading to concerns about lack of independence and transparency. The Constitution of Kenya, which was enacted on August 27, 2010, brought significant changes to the governance structure of the country, including the establishment of the Police Service Commission. Chapter 15 of the Constitution, titled "The Police Service," outlines the framework for the establishment, functions, and composition of the Police Service Commission (GOK, 2017).

The Constitution of Kenya 2010 under Article 246 provides for the establishment of the Police Service Commission, which is tasked with overseeing the National Police Service (which includes the Kenya Police Service and the Administration Police Service). The key provisions related to the establishment and functions of the PSC are as follows:

Establishment: Article 246(1) of the Constitution states that there shall be a Police Service Commission.

Functions: According to Article 246(3), the functions of the Police Service Commission include:

- i. Carrying out recruitment and appointments of the Inspector General and Deputy Inspectors General of the National Police Service.
- ii. Supervising and promoting the transfer of officers within the National Police Service.
- iii. Ensuring that promotions are based on merit and fair competition.
- iv. Making recommendations to the National Police Service on disciplinary matters.
- v. Ensuring that the National Police Service complies with constitutional requirements for human rights and the rule of law.
- vi. Investigating complaints against police officers and recommending appropriate action.

Composition: Article 246(2) specifies that the Police Service Commission must consist of a Chairperson, Deputy Chairperson, and not fewer than three and not more than nine other members. The head of state appoints the members of the commission; then the members are vetted and approved by parliament. The establishment of the Police Service Commission under the 2010 Constitution was a significant step in enhancing the oversight, accountability, and professionalism of the Kenya Police Service. The commission's independence from direct executive control has been a crucial aspect in ensuring transparency and fairness in the recruitment, promotion, and disciplinary processes within the National Police Service (GOK, 2017).

Over the years, the Police Service Commission has undergone various reforms and modifications to enhance its effectiveness and efficiency in discharging its responsibilities. The commission's composition, functions, and powers have been revised to address emerging challenges and ensure it can effectively carry out its oversight role over the Police Force. Like in many countries, corruption and misconduct have been longstanding challenges within the Kenya Police Service. The Police Service Commission has made efforts to address these issues by investigating and taking disciplinary action against officers involved in corrupt practices or misconduct (PSC, 2020).

Police Reforms: In recent years, Kenya has undergone significant police reforms aimed at transforming the Kenya Police Service into a more accountable, efficient, and citizen-centric institution. Implementing of reforms and ensuring that the police service operates in line with international best practices has been ensured by the Police Service Commission.

Public Participation and Complaints Mechanisms: The Police Service Commission has made efforts to enhance public participation in police oversight. This includes establishing mechanisms for citizens to lodge complaints against police misconduct and ensuring that these complaints are investigated promptly and impartially (Mwaura, 2019).

Judicial Review of Police Actions: The Police Service Commission has been involved in addressing cases of excessive use of force against unarmed civilians and human rights violations

by police officers. In some instances, the commission has recommended disciplinary action against officers found to have violated human rights during police operations.

Recruitment and Training: The Police Service Commission has played a crucial role in the process of recruiting and training of police officers. Efforts have been made to ensure that the recruitment process is fair, transparent, and merit-based to select competent and ethical candidates for the police service (Mwaura, 2019).

Challenges of Inadequate Resources: The Police Service Commission, like other law enforcement agencies in Kenya, has faced challenges related to inadequate resources, including funding, equipment, and infrastructure. These limitations have sometimes impacted the ability of the police service to effectively carry out its duties. **Community Policing Initiatives:** The Police Service Commission has encouraged the adoption of community policing initiatives within the Kenya Police Service. Community-oriented policing approaches aim to strengthen police-community relations, increase public trust, and enhance crime prevention efforts (GOK, 2017).

1.2 Statement of the Problem

According to a 2017 study on ethical issues in recruiting, discrimination and favouritism are two examples of unethical recruitment practices that drastically lower employee morale and organizational confidence. It made clear that following moral standards throughout the hiring process is crucial to avoiding prejudice and guaranteeing equity, both of which can eventually result in long-term employee retention and organizational success.

Research on Ethics and recruiting rules (Johnson & Taylor, 2019): This study showed that companies with ethical standards strictly followed and clear recruiting rules see fewer instances of malpractice and corruption throughout the hiring process. According to the study, the recruiting process's overall integrity is improved, and the probability of unethical activity is decreased when recruitment regulations are properly implemented.

Organizational Ethics and the Impact of Recruitment Strategies (Anderson & Walker, 2020): This study examined how unethical hiring behaviour, such bribery and favouritism, are caused

by unclear recruiting rules and procedural standards. According to the report, companies that have clear recruiting tactics that are in line with their goals and core values have a better chance of luring and keeping skilled workers while also lowering the number of unethical hiring practices.

There are unethical practices in police recruitment within the Kenya Police Service, leading to a decline in public trust and compromising the credibility of the police force. The presence of unethical practices, such as favouritism, nepotism, and bribery, raises concerns about the competence and integrity of the selected candidates. Addressing these ethical challenges is crucial to ensure the recruitment of qualified and ethical police officers who can uphold the principles of fairness, transparency, and professionalism (Mwaura, 2019).

This problem manifests through the unfair selection of candidates based on personal connections and financial inducements, leading to the exclusion of qualified individuals and potential human rights abuses during law enforcement activities (Ogotu, Kariuki & Kimani, 2021). This study delved into the ethical challenges in police recruitment in Kenya. The researchers conducted surveys and interviews with current and former police officers, recruitment officials, and community members. The findings highlighted the prevalence of ethical issues, such as nepotism, favouritism, and bribery, in the selection process. The unethical practices according to the study were due to the lack of transparency and standardized selection criteria. The research provided valuable insights into the specific challenges faced in Nairobi City County, shedding light on the need for reforms to enhance the integrity, accountability and fairness of the police recruitment process.

The issue of ethical challenges in police recruitment has been an on-going concern in Kenya for several years. The problem arises during the recruitment cycles when vacancies are advertised, and applications are invited. The negative consequences of these ethical issues affect the police force's performance and public perception in the long term. Waniki, Nzuki and Akinyi (2019), did a comparative study on corruption in police recruitment within the Kenya Police Service and other East African police forces. The researchers employed both qualitative and quantitative (mixed methods) approach including document analysis and interviews with law enforcement officials and experts. The study revealed that corrupt practices, such as bribery and political

interference, were widespread in police recruitment across the region. In the context of Nairobi City County, the study identified specific instances of corruption and the influence on the quality and credibility of the police force. The study highlighted the importance of strengthening the legal and policy framework and implementing robust oversight mechanisms to curb corruption and promote ethical practices in police recruitment.

The problem of ethical issues in police recruitment is specifically prevalent within the Kenya Police Service, with a focus on Embakasi training institute which is within Nairobi County, a unique metropolitan context with diverse demographics and security challenges which further contributes to the complexities of the recruitment process and the manifestation of ethical concerns. Smith and Lee (2021), study focused on examining ethical issues in police recruitment within various police departments across the United States. The researchers used the mixed method approaches, including surveys, interviews, and document analysis to collect data for the study. The study identified a range of ethical challenges, including racial and gender discrimination in recruitment, lack of diversity in police forces, and favouritism in hiring practices. The findings highlighted the negative consequences of these ethical issues, such as decreased community trust and challenges in building a representative and inclusive police force. The study recommended the implementation of anti-discrimination policies, diversity initiatives, and transparent selection criteria to address these ethical challenges effectively.

The available studies provide general recommendations for reform specifically addressing the unique context of Embakasi Police Training Institute. The complexities of the area of study, being in proximity with the capital city, its diverse population, social and economic disparities, and distinct security challenges, necessitate a localized approach to understanding and tackling ethical issues in police recruitment. A tailored and context-specific understanding of the problem is necessary for formulating targeted interventions and reforms that can effectively address the ethical challenges faced within Embakasi Police Training Institute. The current research, therefore, seeks to fill the knowledge gap by investigating the ethical issues in recruitment and selection in Embakasi Police Training Institute.

1.3 The General Objective

To investigate the antecedents of ethical issues in Police recruitment in Kenya, a case study of Embakasi Police Training Institute.

1.3.1 Specific Objectives of the Study

- i. To investigate the effect of the indirect procedural guidelines on ethical issues in police recruitment in Kenya
- ii. To determine the effect of recruitment and selection policies on ethical issues in police recruitment in Kenya
- iii. To investigate the effect of recruitment strategies on ethical issues in police recruitment in Kenya
- iv. To examine the effect of the legal framework on ethical issues in recruitment at the Kenya police service

1.4 Research Questions

- i. In what ways do indirect procedural guidelines affect ethical issues in police recruitment in Kenya?
- ii. How do the recruitment and selection policies affect ethical issues in police recruitment in Kenya?
- iii. To what extent do the recruitment strategies affect ethical issues in police recruitment in Kenya
- iv. What is the effect of the legal framework on ethics in recruitment and selection at the Kenya Police Service?

1.5 Significance of the study

The findings of this study will help to raise awareness about the importance of ethical recruitment practices and encourage police departments to adopt a more transparent and accountable recruitment processes. This can help to promote public confidence in the police force, which is essential for building a safe and just society. A fair and ethical recruitment process can help to ensure that the most qualified and capable individuals are selected for the job, which can enhance the effectiveness and efficiency of the police force. Additionally, an ensuring an ethical recruitment process will help to build trust and cooperation between the police and the community, which is crucial for effective policing. The study will add value to academia since it

will be used as a point of reference to researchers, intellectuals and other individuals who seek to carry out studies on effects of ethical recruitment and selection.

1.6 Scope of the Study

The study focused on the antecedents of ethical issues in police recruitment. It was done Embakasi Police Training Institute. The main variables targeted in the study were indirect procedural guidelines, recruitment and selection policies, recruitment strategies and ethical issues in police recruitment. The study targeted 200 employees of the Kenya police service from the Embakasi Police Training Institute who were drawn from Administration police, Commanders, support staff and General service unit (training school tutors). The study was done from January to May 2024.

1.7 Chapter Summary

Chapter one comprises of the Introduction to the concept of recruitment, and its importance in the police force. The Chapter further gives a review of literature on ethical issues in police recruitment from global, regional and local perspective. It also Chapter discusses the significance of ethical issues in recruitment, and its implications for building a more effective and inclusive police force that is trusted and respected by the community.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This Chapter covers the literature review including theoretical review, the empirical literature review, summary of knowledge gaps, conceptual framework, operationalization of research variables and chapter summary.

2.1 Theoretical Literature Review

The study is anchored on three theories: Attribution theory, Institutional theory and Resource-Based View of the Firm. The theories are reviewed separately and are used to inform the concept of ethical issues in police recruitment. This study is anchored on Institutional theory as the main theory because of its emphasis on the deeper and more resilient aspects of social structure.

2.1.1 Institutional theory

The theory was first proposed by Meyer and Rowan in 1977. Explaining the adoption and spread of formal organizational structures, including written policies, standard practices, and new forms of organization are some of the areas where the theory is often used by researchers. The work on institutional theory in the late 1970s and early 1980s is referred to as ‘new institutionalism’ while the related research in the 1950s is often referred to as ‘old institutionalism’. ‘Old institutionalism’ is concerned with how concrete social processes regulate social behaviour (Selznick 1949), focusing on how power, coalitions, and informal structures influence organisational behaviour (Greenwood & Hidings, 1996). In contrast, the focus of ‘new institutionalism’ is on the cognitive processes that create the taken-for-granted structures that establish legitimacy around certain ideas, (Berger & Luckmann, 1966). A common feature of institutional performance in various fields seems to be, that ‘institutions are important (Kaufman 2011).

The study is based on this theory because of its emphasis on the deeper and stronger aspects of social structure. It discusses processes by which structures, including systems, processes, standards, and cultures, are recognized as reliable guidelines for the conduct of employees in the community. Institutional theory helps to understand the pressure of institutionalization, which

reduces institutional diversity. Organizations strive to adhere to clear and acceptable standards within the organization's framework, which helps to promote organizational legitimacy. It explains how deliberate and accidental choices lead institutions to conform to the norms, values, and ideals of the organizational forum. Therefore, organizations can use the concepts of this vision to effectively manage different organizations by making informed decisions about how to effectively manage differences in their organizations. This theory is more related to recruitment strategies, selection policies and legal framework.

Institutional theory describes how organizations create standards, guidelines, and procedures that affect how organizations behave. It focuses on how organizations preserve legitimacy in their contexts by adhering to set rules and procedures. Because it clarifies how institutional rules like recruitment policies, codes of ethics, and legal frameworks influence the hiring process at the Kenya Police Service, this theory is pertinent to the research on ethical concerns in police recruiting in Kenya.

By highlighting the function of formalized institutions in fostering ethical practices, the study, which looks at the impact of hiring processes, policies, and legal frameworks, is consistent with institutional theory. For example, the results showing that following the code of ethics and recruiting procedures promotes moral conduct align with the focus of institutional theory.

The study illustrates how formal rules and norms may either support or impede ethical recruiting procedures, as suggested by institutional theory, by connecting recruitment practices with larger institutional frameworks.

2.1.2 Implicit Personality theory

Implicit Personality theory helps in defining biases and specific patterns that individual acquires when deciding or an impression about something with low information on it. This theory was developed by Renato Tagiuri and Jerome Bruner in the 1950s when they considered some external impressions or traits developed by individuals (Cash, 2013). It is all about stereotypes that individuals develop towards something, and therefore, if a person with negative stereotypes towards an institution is recruited into an organization, such an individual can only lower performance of the organization as opposed to adding value to it.

It is critical that when an organization is carrying out a selection and recruitment drive, factors such as passion to perform should be considered. Those whose main aims are material gains instead of contributing to value addition Objectivity is an important consideration in any decision-making process. Objectivity means considering all sides of prevailing situations before coming up with an informed decision. As well, before an individual decides to work for a particular organization, he or she must have evaluated all possibilities and need of working for the organization.

Implicit personality theory refers to the tendency of individuals to make assumptions and form impressions about others based on limited information or initial observations. It involves using a set of generalized beliefs and stereotypes about personality traits to make inferences about an individual's characteristics or behaviours (Christians, 2012). Implicit personality theory can influence the selection process in indirect recruitment methods. Recruiters may rely on stereotypes or assumptions about certain personality traits associated with specific roles or positions. This can lead to biased decision-making and potentially discriminatory practices if certain individuals are excluded or favoured based on their perceived personality traits (Moran, Donnellan & Moser, 2014).

This theory is related to legal framework and indirect recruitment method. Legal frameworks play a vital role in guiding recruitment practices and ensuring fairness and equal opportunities. Indirect recruitment methods need to comply with relevant laws and regulations to prevent discrimination and promote diversity. Implicit personality theory can impact legal compliance if recruiters make decisions based on subjective judgments and stereotypes rather than objective criteria (Dweck, 2016). Implicit personality theory operates at an unconscious level, meaning recruiters may not be aware of the biases they hold. This can lead to unintentional discrimination and unfair treatment during the recruitment process, which violates legal frameworks aimed at promoting equality and preventing discrimination (Weisz, 2016).

2.1.3 Attribution Theory

In 1958, Fritz Heider introduced an early version of attribution theory at a time when behaviourist theories of learning and memory and psychoanalytic theories of unconscious motivation dominated academic psychology. Weiner (2004), distinguished, that the extension of acknowledgement theory to extents such as leadership has “stretched” attribution theory and has resulted in allowances of the theory that contribute to different research contexts, and enhance and augment the overall domain of attribution theory.

This theory helps to attach a certain meaning to other people's behaviour, or even the way people think. In describing human behaviour, internal factors must be considered, especially in personality. A place or situation can give a person a certain quality, which in turn can give a person a defined attribute. According to Anderson (2001), a person interviewed during employment should be assessed on his or her behaviour. In this regard, if misconduct is portrayed by employees, it means that the company's stability and normal operation are at stake.

Attribution theory is indeed relevant and effective in explaining various aspects of recruitment, including legal frameworks, indirect recruitment, recruitment policies, and recruitment strategies. Attribution theory focuses on how individuals interpret and explain the causes of behaviour, which can provide insights into decision-making processes and perceptions related to recruitment. Attribution theory helps in explain how individuals within the legal framework interpret and attribute causes to actions and decisions related to recruitment. It sheds light on how legal professionals, such as policymakers and legislators, understand and attribute responsibility for ensuring fair and ethical recruitment practices within the legal context (Kessler, 2018).

Attribution theory provides insights into how individuals perceive and interpret the causes of indirect recruitment methods. It can help understand how recruiters attribute qualities, characteristics, and potential biases to candidates based on limited information, such as resumes, interviews, or references. This understanding can highlight potential biases or discriminatory practices in the recruitment process (Walsh, 2018). The theory explains how individuals interpret and attribute causes to the outcomes of recruitment policies. It can help understand how recruiters, candidates, and other stakeholders perceive the effectiveness, fairness, and transparency of recruitment policies. This understanding can inform the development and

evaluation of recruitment policies to ensure ethical practices. Attribution theory provides insights into how individuals attribute causes to the success or failure of recruitment strategies. It can help understand how recruiters and candidates attribute the outcomes of different strategies, such as online job postings, networking, or employee referrals (Hackett, 2019)

2.2 Empirical Literature Review

This is the critical evaluation of previous studies done on specific topic. It involves the use of empirical methods to gather and analyse data, draw conclusions and make evidence-based statements (Morse, 2015). Empirical literature plays a crucial role in advancing knowledge and understanding in various fields of study (Anderson, 2020). For most businesses their main concern is profit with little emphasis being laid on ethics (Sang, 2019).

Buckley, Fedor and Marvin (1994) did an examination of a number of moral philosophies and their application to organizational recruiting efforts. They integrated literature from diverse areas, such as ethics, human resources management, and marketing so as to operationalize the issue of ethics and its application in the recruiting process. They also considered several traditional moral philosophies in the context of the organizational and individual search for germane information in the organizational recruiting process.

2.2.1 Indirect procedural guidelines and Ethical issues in Police Recruitment

Ethics in business can be improved by having legislation and policies that provide ethical guiding principles (Sang, 2019). Indirect recruitment refers to the use of external sources or intermediaries to identify and attract potential job candidates, rather than relying solely on internal recruitment or direct advertising. Indirect recruitment methods may include college recruitment programs, job fairs, professional associations, employee referrals, and social media platforms (Zheng, Morrison & O'Neill, 2015). In the context of police recruitment, indirect recruitment methods may have particular ethical implications. For example, the use of college recruitment programs may exclude individuals from lower socioeconomic backgrounds who may not have access to higher education and may favour candidates who come from privileged backgrounds (Phillips & Gully, 2015). Similarly, the use of personal networks may lead to concerns about nepotism, favouritism, and lack of transparency in the recruitment process.

According to Krimmel et al (2016), the use of college recruitment programs by police departments in the United States. The study found that while college recruitment programs can be an effective way of attracting a diverse pool of candidates, they can also lead to the exclusion of certain groups, particularly those from lower socioeconomic backgrounds who may not have access to higher education.

Study by Das et al (2016) examined the use of personal networks in police recruitment in India. The study found that personal networks can play a significant role in determining who gets hired, leading to concerns about nepotism, favouritism, and lack of transparency in the recruitment process. Study by Grogan et al (2016) examined the role of gender in police recruitment and the ethical implications of gender bias. The study found that while there has been an increase in the number of women in police departments in recent years, gender bias and discrimination continue to be significant barriers to women's recruitment and advancement in the police force. The study identified several key factors that contribute to gender bias in police recruitment, including gender stereotypes and bias in selection criteria, such as physical fitness tests.

A study by Germain (2016) examined the use of background checks in police recruitment and the ethical implications of using criminal history as a selection criterion. The study found that while background checks can be an important tool for identifying individuals with criminal records or potential risk factors, they can also lead to discrimination against certain groups, such as racial minorities, who are disproportionately impacted by the criminal justice system.

Vyas (2011) argued that the current practice is that organizations look for ways to reduce time and effort in the recruitment and selection process. However, Munyon, et al (2011) argued that team recruitment methods should translate into competitive advantages for companies. In the same way, Devero et al., (2012) has shown that indirect recruitment strategies can lead to better organizational outcomes. According to Sinha and Thaly (2013) adopting a qualitative system in recruitment and selection have helped organizations grow as they have been able to find the right people for their positions. In addition, appropriate channels have assisted organizations to identify a variety of sources to which they can turn for effective employment (Sinha & Thaly, 2013)

Florea (2019) argued that the merits and demerits of indirect recruitment of police officers are similar to those of external recruitment sources: trained staff, the wide selection of candidates, new talent, a spirit of competition between candidates, and limited opportunities. bias and negative use of indirect recruitment resources dissatisfaction among existing employees, long process, costly process, opportunities for incorrect selection; an increase in the number of employees. It is also important to note that using indirect recruitment practices keeps managers focused on tasks that increase efficiency and promote ethical standards in the organization.

In both studies, ethical concerns arise around issues of fairness, transparency, and bias. The use of indirect recruitment methods, such as college recruitment programs and personal networks, can lead to the exclusion of certain groups and favouritism towards others, undermining the principles of merit-based recruitment and equal opportunities (Taylor, 2014). Lack of transparency in these practices can erode public trust in the police force and undermine the legitimacy of law enforcement studies highlight the complex ethical issues that arise in police recruitment and the need for police departments to adopt evidence-based and ethical recruitment practices. This includes promoting diversity and inclusion in recruitment and selection, ensuring transparency and accountability in the recruitment process, and addressing biases and discrimination in selection criteria and decision-making.

By promoting ethical recruitment practices, police departments can strengthen public trust and confidence in law enforcement and enhance the effectiveness of the police force in promoting public safety and maintaining order. Indirect recruitment methods can have benefits for organizations, it is important to carefully consider the ethical implications of these practices and ensure that they promote fairness, transparency, and diversity in the recruitment process.

2.2.2 Recruitment and selection policies and ethical issues in police recruitment

Ethics plays a crucial role in recruitment and selection because human resource is the key source of competitive advantage for an organization if properly hired and managed (Murage, Sang & Ngunjiri, 2018). All Human Resource practices should be based on an ethical foundation, this is especially critical when making hiring decisions (Sang, 2019).According to Cole and Kelly

(2016) "policies are ethical statements and principles designed to influence decisions and shape actions". Policies are also considered to be the result of public service (Denhardt, 2008). For this reason, policy formulation and policy implementation are considered important in the police recruitment process. Policies are implemented within the organization's context and its internal and external environment. In the same way, policies for hiring human resources - whether small, medium or international - are made within the context of the organization and its environment.

Hiring policy defines "the purpose of hiring" and provides the framework for the implementation of the hiring plan. Recruitment policies and ethical police recruitment are crucial elements in ensuring that the police force is composed of individuals who are not only qualified but also demonstrate ethical values that align with the goals and objectives of the police force. Several studies have been conducted in this area, highlighting various issues that affect recruitment policies and ethical police recruitment (Bennett & Smith, 2017). In their research Rop and Sang (2019) sought to find out the unethical recruitment and selection procedures in selected organizations in Kenya and their effect on organizational sustainability. The research employed a descriptive research design and used purposive sampling to sample the human resource professionals that are concerned with recruitment and selection. Questionnaires used for data collection were tested for reliability and validity, and the data collected was analysed using descriptive statistics. The findings showed that most organizations engage in ethical hiring except a few that faced challenges in engaging in ethical recruitment and unethical recruitment and selection was found to have a negative impact on organizational sustainability (Rop & Sang, 2019).

A study conducted by Njoroge, Kihoro and Waiganjo (2017) on the challenges of recruitment and selection processes in the National Police Service in Kenya found that there was a lack of clear policies and procedures for recruitment and selection, leading to inconsistencies and biases in the recruitment process. The study recommended the development of clear and standardized policies and procedures to ensure fairness and transparency in the recruitment process.

According to Murage, Sang and Ngure, (2018) it is important to put in place ethical consideration to ensure that candidates are reviewed according to their merit, fairness and equity and to also ensure that they possess the right knowledge, skills and abilities for the job.

Gachunga, Kabue and Mukuru (2018) did a study on the effect of unethical behaviour on police recruitment in Kenya found that unethical behaviour among police officers, including corruption, nepotism, and favouritism, affects the recruitment process by allowing unqualified candidates to be recruited. The study recommended the development of a code of ethics for police officers and the implementation of strict measures to punish those who engage in unethical behaviour. Murage, Sang and Ngure (2018) did a study to examine how ethical issues in recruitment and selection affect employee performance in two public universities in Nyeri County. The study adopted descriptive research design to gather the required information and used the stratified random sampling technique as its sampling design. After analysis of the results of the study it was found that ethical issues in recruitment and selection had positive and statistically significant effect on employee performance with discrimination being ranked the most unethical practice in recruitment and selection.

Research by Sang (2019) sought to establish the relationship between ethical legislative, policy framework and ethical hiring practices in organization. The study employed correlational research design and had a target population of 67 human resource (HR) practitioners. A sample size of 42 respondents was selected and data was collected using questionnaires. The Questionnaires were tested for reliability and validity, and the data collected was analysed using descriptive and inferential statistics and the results of the study were presented using tables and charts. The empirical findings of the study obtained a Pearson correlation coefficient of 0.693, an R square value of 0.480 and a p- value of 0.000. Therefore, from the findings of the study it was concluded that ethical legislative and policy framework has a positive and significant relationship with ethical hiring practices.

A study by Murage, Muhia and Ombaka (2019) investigate the impact of diversity on ethical recruitment in the National Police Service in Kenya found that diversity in the police force was essential in promoting ethical behaviour and enhancing public trust. The study recommended the implementation of policies that promote diversity and inclusivity in the recruitment process to

ensure that the police force reflects the diversity of the community it serves. A study conducted by the United Nations Office on Drugs and Crime (UNODC) analysed recruitment policies and practices in nine African countries and found that there were several ethical issues, including corruption, nepotism, and discrimination, in the recruitment process (UNODC, 2018). Another study conducted in the United States examined the use of psychological testing in police recruitment and highlighted the ethical considerations involved in the use of these tests (Lambie & Sias, 2018).

A study conducted in the United Kingdom analysed the recruitment and selection process for police officers and found that there were concerns regarding the transparency and fairness of the process, particularly in relation to the use of social media and the disclosure of criminal records (Chatterton & Wilson, 2020). In India, a study analysed the ethical issues in recruitment and selection of police officers and found that there were several issues, including favouritism, nepotism, and bribery (Rao & Kaur, 2019).

Bohlander, Snell and Sherman (2021) reported that it is important for managers to understand the goals, policies and procedures used for selection. Most importantly, those responsible for making decisions must have sufficient information to base their decisions on it. As Robbins (2005) points out, trade union policies and procedures represent a critical force in shaping the ethics and attitudes of workers. According to Okoh (2005), not only does the organization's selection process determine who is employed, but the use of the appropriate selection process will also increase the likelihood that the right person will be elected. When the best people are chosen for a job, productivity grows (Osemeke, 2012).

Another study conducted by the Public Service Commission has identified the causes of some of the problems that low income has failed to perform a job-compliant function (Republic of South Africa, 2007; Orrick, 2012). Contrary to the perception that discrimination is the root cause of the problem, with more people being able to work than those who are eligible, it was found that many departments do not have recruitment policies and procedures. The lack of such policies leads to poor recruitment and selection processes, and difficulties in hiring women and people with disabilities (Republic of South Africa, 2007).

Kulal (2020) did a study on Ethical Issues in Recruitment, Selection and its Impact on Job Satisfaction-A Study with reference to the Permanent Teachers of Government First Grade Colleges in Dakshina Kannada District. The main objective of the study was to know ethical issues followed in recruitment and selection of permanent teachers of Government First Grade Colleges of Dakshina Kannada District and its impact on Job satisfaction. The study adopted descriptive research design in order to gather the required information. The study used stratified random sampling as its sampling design. The study findings reveal that there is positive impact of ethical practices and job satisfaction.

The Kenya Union of Savings and Cooperatives (KUSCCO) is an umbrella organization for all cooperatives in Kenya. KUSCCO faces many challenges in recruiting and retaining qualified and competent staff due to the lack of a coherent personnel management policy. The organization faces the challenge of service delivery delays leading to declining staffing. Among the contributing factors are insufficient skills, and high levels of profitability (KUSCCO Strategic Plan, 2014). Despite such a situation, there is no concrete evidence linking employee incompetence with hiring procedures.

Sandhu (2016) did research on employment corruption and job creation has also highlighted the lack of departmental policies and procedures that are detailed, fair, equitable and accountable. National departments also fail to take into account what skills, competencies and characteristics are required of people who will be entering vacant posts before advertising themselves. As a result, there is a failure to plan recruitment and selection under this condition.

Selection policies play a crucial role in determining the suitability and integrity of individuals joining the police force. Ethical issues in police recruitment arise when these selection policies are compromised, leading to unfair practices, corruption, and a decline in public trust. Addressing these ethical challenges is essential to establish a professional and accountable law enforcement agency (Bill, 2020). Odhiambo (2018) study focused on exploring the ethical issues in police recruitment in Nairobi City County, Kenya. The researchers conducted surveys and interviews with both police officers and community members to gather diverse perspectives. The findings indicated that ethical issues, such as favouritism and manipulation of recruitment

criteria, were prevalent in Nairobi City County. The study highlighted the negative impact of these issues on police-community relations and the overall effectiveness of the police force. It emphasized the need for a transparent and merit-based recruitment process to rebuild public trust and enhance the professionalism of the police force.

Petrov, Müller and Kowalski (2019) comparative study investigated ethical dilemmas in police recruitment within several European countries. The researchers conducted surveys and interviews with police officers and recruitment officials from different law enforcement agencies. The study revealed that ethical issues, such as undue influence in the selection process, nepotism, and lack of transparency, were common across the studied countries. The findings emphasized the importance of establishing independent oversight bodies, promoting a merit-based selection process, and ensuring adherence to ethical guidelines in police recruitment. The study provided valuable insights into the challenges faced by European police forces and offered recommendations for improving recruitment practices.

The legal framework and ethical issues in recruitment refer to the laws and regulations governing recruitment practices and the ethical considerations that should guide these practices. Recruitment refers to the process of attracting and selecting candidates for a job or position. Legal frameworks and ethical considerations in recruitment are essential for ensuring fair, transparent, and non-discriminatory recruitment practices (Bennett & Smith, 2017). Employers who adopt ethical recruitment practices can attract and retain the best talent, improve organizational performance, and contribute to a more inclusive and just society. Legal frameworks in recruitment vary from country to country and often include regulations regarding discrimination, equal employment opportunity, privacy, and labour laws (Dodd & Bishop, 2016).

A study conducted by Kayode (2019) examined the ethical issues surrounding police recruitment in Nigeria. The study identified several ethical issues, such as nepotism, favouritism, bribery, and discrimination that affect the recruitment process in the Nigerian police force. The study recommended the need for reforms in the recruitment process to address the ethical issues.

Ongoma and Odera (2019) conducted a study on recruitment and selection criteria for police officers in Kisumu County, Kenya. The study examined the legal frameworks and ethical issues

that govern the recruitment process. The study found that the recruitment process in Kisumu County was not transparent, and some applicants were favoured based on their connections. The study recommended the need for the police force to adhere to the legal and ethical guidelines in the recruitment process to ensure that the process is fair and just too all applicants.

Another study was done by Gautam and Singh (2019) on employer branding and ethics in recruitment with a focus on the Private Sector Banks in India. The study examines the ethical implications of employer branding in recruitment practices in the private sector banking industry in India. The study highlights the importance of balancing the need for employer branding with ethical considerations such as fairness, transparency, and non-discrimination in recruitment practices. The study also emphasizes the need for clear ethical guidelines and policies for employer branding activities in recruitment.

The main purpose of the Constitution and existing labour laws is to ensure that everyone is treated equally and fairly and this includes a fair recruitment and selection process. Kenyan police must ensure that they do not discriminate against current applicants or that they may apply based on legal rights that include all legal entities and that contractual rights are the rights contained in a contract of employment (Agarwal *et al*, 2019). The Constitution of Kenya (2010) contains provisions that bind the country to the principles of equality and non-discrimination. To achieve the realization of Article 27 (the right to equality and non-discrimination), the Constitution mandates the State under Section 27 (6) to take legislative and other measures, including enforcement measures and policies designed to remedy the situation. Any wrongdoing experienced by individuals or groups as a result of past discrimination (Abuya, Kintu, Casseus, Hossain, Obadha & Warren, 2019).

Proper hiring provisions cover a wide range of important international documents, including legal agreements and common tools. The legally binding agreements relating to fair employment place the obligations of the State to ensure fair employment, and apply the link between the dividing body of employment and the areas of international law such as compulsory labour, immigrant workers' rights, and employment policy (Bondarouk, 2017). General Terms and Conditions of Employment Equity and Definition of Rental Fees and Related Costs, add to

legally binding agreements by disclosing the specific roles and responsibilities of the various actors involved in promoting fair employment. The GPOG and Definition emphasize a multi-stakeholder approach to implementing fair employment practices.

The rules governing ethical issues such as discrimination play an important role in all stages of the recruitment and selection process. Employers should judge applicants for a job based on a variety of criteria, this includes skills, knowledge and experience and not personal matters. Employers should also be aware of other legal requirements, such as the law on criminal records, the need to check that the nominee has the right to work in the UK, and the legal case regarding the identification of candidates. In addition, the data protection law (updated on 25 May 2018 as a result of the EU's General Data Protection Regulation (GDPR) enacted in the UK through the Data Protection Act (2018) applies to the collection, storage and disclosure of information obtained during the hiring process. Everyone involved in the hiring process should be aware of the above issues. Without legal consequences, the company's reputation is tarnished by racism. Eligibility should be the sole basis of the hiring process and should be based on your company's hiring (Edokpay, 2015).

In Cameroon, the main instrument of employment protection law is the Cameroon Labour Code bound by law no. 92/007 of August 1992. The purpose of this Act provides for equality. The opportunity to find employment for all Cameroonians of working age regardless of gender, religion, or race and to protect them from all labour issues (Crank, 2019)). The employee code also has no restrictions on outsiders as they can comply with applicable laws and regulations. Labour law was introduced in the wake of the economic crisis. This was followed by structural adjustment (SAP) policies that established trade liberalization as one of the solutions to this problem.

According to a U.S Bureau of Labour Report 2018 Statistics, despite an increase in the number of legal jobs, and a significant increase in the U.S. police agencies are faced with many challenges of recruiting and retaining best employees (Crank, 2019). Due to the individual situation based on the anti-apartheid law in Australia, remedies for the whole class have not been prescribed by the courts or courts to reduce the stigma associated with discrimination in overseas

examples. It has also been made clear in legal forums that law-enforcement law is limited to compensating the plaintiff alone, even if a self-indulgent plaintiff specifically seeks a remedy designed to have a broader impact on the system (ILO, 2018).

Overall, the studies show that legal frameworks and ethical considerations are critical in police recruitment. Laws providing ethical guidelines as well as organizational ethical code of conduct are meant to provide ethical guidelines to managers when making decisions (Sang, 2019). The recruitment process should be transparent, fair, and free from any form of discrimination or favouritism. Adherence to legal frameworks and ethical considerations will ensure that the police force recruits qualified and competent officers who have a high level of integrity and are committed to serving the public.

2.2.3 Recruitment Strategies and ethical issues in police recruitment

According to Jackson, Schuler and Jiang (2014) recruitment strategies refer to the methods or approaches used by organizations to attract and select potential candidates for employment. Cascio (2018) stated that it is important for organizations to develop recruitment strategies that are both effective and ethical, in order to attract and select the most qualified candidates while also ensuring fairness and equity in the recruitment process.

Kalinowski and Baka (2017) conducted a study role of ethical recruitment in developing organizational sustainability. This study explores the role of ethical recruitment in the context of organizational sustainability. The authors argue that companies should engage in ethical recruitment practices to develop a sustainable organization. They also suggest that ethical recruitment can contribute to employee satisfaction, retention, and performance, which in turn can lead to positive organizational outcomes.

A study by Taylor and Lancia (2017) on ethical considerations in recruitment and selection in Nigerian public sector. This study examines ethical considerations in recruitment and selection practices in the Nigerian public sector. The author argues that ethical recruitment and selection practices are essential for improving public sector performance and reducing corruption. The

study also suggests that ethical recruitment can enhance the credibility and legitimacy of public sector institutions.

Githinji and Mukulu (2020), examined recruitment and ethical considerations in the Kenya police service. This study investigates the recruitment practices and ethical considerations in the Kenya police service. The authors suggest that ethical recruitment practices can contribute to improved performance, accountability, and professionalism in the police service. They also argue that effective recruitment strategies should be based on merit and transparency and should consider diversity and inclusion.

For several years now police departments in Montenegrin police have struggled to recruit, hire and retain officers to fill their thinning ranks. The recruitment and selection process for police officers should be considered within a comprehensive strategic framework that provides guidelines for Montenegrin police development strategies. In this regard, the most important of these are the following documents: Strategy for Transforming Public Administration 2016-2020; 17 Montenegrin Fiscal Strategy 2017-2020. Oya et al. (2017) pointed out that effective recruitment and selection strategies allow an organization to find qualified and qualified employees who can improve the performance of organization.

A sound staffing plan follows a well-designed hiring strategy. The quality of the organization's operations depends on the quality of the staff determined by the recruitment policies and procedures of the organisation. Casio (2002) and Mustapha, (2013) stated that recruitment and selection are preceded by a clear statement of the firm's objectives based on knowledge, skills, abilities and other factors. For an organization to request an application, objectives must be established and used for the selection process. The vacancy to be filled must be defined in terms of the job description and job description (Johnson, 2018).

Zirra, Ogbu and Ojo (2017) evaluated the impact of recruitment and selection strategy on staff in the real sector in Nigeria using a descriptive research design-test analysis of the hypothesis reveals that the use of the recruitment agency and the recommendations of the internal staff in the recruitment/selection process enable the organization to employ committed and productive

employees. Their findings reported that hiring due to the influence of a host society may interfere with the effectiveness of the organization and thus recommend that organizations use independent agencies in recruiting and selecting transparently.

Tamanna (2018) conducted a study to determine recruitment and selection methods and procedure in private companies of Bangladesh commercial banks. In particular, this study was designed to identify the most commonly used recruitment sources, selection methods, major barriers and strategies to maintain the effectiveness of recruitment and selection processes. The survey was based on both qualitative and quantitative methods in which baseline data were collected from 14 Private Commercial Banking Staff with a systematic questionnaire containing both open and closed questions.

Quality data was obtained through in-depth interviews. Research findings revealed that the most used sources of employment were internal resources, corporate websites, newspaper advertising, staff transfers, and hiring and hunting talent. The most used selection strategies were inviting applications and curriculum priorities, reference personal data testing, training and information assessments, competency assessments, knowledge assessments, performance assessments, use of assessment centres, ethical discussions, status discussions, personalities and interests. Also, examination, fitness test, face-to-face interview and medical examination were taken into consideration.

2.2.4. Legal framework and ethical issues in recruitment

The legal framework and ethical issues in recruitment refer to the laws and regulations governing recruitment practices and the ethical considerations that should guide these practices. Recruitment refers to the process of attracting and selecting candidates for a job or position. Legal frameworks and ethical considerations in recruitment are essential for ensuring fair, transparent, and non-discriminatory recruitment practices. Employers who adopt ethical recruitment practices can attract and retain the best talent, improve organizational performance, and contribute to a more inclusive and just society. Legal frameworks in recruitment vary from country to country and often include regulations regarding discrimination, equal employment opportunity, privacy, and labour laws.

A study conducted by Kayode (2019) examined the ethical issues surrounding police recruitment in Nigeria. The study identified several ethical issues, such as nepotism, favouritism, bribery, and discrimination that affect the recruitment process in the Nigerian police force. The study recommended the need for reforms in the recruitment process to address the ethical issues.

Ongoma and Odera (2019) conducted a study on recruitment and selection criteria for police officers in Kisumu County, Kenya. The study examined the legal frameworks and ethical issues that govern the recruitment process. The study found that the recruitment process in Kisumu County was not transparent, and some applicants were favoured based on their connections. The study recommended the need for the police force to adhere to the legal and ethical guidelines in the recruitment process to ensure that the process is fair and just too all applicants.

A study by Mwangera and Gicheru (2019) on Legal Frameworks and Ethical Considerations in Recruitment and Selection Processes in Kenya, study examines the legal frameworks governing recruitment and selection practices in Kenya, including the Constitution of Kenya, the Employment Act, and the Labor Relations Act. The study also highlights ethical considerations such as fairness, objectivity, and transparency in recruitment and selection practices.

The Ethical Implications of Recruitment Outsourcing: A Qualitative Study" by Alhassan and Omer (2019) explored the ethical implications of outsourcing recruitment activities to external agencies. The study identifies ethical concerns such as conflicts of interest, lack of transparency, and potential for discrimination in outsourced recruitment practices. The study emphasizes the importance of developing ethical guidelines and policies for outsourcing recruitment.

In a study done by Gautam and Singh (2019), Employer Branding and Ethics in Recruitment: A Study of Private Sector Banks in India. The study examines the ethical implications of employer branding in recruitment practices in the private sector banking industry in India. The study highlights the importance of balancing the need for employer branding with ethical considerations such as fairness, transparency, and non-discrimination in recruitment practices. The study also emphasizes the need for clear ethical guidelines and policies for employer branding activities in recruitment.

The main purpose of the Constitution and existing labour laws is to ensure that everyone is treated equally and fairly and this includes a fair recruitment and selection process. Kenyan police must ensure that they do not discriminate against current applicants or that they may apply based on legal rights that include all legal entities and that contractual rights are the rights contained in a contract of employment (Agarwal & Anaba, 2019). The Constitution of Kenya (2010) contains provisions that bind the country to the principles of equality and non-discrimination. To achieve the realization of Article 27 (the right to equality and non-discrimination), the Constitution mandates the State under Section 27 (6) to take legislative and other measures, including enforcement measures and policies designed to remedy the situation. Any wrongdoing experienced by individuals or groups as a result of past discrimination (Abuya, Kintu, Casseus, Hossain, Obadha & Warren, 2019).

Proper hiring provisions cover a wide range of important international documents, including legal agreements and common tools. The legally binding agreements relating to fair employment place the obligations of the State to ensure fair employment, and apply the link between the dividing body of employment and the areas of international law such as compulsory labour, immigrant workers' rights, and employment policy (Bondarouk, 2017). General Terms and Conditions of Employment Equity and Definition of Rental Fees and Related Costs, add to legally binding agreements by disclosing the specific roles and responsibilities of the various actors involved in promoting fair employment. The GPOG and Definition emphasize a multi-stakeholder approach to implementing fair employment practices.

The rules governing ethical issues such as discrimination play an important role in all stages of the recruitment and selection process. Employers should judge applicants for a job based on a variety of criteria, this includes skills, knowledge and experience and not about personal matters. Employers should also be aware of other legal requirements, such as the law on criminal records, the need to check that the nominee has the right to work in the UK, and the legal case regarding the identification of candidates. In addition, the data protection law (updated on 25 May 2018 as a result of the EU's General Data Protection Regulation (GDPR) enacted in the UK through the Data Protection Act 2018) applies to the collection, storage and disclosure of information obtained during the hiring process. Everyone involved in the hiring process should be aware of

the above issues. Without legal consequences, the company's reputation is tarnished by racism. Eligibility should be the sole basis of the hiring process and should be based on your company's hiring (Peter Edokpay, 2015))

In Cameroon, the main instrument of employment protection law is the Cameroon Labor Code bound by law no. 92/007 of August 1992. The purpose of this Act provides for equality.

The opportunity to find employment for all Cameroonians of working age regardless of gender, religion, or race and to protect them from all labour issues (Crank, J, 2019)). The employee code also has no restrictions on outsiders as they can comply with applicable laws and regulations. Labour law was introduced in the wake of the economic crisis. This was followed by structural adjustment (SAP) policies that established trade liberalization as one of the solutions to this problem.

According to a U.S. report. Bureau of Labor Report 2018 Statistics, despite an increase in the number of legal jobs, and a significant increase in the U.S. police agencies are faced with many challenges of recruiting and retaining best employees Crank, J. (2019). Due to the individual situation based on the anti-apartheid law in Australia, remedies for the whole class have not been prescribed by the courts or courts to reduce the stigma associated with discrimination in overseas examples. It has also been made clear in legal forums that law-enforcement law is limited to compensating the plaintiff alone, even if a self-indulgent plaintiff specifically seeks a remedy designed to have a broader impact on the system((ILO, 2018)).

Overall, the studies show that legal frameworks and ethical considerations are critical in police recruitment. The recruitment process should be transparent, fair, and free from any form of discrimination or favouritism. Adherence to legal frameworks and ethical considerations will ensure that the police force recruits qualified and competent officers who have a high level of integrity and are committed to serving the public.

2.3 Summary and Knowledge Gaps

Every organization should apply HR procedures including recruitment and selection processes. Attracting the right people to apply for open jobs is an important step in the recruitment and selection process of people. It is important to understand how your attraction strategy works by

evaluating the process that has been done. Attraction is the result of a series of activities and processes, which include employer tagging, job value proposition, employment and recruitment. Attraction strategies provide an opportunity for the organization to market and interact with the benefits that can be offered to applicants (Becker, 2011).

Notwithstanding these studies' contributions, there are still knowledge gaps in the area of recruitment policies and ethical police recruitment. For example, there is a need for more studies that explore the role of technology in the recruitment process, such as the use of artificial intelligence and algorithms in decision-making. Additionally, there is a need for more studies that examine the effectiveness of various strategies for promoting ethical behaviour in the police force, such as training programs and the use of performance metrics. Overall, more research is needed to address the knowledge gaps in this critical area.

Table 1: Summary of Knowledge Gap

Author	The focus of the study	Methodology	Findings	Research gaps	The focus of current study
Flynn (2015)	Impacts of recruitment and selection procedures	Comparative study	Found out that immigrants were highly discriminated on employment and in terms of their safety	The study indicated that those injured employees were terminated from employment it did not show the legal implication of discrimination in employment	The current study focuses on the legal framework impacts recruitment and selection practices
DeCaro, Jed	comparison	Survey	The study	The study used	The current

(2016)	between direct recruitment and indirect recruitment methods		concluded that indirect recruitment brings fresh ideas to an organization.	a survey that did not focus on the relationship between the variables	study will use descriptive analysis to show the relationship between indirect recruitment and ethical standards
Adeyemi, Dumade and Fadare (2015)	The influence of ethical recruitment and selection on organizational performance	Sampling	The study indicated that advertising job vacancies to the general public, and using employment agent(s), was the most effective method of recruitment	The study made use of a very small Sample that cannot be generalized to represent the entire access bank employee.	Antecedents of ethical issues in police recruitment: a case of the Kenya police service.
Taylor (2008)	Discrimination the based on human factors.	Regression	Nepotism, favouritism, god fathers', and a quota system as the major forms of unfair practices in recruitment	All selection and recruitment methods should have utility and validity. Ethics are part of the recruitment process	Antecedents of ethical issues in police recruitment: a case of the Kenya police service.
Khan & Hameed,	Ethical Recruitment	Regression	It highlighted the importance	Study examined the role of	This gap necessitates a

2016)	Practices in Law Enforcement		of transparency, fairness, and adherence to guidelines in recruitment processes and the impact these factors have on maintaining public trust.	ethical recruitment practices in police forces in Pakistan.	deeper exploration of how these policies can either mitigate or contribute to ethical violations during recruitment in the Kenya Police Service
Chepkonga, M., (2015)	Role of Legal Frameworks in Ensuring Ethical Recruitment in the Public Sector in Kenya"	Descriptive analysis	Chepkonga's study addressed the legal framework in public sector recruitment but lacked a specific focus on the police force.	The gap lies in investigating the effectiveness of labour laws and anti-corruption measures in promoting ethical recruitment practices within the Kenya Police Service.	There is a gap in understanding how these indirect guidelines can influence ethical practices in police recruitment, especially in the context of corruption and bias in the Kenyan setting.
Waweru, M. & Wamitu, S., (2018)	Recruitment Strategies and Organizational	Regression	Impact of Recruitment Strategies on	Study focused on the impact of various	This creates a gap in understanding

	Performance:		Organizational Performance in Kenya	recruitment strategies on overall organizational performance, it did not specifically investigate the ethical implications of these strategies within the context of police recruitment	how these strategies affect ethical behaviour in law enforcement agencies
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Conceptual Framework

Independent Variables

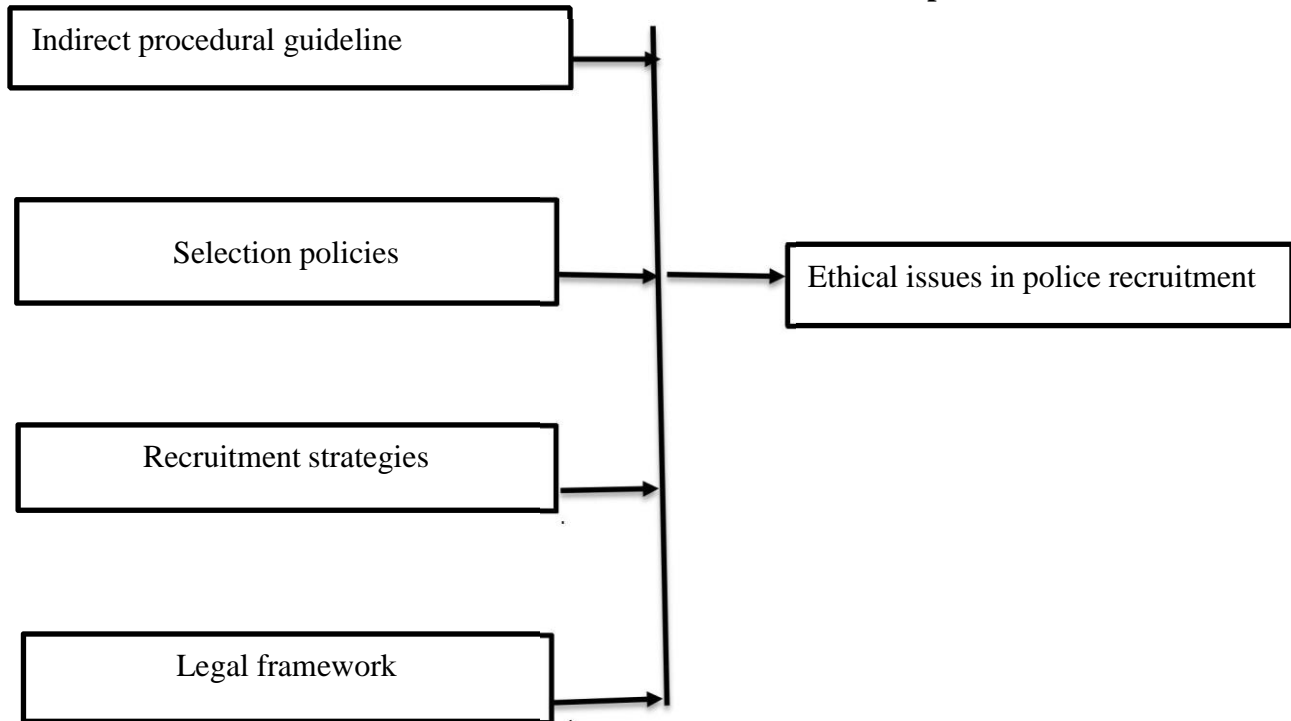


Figure 1: Conceptual Framework

2.5 Operationalization of variables

Table 2: Operationalization of variables

Variables	Indicators	Analysis Type	Measurement Tools
Indirect procedural guidelines	<ul style="list-style-type: none"> • Diversity and Inclusion Metrics Monitoring and Evaluation Systems: • Online recruitment • Feedback Mechanisms 	Descriptive statistics	Licket scale questionnaires,
Legal framework	<ul style="list-style-type: none"> • Compliance with Employment law • Regulations for Background Checks • Standardized Recruitment Procedures • Data Protection and Privacy Regulations 	Descriptive statistics	Licket scale questionnaires,
Recruitment strategies	<ul style="list-style-type: none"> • Employer Branding • Recruitment Metrics • Diverse Sourcing Channels: • Inclusion of Employee 	Descriptive statistics	Licket scale questionnaires,

Referrals

Selection Policy	<ul style="list-style-type: none">• Transparency in the Process• Standardized Assessment Tools• Transparency in the Process• Clear Job Descriptions and Specifications	Descriptive statistics	Licket scale questionnaires,
Ethical issues	<ul style="list-style-type: none">• Equal employment• Discrimination• Corruption• Labour laws	Descriptive statistics	Licket scale questionnaires,

2.6 Chapter Summary

This Chapter discussed the theoretical and empirical research covered concerning the research study questions. The literature that is been reviewed in this section includes the relationship Legal framework, Indirect procedural guidelines, Selection Policy and the Recruitment strategies and Ethical issues in police recruitment The Chapter also identifies some research gaps in the existing literature and a conceptual framework that sets out research variables to develop a platform for forming the correct study methodology.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This Chapter Covers the research design, the target population, the sample and sampling techniques, the data collection instrument, pilot study, data collection procedure, data analysis and presentation and ethical consideration.

3.1 Research Design

The research design delivers a framework for data collection and analysis (Bryman, 2016). The research design is a critical aspect of any research study as it provides a systematic plan for the collection, analysis, and interpretation of data. In this study, descriptive research design was employed. It involves collecting data to answer research questions about the current state, characteristics, or behaviour of a population, group, or situation (Neuman 2014). According to Kumar, (2019) descriptive research focuses on providing a detailed account of the subject of study without manipulating variables or making causal inferences.

3.2 Target Population

Target population refers to the entire group of individuals or objects that the researcher is interested in studying (Kothari, 2004). According to Gall, Borg and Gall, (2003), a target population provides a solid foundation and first step upon which to build the validity and reliability a study. This population helps in determining whether sampled cases are eligible or ineligible for the study (Cox, 2013). The target population for this study will comprise 200 police staff working at Embakasi Police Training Institute. This will comprise be Administration police, Commander's support staff and General Service Unit training school tutors. The research concentrated on 200 employees, while there are more than 200 people working at the Embakasi Police Training Institute overall. This particular group was chosen to reflect important employee types that were pertinent to the study, such as General Service Unit tutors, Administration Police,

Commanders, and support personnel. In order to retain the practical aspect of the study and guarantee a manageable sample size that would yield precise, varied, and thorough data, 200 participants were chosen. This smaller team made it possible to conduct more focused research and made sure the study was still logistically viable given the time and resources available.

Table 3: Target Population

Population Category	Population	Percentage %
Administration police	80	40
Commanders and support staff	50	25
General service unit (training school tutors)	70	35
Total	200	100

Source: Kenya Police Service, 2024

3.3 Sample and Sampling Technique

According to Sigmund (2013), the sample structure is the source of the object or device from which the sample was taken. The sample frame is a visual representation of objects in humans where the sample is taken (Kothari, 2014). The sample should be large enough to give a reliable result. According to Osborne (2014), it helps to reduce the likelihood of errors, increase the accuracy of population estimates and maximize results. The study will use a census method. Parker, Schroeder and Fairfield-Son (2012) emphasized that census is as easy to manage as determining who gets the tool is visible to everyone and can produce representative results. According to Prasad (2015), the census method ensures high accuracy and realistic interpretation of an object without the bias factor as all factors are considered without omission. By using a sample size of 50%, researchers can reduce the margin of error in their estimates. This means that the results obtained from the sample are more likely to reflect the true values in the population. According to Fink's (2017) work on survey research methodologies, a sample size of 50% can provide the optimal balance between the accuracy of the data acquired and the use of resources, particularly in descriptive investigations.

Table 4: Sample and sample technique

Population Category	Population	Sample size	Percent (50%)
Administration police	70	35	39
Commanders and support staff	50	25	28
General service unit (training school tutors)	60	30	33
Total	200	100	100

3.4 Data Collection Instruments

Data collection instruments are tools that were by the researcher to gather information from the target population. In the perspective of this study on recruitment and ethical issues in the police force, the data collection instruments used were structured questionnaires for the collection of data. The study used primary data. Malhotra and Birks (2016) primary data are information collected by the researcher from the field to address or resolve the specific problem that has been identified for the research project. The questionnaires had two sections. Part one captured questions on the respondent's background information, Section two were the variables.

3.5 Pilot Study

Miles, Huberman and Saldaña (2014) argued that a pilot study is a small-scale preliminary study conducted before the main research to test the research design, procedures, and data collection instruments. The purpose of a pilot study is to identify and address any potential issues, refine the research methodology, and ensure the feasibility and effectiveness of the research plan. It helps researchers identify and rectify any shortcomings or challenges before implementing the full-scale study (Yin, 2018).

A pilot study was conducted to test the reliability and validity of the questionnaire that were used in the study. The pilot study involved administering the questionnaire to a sample of 15 employees working at Embakasi Police Training Institute. A smaller sample size can help identify any issues with the instrument or research design, enabling changes to be made prior to

the full-scale study. This is consistent with the strategy recommended by Yin (2018), who highlights that pilot studies should have a manageable scope in order to improve technique and guarantee that research goals are fulfilled. Leon et al. (2011) as well as Lee et al. (2014) caution that while a pilot study might be the first step needed when exploring new interventions or procedures, or innovative applications of an existing one, pilot studies are not used for hypothesis testing, or for evaluating safety, efficacy, and effectiveness. Therefore, feasibility and pilot studies are not expected to have the large sample sizes that are needed to adequately power statistical null hypothesis testing (Thabane, 2010). The evaluation test aimed to assess the reliability and validity of the queries to achieve accurate results. The questionnaires' involved in pilot study were given a special code to distinguish them from others.

3.5.1 Validity

Norland (2019) describes the compatibility of data collection tools to measure whatever it measures. The questionnaire was presented to experts including the supervisor for them to evaluate and give their comments about the appropriateness of the questionnaire for the research. The evaluation tools were developed based on the facts of the study and understanding of the process involved in developing a questionnaire. In order to determine the appropriateness of the instrument to be used, the researcher considered the Content Appropriateness. This is designed to ensure that the content of the rating tool incorporates all relevant areas.

3.5.2 Reliability Test

Reliability refers to the consistency and stability of the research instrument or tool used in a study (Smith, 2019). It is about repeatability or replicability of the instrument and its ability to give consistent results after every trial. In this study, several steps were taken to ensure the replicability of the data collection tools to give similar results. Cronbach alpha test analysis was used to ascertain the reliability of the instrument. The measurement tools were developed on facts and understanding of the process that is involved in coming up with a questionnaire. According to Amin (2015), the reliability of the test can be used to measure quality which is a tool that can produce the same points when the same group of people are repeatedly measured under the same conditions. The coefficient ranges from 0.7 and thus the questionnaire was an effective research tool.

3.6 Data Collection Procedure

Data collection is the process of gathering information in a systematic way (Burns & Grove, 2013). A survey was conducted to gather quantitative data on the prevalence of ethical issues in police recruitment. Structured interviews and focus group discussions were used to gather qualitative data on the experiences and perspectives of individuals involved in the recruitment process. The data was collected through two methods; an online study using Google and through dropping Questionnaires to selected departments. The online study questionnaires were sent to the participants, and they were given one month to fill it.

3.7 Data Processing and Analysis

Quantitative data was encoded and encapsulated in the statistical package for social sciences (SPSS) Packages Version 21.0 and analysed using descriptive and inferential statistics. Descriptive statistics included the use of absolute and related frequencies (percent), average inclination and scattering (descriptive statistics and standard deviation respectively). Bulk data was presented in tables and descriptions were presented in prose. To assess the level of significance of each independent variant versus dependent variables the study used the model abbreviations ANOVA and Coefficient Reversals. In addition, the researcher used multiple regression analysis to determine the strength of the relationship between dependent and independent variables.

The study used the model for most retrospective models below,

The relationship equation is as shown;

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where Y = Ethical issue in recruitment e

α = Constant term

β_1 = Beta co-efficient

X1 = legal framework

X2 = indirect procedural guideline

X3 = selection policies

X4 = recruitment strategies

ε = Error term- in a regression equation the error term refers to the effect of the omitted variables from an equation. Through the model, it was easy to determine the independent variables that are

linked to the dependent variable and to examine the type of their association. The questionnaires were collected within one month. The results of the study were presented using tables and charts.

3.8 Ethical Consideration

The objective of the ethical consideration was to ensure that no participant would suffer any harm as a result of participating in the study. The ethical issues considered in the study included but not limited to obtaining of informed consent and ensuring voluntary participation as well as maintaining confidentiality, privacy and anonymity of the respondents.

3.8.1 Informed consent

The researcher sought permission from the respondents immediately after the respondents were provided with all the relevant information about the research. The respondents were also allowed to ask any questions relating to the research before being requested to sign the consent form if they were willing to participate in the research.

3.8.2 Voluntary participation

The study considered and encouraged the voluntary participation of respondents. The respondents were asked to voluntarily make a decision on whether they were willing to participate in the research and if they had any reservations in participating. The respondents were also briefed about their other rights. They were informed that they will have the option to decline or withdraw from the study at any time during the research period. There was coercion or inducements made to the respondents prior to them making a decision to either participate or withdraw from the research. Deception was also avoided when providing the information about the research to the respondents.

3.8.3 Confidentiality

The researcher explained to the respondents that the data will be treated with high confidentiality and that all the findings will only be used for this study by the Management University of Africa. The respondents were informed that names and any other identifiers were not required to be provided anywhere. The participants were assured that the information that they provide would be kept secret and that their identity as respondents would be kept anonymous throughout the

study and even after the study. The information provided would be used solely to fulfil the researcher's academic requirement and would not be shared with other parties unless with the authority of the respondents.

3.8.4 Privacy

The researcher sought to respect the privacy of participants by assigning them unique identifier codes to protect their identity and the responses given. Thus, the information gathered from them was not disclosed to third parties. Additionally, the authorities involved were given assurances that no information would be made public without their prior consent. All collected information was also treated with utmost integrity and secrecy to protect the respondents. The findings were used purely for academic purposes.

3.8.5 Anonymity

The use of a questionnaire was a great step in guaranteeing the anonymity of the respondents. The respondents were not required to include any information that can be used to identify them. The study generalized the findings therefore the collected information cannot be associated with an individual. Lastly, the questions were carefully phrased to avoid leading questions, doubled barrelled questions and bias and also to ensure that the questions are not opinionated or misleading.

3.9 Chapter Summary

The chapter outlines the methodology used in the research study. The nature of the research led to the selection of a descriptive research design. It also provided the target population, sample size and sampling process, research tool, data collection process and how analysis was performed.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the report on data analysis. The report contains the research findings, discussions, conclusions and recommendations. Figures and tables were used to present the study findings and results as per the set research questions. First the response rate is given, then the respondent general information, and then the findings and results as per the objectives.

4.1.1 Response Rate

A total of 90 questionnaires were distributed to the sampled participants. Out of these 83 questionnaires representing 92% were fully filled. The response rate of 92% which was obtained from the study was therefore good enough for the researcher to proceed with data analysis. Only 7 questionnaires representing 8% of the total sample were not received back. %. According to Kothari (2004) a response rate of 50% and above is enough for a descriptive study. Moreover, Babbie (2004) noted that return rates of above 50% are adequate to analyse and publish, 60% is good and 70% is very good and 80% is excellent. From the perspective of renowned scholars, the response rate of 92% is considered good and thus satisfactory for making inferences. Therefore, analysis was done on the filled questionnaires. Table 5 and figure 2 have provided this information about response rate.

Table 5: Response Rate

Response rate	Frequency	Percentage
Response	83	92
Nonresponse	7	8
Total	90	100

Source: Author (2024)

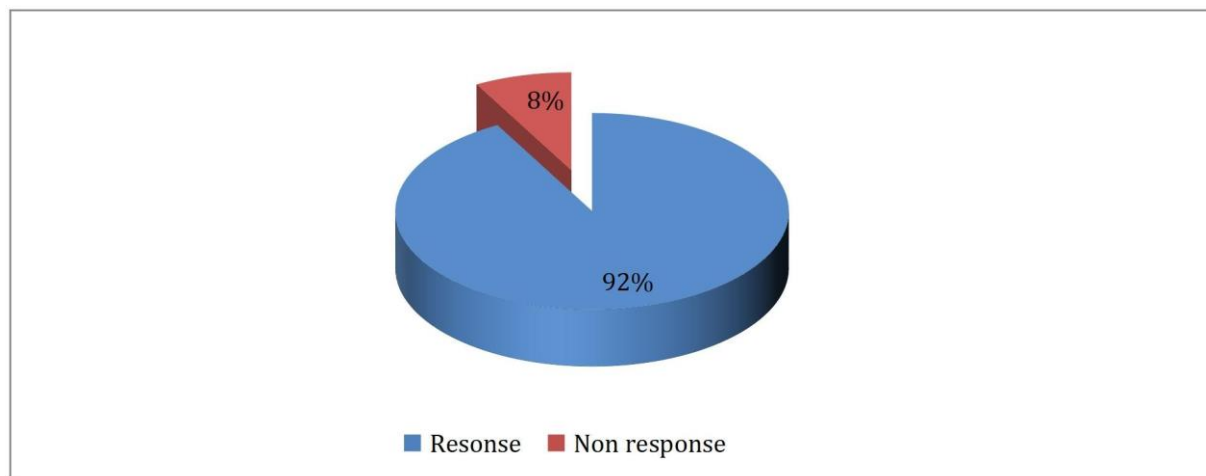


Figure 2: Response Rate

4.1.2 Reliability test

Variable	Number of items	Cronbach's Alpha	Interpretation
Indirect Procedural Guidelines	5	0.82	Good
Recruitment and Selection Policies	6	0.88	Good
Recruitment Strategies	4	0.75	Acceptable
Legal Framework	7	0.90	Excellent

Reliability testing was done on four important variables: the legal framework, recruitment and selection policies, recruitment strategies, and indirect procedural guidelines. All variables satisfied acceptable reliability levels, according to the Cronbach's Alpha ratings. In particular, Recruitment and Selection Policies ($\alpha = 0.88$) and Indirect Procedural Guidelines ($\alpha = 0.82$) showed strong dependability. The Legal Framework showed high internal consistency ($\alpha = 0.90$), whereas Recruitment Strategies earned an acceptable dependability score ($\alpha = 0.75$).

From the results, a conclusion may be drawn that there is strong dependability in Key Areas: The legislative framework and the recruiting and selection rules demonstrated high levels of dependability, indicating that these areas are consistently implemented and well-structured within the Kenya Police Service's hiring process. Possibility of Enhancement for recruitment Strategies:

Although recruiting tactics demonstrated a satisfactory level of dependability, they might be made more successful and consistent in practice with more modification.

Indirect Procedural Guidelines: The procedure guidelines are operating efficiently and with good dependability, but continual evaluation could guarantee that hiring procedures are consistently in line with moral and legal requirements.

4.1.3 Gender of Response

The researcher wanted to know the gender of the respondent. From the analysis it was established that 49 respondents representing 59% of the participants in the study were male while 34 respondents representing 41% were female. Therefore, from the analysis, more males participated than women. This finding is in line with the general statistics in the Kenya Police Service which comprises of more men than women. However, the third gender rule was achieved in the participants. Kothari (2009) indicates that respondent’s gender is one of the most important characteristics in understanding their views about particular issues. Table 6 and figure 3 below present these results.

Table 6: Gender of Response

Category	Frequency	Percentage
Male	49	59
Female	34	41
Total	83	100

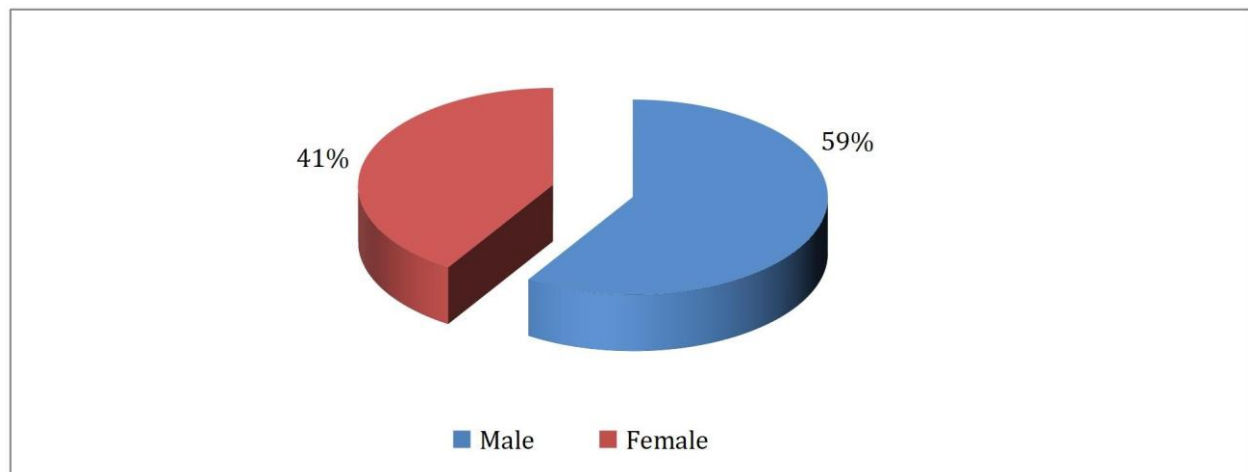


Figure 3: Gender of the Response

4.1.4 Age Bracket

The researcher sought to establish the ages of the respondents. From the results of this analysis, it was found that 37 respondents representing 45% of the respondents were between the age 26 to 35 years, 31 participants which was equivalent to 37% of the participants were between the age 36 to 45 years, 8 respondents which was equivalent to 10% of the respondents were between the age above 46 years while 7 respondents which was equivalent to 8% of the respondents were between the age 18 to 25 years. This means that most of the respondents were between the ages of 26 to 45 years. This means that they were mature enough to be able to provide the required information.

According to Mohammad, Akhtar, Rahman and Haleem (2018) the older employees are more knowledgeable than the younger ones due to their experiences. Table 7 and figure 4 below present these results. Due to its potential to impact participants' viewpoints, actions, and decision-making processes, age is significant in research. It facilitates the identification of age-specific trends and patterns, which improves data segmentation and analysis. Furthermore, age may be a significant demographic component in determining how various age groups react to particular goods, services, or interventions, which is essential for establishing pertinent and correct findings.

Table 7: Age Bracket

Category	Frequency	Percentage
18-25	7	8
26-35	37	45
36-45	31	37
46 and above	8	10
Total	83	100

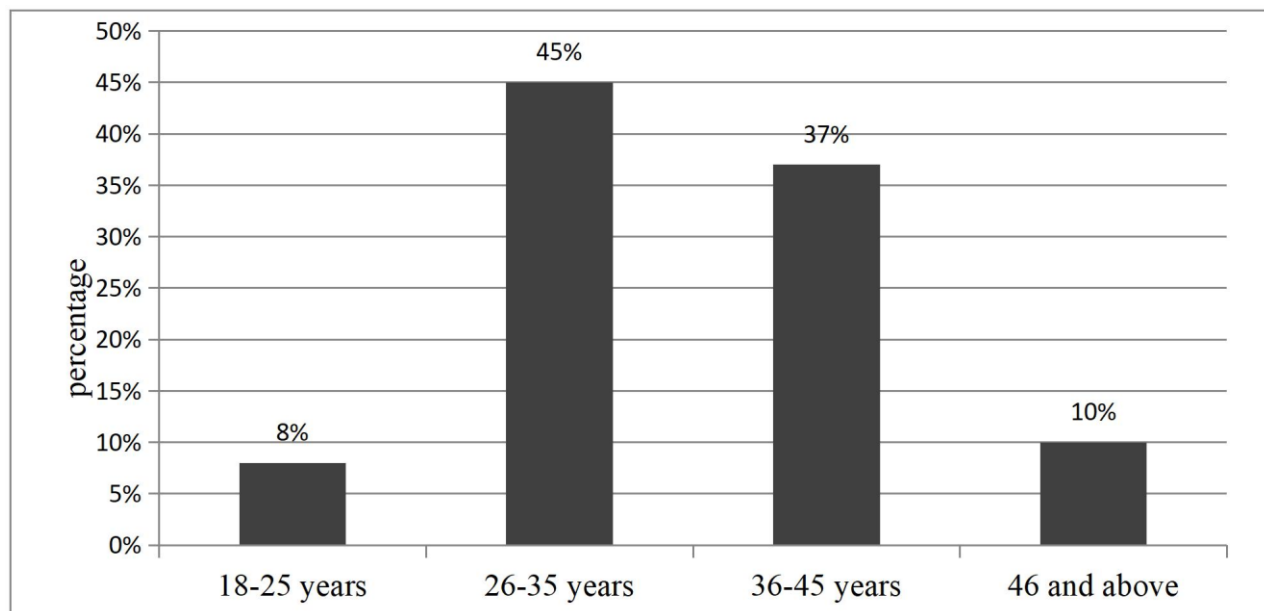


Figure 4: Age Bracket

4.1.5 Highest Level of Education of Respondents

The researchers sought to determine the highest level of education of respondents. From the results of the study, it was found that the education level of the respondents varied as shown in the table 8 and figure 5.

Table 8: Education Level of Respondents

Category	Frequency	Percentage
High school certificate	34	41
College diploma	38	46
Bachelor's degree	11	13
Total	83	100

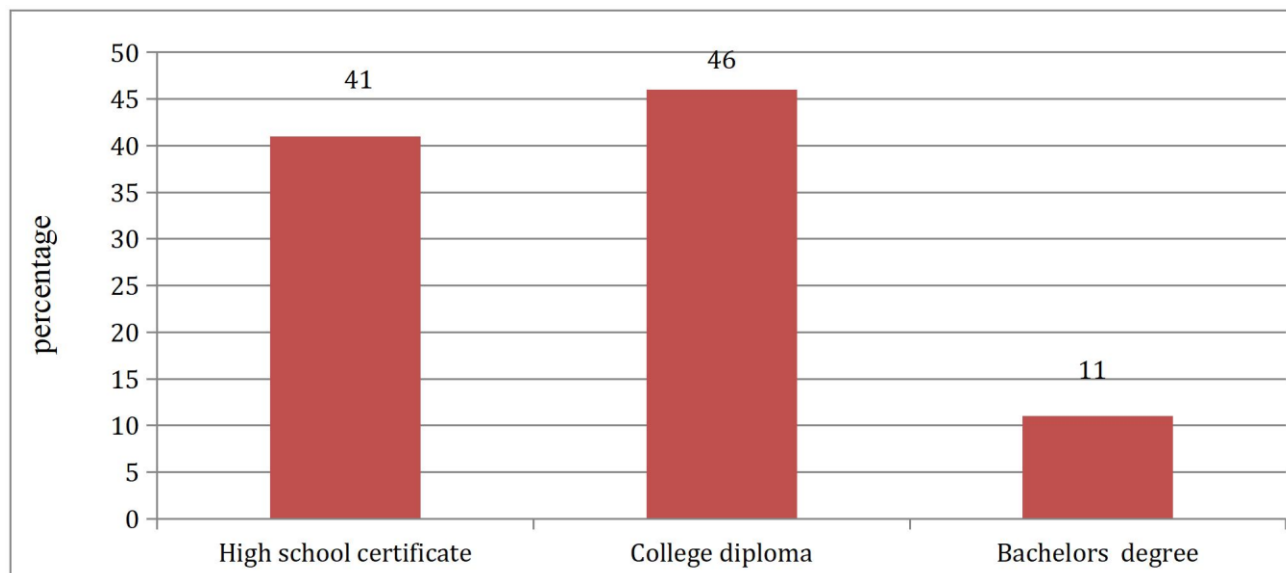


Figure 5: Education Levels of Respondents

From the analysis of the response on the respondents' highest level of education, it was found that the respondents with college diplomas as the highest level of education were highest with a frequency of 38 which was equivalent to 46% followed by those with high school certificates with a frequency of 34 which was equivalent to 41% of the respondents followed lastly by the respondents whose highest level of education was a bachelor's degree with a frequency of 11 which was equivalent to 13%. There being no respondent with the level of education lower than secondary school, then it is clearly that the respondents were literate enough to understand clearly the issue under investigation.

The study results about educational qualifications signify that most of the participants were knowledgeable about the topic of research. According to Karadag (2021) knowledge and a high level of education is only one prerequisite for achieving successful results. The findings of this study are also in line with the findings of a study by Wrain (2019) whose research revealed that individuals with higher education levels possessed a more comprehensive understanding of both legal and ethical norms. They were better equipped to navigate complex legal and ethical landscapes, indicating that education contributes to a deeper comprehension of the ethical considerations involved in various domains, including law enforcement.

4.1.6 Length of time with the Kenya Police Service

The study sought to determine the length of time the respondent had been working with the Kenya Police Service. Table 9 and figure 6 below present the results.

Table 9: Work Experience

Response	Frequency	Percentage
Less than 1 year	19	9
1- 5 years	33	32
6-10 years	17	43
Above 10 years	14	16
Total	83	100

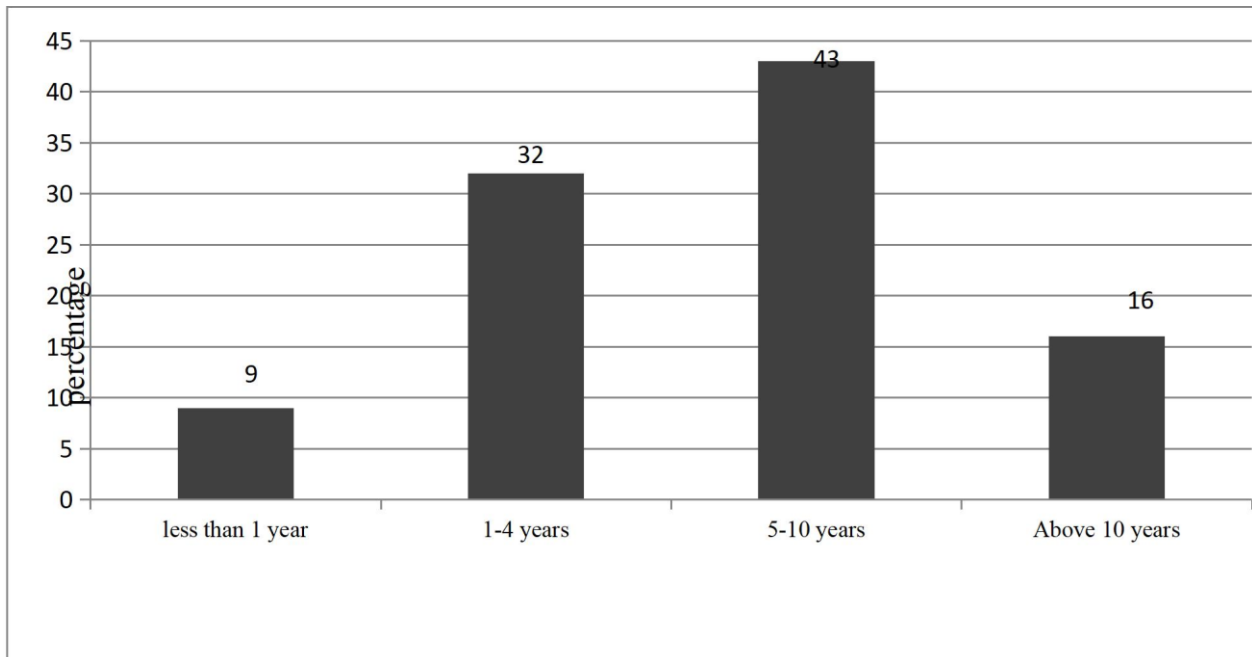


Figure 6: Work Experience

Analysis of the answers to the question on the work experience of the employees revealed that 33 respondents representing 43% had worked in the police for between 5 and 10 years, 17 respondents which was equivalent to 32% had worked in the police for between 1 and 4 years, 33 respondents which was equivalent to 43% had worked in the police for between 5 and 10 years

while 14 respondents which was equivalent to 16% had worked in the police for less than one year. This result is presented in table 9 and the figure 6.

4.1.7 Effects of indirect procedural guideline on ethical Issues in recruitment at the Kenya Police Service

The study sought to determine the effect of indirect procedural guideline on ethical Issues in recruitment at Kenya police service. The respondents were to rate on a scale of 1- 5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) the rate at which they agreement to the statements proposed.

Table 10: The extent to which indirect procedural guideline on ethical Issues affect recruitment

Statement	f	$\frac{\sum f}{\Sigma}$.
Our organization uses employee referrals in the recruitment	32 29 12 5 2 81	1.9518	.99882
Online recruitment leads to unethical recruitment practices	0 0 21 10 52 83	4.3735	.86547
Recruitment agencies promote ethical recruitment by following employment laws	1 3 14 40 25 83	4.0241	.85506

From the study results shown in table 10 the respondents disagreed that the Kenya Police Service uses employee referrals in the recruitment as shown by (M=1.9518, SD=.99882). The findings are supported by Johnson and Smith (2017) who investigated the role of recruitment policies and adherence to ethical codes in law enforcement agencies. Their findings suggested that agencies that consistently adhere to their recruitment policies and ethical codes tend to have a more transparent and ethical recruitment process. This result is consistent with the respondents' agreement that there is adherence to recruitment policy and code of ethics in the Kenya Police Service. A significant number of respondents agreed that online recruitment leads to unethical recruitment practices at the Kenya Police Service as shown by (M=4.3735, SD=.86547).

The findings are in consistent with the findings of a study conducted by Brown et al. in 2019 explored the role of top management support in recruitment policy adherence. Their research indicated that strong support from top management is crucial for ensuring that recruitment policies are followed effectively. This supports the respondents' agreement that there is top management support for recruitment policy in the Kenya Police Service. The participants also agreed that recruitment agencies at the Kenya Police Service promotes ethical recruitment by following employment laws as shown by (M=4.0241, SD=.85506). This is supported by study by Anderson and Lee (2019) the role of recruitment agencies in ensuring ethical recruitment by following employment laws. Their findings indicated that when recruitment agencies strictly adhere to employment laws and regulations, they contribute to more ethical recruitment practices within organizations. This supports the respondents' agreement that recruitment agencies in the Kenya Police Service promote ethical recruitment.

4.1.8 Effect of selection policies on ethical issues in recruitment at the Kenya Police Service

The study sought to determine the effect of selection policies on ethical issues in recruitment at Kenya police service. The respondents were to rate on a scale of 1- 5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) the rate at which they agreed with the statements.

Table 11: extent selection policies on ethical issues affect recruitment

Statement							f	$\frac{\sum f}{\Sigma}$.
Adherence to recruitment policy and code of ethics during recruitment.	0	8	18	31	26	83	3.9036	.95782	
Top management support following recruitment policy	0	9	25	17	32	83	3.8675	1.05658	
Requirement to declare any existence of conflict of interest by interviewer	14	27	41	0	0	82	2.3253	.75075	
Policy sets out selection of police force based on technical skills,	17	36	27	3	0	83	2.1928	.80331	

values and attitudes of employees.

Recruitment and selection policy promotes ethical behaviour and can garner long-term employee trust and loyalty	0	0	8	17	58	83	4.6024	.66148
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From the results presented in table 11, many of the participants agreed that there is adherence to recruitment policy and code of ethics during recruitment as shown by ($M=3.9036$, $SD=.95782$). The participants were also in agreement that there is top management support in following recruitment policy as shown by ($M=3.8675$, $SD=1.05658$). Some of the participants however disagreed with the statement that there is requirement to declare any existence of conflict of interest by interviewer as shown by ($M=2.3253$, $SD=.75075$). The participants also disagreed with the statement that the policies set out selection of police force are based on technical skills, values and attitudes of employees as shown by ($M=2.1928$, $SD=.80331$). The participants strongly agreed that recruitment and selection policy promote ethical behaviour and can garner long-term employee trust and loyalty as shown by ($M=4.6024$, $SD=.66148$).

4.1.9 Extent that recruitment strategies affect ethical issues in recruitment at the Kenya Police Service

The study sought to determine the effect of recruitment strategies on ethical issues in recruitment at the Kenya Police Service. The respondents were to rate on a scale of 1- 5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) the rate at which they agreement to the statements.

Table 12: The extent that recruitment strategies affect ethical issues in recruitment

Statement	f						$\frac{\sum f}{\Sigma}$.
Align talent management with SHRM	0	23	33	27	0	83	3.0482	.77936
Demand forecasting is key in determining the human resource needs within the organization	14	34	31	4	0	83	2.3012	.80751
Recruitment strategies are aligned to mission and vision of the organization	0	9	24	34	12	79	3.6627	.90091
Recruitment strategies ensure employee retention	0	25	33	25	0	83	3.0000	.78087
The organization has an effective criteria of advertising vacant position and selecting qualified applicants for the various vacancies	0	6	13	43	21	83	3.9518	.83962

From the findings as shown in table 12, it is indicated that many of the participants are not sure whether the Kenya Police Service aligns talents management with SHRM as shown by (M=3.0482, SD=.77936). The Findings can be supported by Brown and Smith (2019) who explored the alignment of talent management practices with Strategic Human Resource Management (SHRM) principles in law enforcement agencies. Their findings suggested that many agencies were uncertain about this alignment due to factors like changing organizational priorities and limited resources. These findings support the respondents' uncertainty regarding the alignment of talent management with SHRM.

Majority of the respondents disagreed that forecasting the demand for employees is key in determining the human resource needs within the Kenya Police Service as shown by ($M=2.3012$, $SD=.80751$). Many respondents agreed that recruitment strategies are aligned to mission and vision of the Kenya Police Service as shown by ($M=3.6627$, $SD=.90091$). This is supported by Anderson and Lee (2018) study who investigated the alignment of recruitment strategies with organizational mission and vision. Their findings highlighted that aligning recruitment with the mission and vision enhances organizational cohesiveness. The participants' agreement indicates an alignment between recruitment strategies and the mission and vision.

Majority of the participants were not sure whether the recruitment strategies used ensures employee retention as shown by ($M=3.0000$, $SD=.78087$). Smith and Brown (2019) explored the relationship between recruitment strategies and employee retention in law enforcement agencies. Their findings indicated that the connection between recruitment strategies and retention can be complex and context-dependent, which aligns with the respondents' uncertainty on this matter.

The participants however agree that the Service has an effective method of advertising vacant position and selecting qualified applicants for the various vacancies as shown by ($M=3.9518$, $SD=.83962$). This is supported by Research by Johnson et al. in (2021) examined the criteria used for advertising vacant positions and selecting qualified applicants in law enforcement agencies. Their findings emphasized the importance of effective criteria in ensuring a fair and qualified applicant pool. The respondents' agreement indicates that the Kenya Police Service has effective criteria in place.

4.1.10 Effect of Legal framework on ethical issues in recruitment at the Kenya Police Service

The study sought to determine the effect of legal framework on ethical issues in recruitment at Kenya police service. The respondents were to rate on a scale of 1- 5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) the rate at which they agreement to the statements.

Table 13: extent Legal framework affect ethical issues affect recruitment

Statement	f						$\frac{\sum f}{\Sigma}$.
The police force in Kenya practices equal employment	0	8	18	31	26	83	3.9036	.95782
Recruitment and selections credential follows set labour laws	0	25	33	25	0	83	3.0000	.78087
There are laws set to prevent corruption during the recruitment	0	6	13	43	21	83	3.9518	.83962
The recruitment process in Kenya police is fair and reliable	0	0	8	17	58	83	4.6024	.66148

The findings of the study shown in table 13 indicate that the participants agreed that the police force in Kenya practices equal employment as shown by ($M=3.9036$, $SD=.95782$). Most of those who were involved in the study agreed that the recruitment and selections credential in the police force in Kenya follows set labour laws as shown by ($M=3.0000$, $SD=.78087$). The participants also agreed that there were laws set to prevent corruption during the recruitment process at the Kenya Police Service as shown by ($M=3.9518$, $SD=.83962$). The participants strongly agreed that the recruitment process in Kenya police is fair and reliable at the Kenya Police Service as shown by ($M=4.6024$, $SD=.66148$).

4.1.11 Inferential Statistics

4.1.11.1 Correlation Analysis

The table below illustrates the correlations between ethical issues and various factors, highlighting the strength of these associations. The analysis aimed to determine whether the independent and dependent variables had positive or negative correlations. Values close to one signify strong correlations, whereas values near zero indicate weak correlations. Table 14 presents these findings below.

Table 14: Correlational Matrix

	Indirect procedural guidelines	Recruitment and selection policies	Recruitment strategies	Legal Framework	Ethical Recruitment

Indirect Procedural Guidelines	Pearson	1				
	Sig. (2-tailed)					
Recruitment and Selection Policies	Pearson	.623**	1			
	Sig. (2-tailed)	.000				
Recruitment Strategies	Pearson	.504**	.526**	1		
	Sig. (2-tailed)	.000	.001			
Legal Framework	Pearson	.629**	.627**	.635**	1	
	Sig. (2-tailed)	.000	.000	.000		
Ethical Recruitment	Pearson	.569**	.598**	.572**	.615**	1
	Sig. (2-tailed)	.001	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Author, 2024

Table 14 above illustrates that the antecedents of ethical issues in police recruitment, including indirect procedural guidelines, recruitment and selection policies, recruitment strategies, and legal framework all show positive and statistically significant correlations with the ethical issues in police recruitment, as revealed by the Pearson Correlation coefficients and associated P-values. Additionally, the antecedents show positive and significant inter-correlations among themselves.

4.1. 11.2 Regression Analysis

Regression analysis was undertaken to estimate the relationship between the independent variable and dependent variable. Regression analysis entailed determining the strength of the relationship and modelling the future relationship between the independent variable and dependent variables. Regression analysis also helps to verify the bearing of the antecedents on ethical issues in recruitment in Kenya.

4.1. 11. 3 Model Summary

Regression analysis involved identifying the relationship between the independent and the dependent variables. Regression analysis is used to find the equation that represents the relationship between the study variables. Multiple regressions provide an equation that predicts one variable from two or more independent variables. The study adopted single regression as follows;

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.516	.30195

A. Predictors: (Constant), Indirect procedural guidelines), (Recruitment and selection policies), (Recruitment strategies), (Legal Framework)

B. Dependent Variable: (Ethical Recruitment)

The regression model summary in table 15 above shows the extent to which the model predicts changes in the dependent variable as a result of change in the independent variable. The results show that the coefficient of determination is 51.6%, which indicates the proportion of the variation in the ethical recruitment that is explained by different antecedents as shown by adjusted R Square of .516. This means that 51.6% of the observed variation in ethical recruitment in Kenya can be explained by the antecedents such as indirect procedural guidelines, recruitment and selection policies, recruitment strategies and legal framework. The findings are in line with those of Waniki et al. (2019) who focused on East African police forces, Smith, and Lee (2021) who focused on the United States and others such as Flynn (2015), DeCaro, Jed (2016) and Adeyemi, Dumade and Fadare (2015)

4.1. 11.4 Analysis of Variance

Analysis of Variance was conducted through F-test statistics to ascertain whether the relationship between the study variables is significant or not.

Table 16: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.274	4	.493	5.406	.000 ^b

Residual	3.698	78	.091	
Total	9.972	82		

a. Dependent Variable: Ethical Recruitment

b. Predictors: (Constant), Indirect procedural guidelines), (Recruitment and selection policies), (Recruitment strategies), (Legal Framework).

From the results as shown in table 16, out of the total variance of 9.972, the independent variables (Indirect procedural guidelines, Recruitment and selection policies, Recruitment strategies, Legal Framework) can explain 6.274. This shows that the independent variable contributes to a large portion of the change in the dependent variable. The p-value associated with the F value of 5.406 is very small (0.000) implying that the independent variables are reliable predictors of the dependent variable. A comparison of the p-value from the table, which is 0.000 with an alpha value of 0.05, shows that the alpha value is greater than the p-value which points out that the influence of the antecedents on ethical recruitment is statistically substantial at 95% confidence level. This also means that the antecedents (Indirect procedural guidelines, Recruitment and selection policies, Recruitment strategies, Legal Framework) can be used to reliably predict the level of ethical recruitment in Kenya.

4.1. 11.5 Estimated Model

A regression coefficients review was further carried out to ascertain the relationship between the specific independent variables and the dependent variable at 95% confidence level. The results of the analysis are as shown in Table 17.

Table 17: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.651	.369		10.439	.000
Indirect Procedural	.156	.044	.169	2.280	.011

Guidelines					
Recruitment and Selection Policies	.062	.049	.091	1.255	.024
Recruitment Strategies	.422	.059	.266	3.777	.000
Legal Framework	.283	.074	0.28	.381	.004

Source: Researcher (2024)

The predicted value of ethical recruitment in Kenya when all other variables are 0 is 3.651. The findings further show that a unit increase in indirect procedural guidelines will increase the level of ethical recruitment by 0.156. The findings are in line with those of Das et al (2016), Germain (2016), Vyas (2011) and Florea (2019) who similarly established a positive and significant relationship between indirect procedural guidelines in different contexts. The results also showed that a unit increase in recruitment and selection policies increases the level of ethical recruitment by 0.062. These results are consistent with the findings of previous studies by Njoroge et al. (2017), Murage et al. (2018), Sang (2019), Bohlander, Snell and Sherman (2021), Kulal (2020), Petrov et al. (2019) and Kayode (2019) who established a positive and significant relationship in different contexts.

The findings also establish that the ethical recruitment in Kenya increases by 0.422 with a unit increase in recruitment strategies in the police service. The findings are similar to those of scholars such as; Kalinowski and Baka (2017), Taylor and Lancia (2017), Githinji and Mukulu (2020), Zirra, Ogbu and Ojo (2017) and Tamanna (2018). The results of the study also established that a unit increase legal framework increases the level of ethical recruitment by 0.283. These results are consistent with the findings of other studies by Kayode (2019), Mwongera and Gicheru (2019) and those of Nishtha et al. (2019) who similarly found a positive and significant relationship in different contexts.

The p-value for all antecedents (indirect procedural guidelines, recruitment and selection policies, recruitment strategies, legal framework) are positive and smaller than 0.05 (.011, .024, .000, and .004) respectively showing that all the antecedents positively and significantly determine the level of ethical recruitment in Kenya. Analysis of the results of the four antecedents found that they have a combined positive and significant influence on ethical recruitment in Kenya.

The results can further be summarized in the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 3.651 + 0.156X_1 + 0.062X_2 + 0.422X_3 + 0.283X_4 + \varepsilon$$

Where: Y – Ethical Recruitment (Dependent Variable)

X₁- Indirect Procedural Guidelines

X₂- Recruitment and Selection Policies

X₃- Recruitment Strategies

X₄- Legal Framework

β₀ - Is the constant of the model

β₁ – β₄ Are the regression coefficients

ε – Stochastic error term estimate

4.2 Limitations of the Study

The limitations of this study included the fact that the participants feared that the information they were to provide could cause challenges on their relationship with the Kenya Police Service. To mitigate this limitation the researcher assured the participants that the responses would be anonymous and private and that no single response would be traced to a specific respondent. The researcher further provided an introductory letter which was obtained from the Dean which confirmed that the data provided would only be used for academic purposes.

4.3 Chapter Summary

The chapter presented the key findings of the study, which aimed to investigate the antecedents of ethical issues in police recruitment at the Embakasi Police Training Institute. The results indicated that the Kenya Police Service generally adheres to equal employment opportunities and follows set labour laws, with specific measures in place to prevent corruption during the

recruitment process. The recruitment process was perceived as fair and reliable by most participants, reflecting positively on the service's efforts toward ethical recruitment

Recruitment and Selection Policies, Recruitment Strategies, the Legal Framework, and Indirect Procedural Guidelines all passed the dependability test with satisfactory reliability, with the legal framework exhibiting the highest consistency. According to these results, even if the existing hiring procedures are comparatively good, recruiting methods and policies need to be strengthened even more to guarantee ongoing improvements in equity, openness, and adherence to moral principles.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes and makes conclusions on the findings of this study in relation to the objectives put forward by the researcher. It also discusses the recommendations for further research as well as recommendations for policy and practice.

5.1 Summary of Findings

The researcher examined the antecedents of ethical issues in police recruitment in Kenya: a case of the Embakasi Police Training Institute. The study's response rate was 92% representing 83 respondents. On gender, majority of the participants were males at 59% then women at 41%. Majority of the participant were of age bracket of 26-35 years, followed by those in the age group 36-45 years, then above 46 years and lastly those in the 18-25 years' group. Considering the level of education, majority of respondents had attained a college degree, followed by those with secondary school certificates then lastly the respondents whose highest level of education was university. Concerning work experience, majority of the respondents had worked at the Kenya police service for between 5-10 years, followed by those that had worked for between 1-4 years, then those that had worked for the duration exceeding 10 years, then lastly those that had worked for less than one year.

The first objective of the study sought to investigate the effect of the indirect procedural guidelines on ethical issues in police recruitment in Kenya. From the study it was found that there is adherence to recruitment policy and code of ethics during recruitment at the Kenya Police Service and that there is top management support in following recruitment policy at the Kenya Police Service. From the research it was also found that recruitment and selection policy promote ethical behaviour in recruitment and can garner long-term employee trust and loyalty at the Kenya Police Service. The respondents agreed that online recruitment leads to unethical recruitment practices at the Kenya Police Service as shown by ($M=4.3735$, $SD=.86547$). From

the analysis of the study results it was also found that there is no requirement to declare any existence of conflict of interest by interviewers at the Kenya Police Service. There were also no policies set out for selection of police force that are based on technical skills, values and attitudes of employees. The participants were also in agreement that there is top management support for recruitment policy. The respondents also agreed that recruitment agencies at the Kenya Police Service promotes ethical recruitment by following employment laws as shown by ($M=4.0241$, $SD=.85506$). This supports the respondents' agreement that recruitment agencies in the Kenya Police Service promote ethical recruitment.

The second objective of the study sought to determine the effect of recruitment and selection policies on ethical issues in police recruitment in Kenya. From the analysis of the study results it was found that recruitment and selection policies have a positive and significant effect on ethical issues in police recruitment in Kenya. The respondents strongly agreed that recruitment and selection policy promote ethical behaviour and can garner long-term employee trust and loyalty at the Kenya Police Service as shown by ($M=4.6024$, $SD=.66148$). The respondents also agreed that there is adherence to recruitment policy and code of ethics during recruitment at the Kenya Police Service as shown by ($M=3.9036$, $SD=.95782$). The respondents also agreed that there is top management support in following recruitment policy as shown by ($M=3.8675$, $SD=1.05658$). Many of the respondents however disagreed with the statement that there are requirements to declare any existence of conflict of interest by interviewer at the Kenya Police Service as shown by ($M=2.3253$, $SD=.75075$). The participants also disagreed with the statement that the policies set out selection of police force are based on technical skills, values and attitudes of employees as shown by ($M=2.1928$, $SD=.80331$).

The third objective of the study aimed to investigate the effect of recruitment strategies on ethical issues in police recruitment in Kenya. From the study it was found that the recruitment strategies significantly affect the ethical police recruitment in Kenya. The findings also established that the recruitment strategies are well aligned to the mission and vision of the institution and that the Kenya Police Service has an effective mechanism of advertising vacant position, attracting applicants and selecting the most qualified applicants for the various vacancies.

When the recruitment strategies are not aligned to the mission and vision of the institution the recruitment process is negatively affected. According to the results of the study most of the research participants are not sure whether the Kenya Police Service aligns talent management with SHRM as shown by (M=3.0482, SD=.77936).

Majority of the respondents disagreed that demand forecasting is key in determining the human resource needs within the Kenya Police Service as shown by (M=2.3012, SD=.80751). Majority of the respondents however agreed that recruitment strategies are aligned to mission and vision of the Kenya Police Service as shown by (M=3.6627, SD=.90091). Many of the participants' agreed that there was an alignment between recruitment strategies and the mission and vision. Majority of the participants were not sure whether the recruitment strategies used ensures employee retention as shown by (M=3.0000, SD=.78087). Most of the participants however agree that the Service has an effective criteria of advertising vacant position, attracting applicants and selecting qualified applicants for the various vacancies as shown by (M=3.9518, SD=.83962). The participants' agreement indicates that the Kenya Police Service has effective criteria in place.

5.2 Conclusions

The first objective of the study sought to establish the effects of the indirect procedural guidelines on ethical issues in police recruitment in Kenya. From the study findings it is concluded that there is adherence to recruitment policy and code of ethics during recruitment at the Kenya Police Service. Indirect procedural guidelines influence ethical police recruitment at the Kenya Police force in Embakasi. From the findings of the study, it is concluded that indirect procedural guidelines have a significant influence on ethical issues in police recruitment in Kenya. This was supported by the respondents' agreement that there is adherence to recruitment policy and code of ethics in the Kenya Police Service. It was agreed by the respondents that online recruitment leads to unethical recruitment practices at the Kenya Police Service as shown by (M=4.3735, SD=.86547). Many of the participants were also in agreement that there is top management support for recruitment policy. The participants also agreed that recruitment agencies promote ethical recruitment by following employment laws as shown by (M=4.0241, SD=.85506). This supports the participants' agreement that recruitment agencies in the Kenya Police Service promote ethical recruitment.

The second objective of the study was to determine the effect of recruitment and selection policies on ethical issues in police recruitment in Kenya. From the findings of the study, it was concluded that recruitment and selection policies have a significant and positive effect on the ethical issues in police recruitment in Kenya. From the results of this study, it was also concluded that recruitment and selection policies positively influence the ethical police recruitment at the Kenya Police force in Embakasi. The study concluded that imposing policies such as time-constrain requirements positively influenced ethical police recruitment. The respondents strongly agreed that recruitment and selection policy promote ethical behaviour and can garner long-term employee trust and loyalty at the Kenya Police Service as shown by ($M=4.6024$, $SD=.66148$). The respondents also agreed that there is adherence to recruitment policy and code of ethics during recruitment at the Kenya Police Service as shown by ($M=3.9036$, $SD=.95782$). The participants also agreed that there is top management support in following recruitment policy as shown by ($M=3.8675$, $SD=1.05658$). Some of the respondents however disagreed with the statement that there is requirement to declare any existence of conflict of interest by interviewer at the Kenya Police Service as shown by ($M=2.3253$, $SD=.75075$). The participants also disagreed with the statement that the policies set out selection of police force are based on technical skills, values and attitudes of employees as shown by ($M=2.1928$, $SD=.80331$).

The third objective of the study aimed to investigate the effect of recruitment strategies on ethical issues in police recruitment in Kenya. From the results of the study, it is concluded that recruitment strategies put in place by the Kenya Police force affect the ethical police recruitment in Kenya. When the recruitment strategies are not aligned to the mission and vision of the institution the recruitment process is negatively affected. From the findings majority of the participants are not sure whether the Kenya Police Service aligns talents management with SHRM as shown by ($M=3.0482$, $SD=.77936$). Majority of the respondents disagreed that demand forecasting is key in determining the human resource needs within the Kenya Police Service as shown by ($M=2.3012$, $SD=.80751$). It was found that the majority of the respondents however agreed that recruitment strategies are aligned to mission and vision of the Kenya Police Service as shown by ($M=3.6627$, $SD=.90091$). The respondents' agreement indicates an

alignment between recruitment strategies and the mission and vision of the Kenya Police Service. Many of the participants were not sure whether the recruitment strategies used ensures employee retention as shown by ($M=3.0000$, $SD=.78087$). The participants of this study however agree that the Kenya Police Service has an effective criteria of advertising vacant positions, attracting applicants and selecting qualified applicants for the various vacancies as shown by ($M=3.9518$, $SD=.83962$). The respondents' agreement indicates that the Kenya Police Service has effective criteria in place.

The fourth objective of the study sought to determine the effect of legal framework on ethical issues in recruitment. From the results it is concluded that the legal framework has a significant positive effect on ethical issues in recruitment at the Kenya police service. From the results it was found that the respondents agreed that the police force in Kenya practices equal employment as shown by ($M=3.9036$, $SD=.95782$). Majority of the respondents agreed that the recruitment and selections credential in the police force in Kenya follows set labour laws as shown by ($M=3.0000$, $SD=.78087$). The participants were in agreement that there were laws set to prevent corruption during the recruitment at the Kenya Police Service as shown by ($M=3.9518$, $SD=.83962$). The participants in the study also strongly agreed that the recruitment process is fair and reliable as shown by ($M=4.6024$, $SD=.66148$).

5.3 Recommendations

The first objective of the study sought to establish the effects of the indirect procedural guidelines on ethical issues in police recruitment in Kenya. Based on the research results, findings and conclusions it is recommended that the police service should develop more indirect procedural guidelines. The Police Service should adhere to recruitment policy and code of ethics at all times since adherence to recruitment policy and code of ethics during recruitment enhances ethical recruitment. The study also recommends that top management in organizations that do recruitment support the process for it to be successful and ethical. The study also recommends that the police service should implement recruitment guidelines to enhance ethics in recruitment given that procedural guidelines promote ethical behaviour and can garner long-term employee trust and loyalty in an organization.

Regarding the objective on the effect of recruitment and selection policies on ethical issues in police recruitment in Kenya the findings and conclusions of the study indicate that the police service should develop more policies on recruitment. It is therefore recommended that the Kenya Police Service continue imposing time-constrain to improve on ethical recruitment because it was found that imposing time-constrain requirements on recruitment/promotion opportunities enhances ethical recruitment. Since, online recruitment leads to unethical recruitment practices, it is recommended that the entity examines the causes of malpractices that may face online recruitment to iron them out since like in developed countries online recruitment is the future.

Another aim of the study was to investigate the effect of recruitment strategies on ethical issues in police recruitment in Kenya. From the findings and conclusions of the study it is recommended that the service should come up with more recruitment strategies. It is recommended that the entity and others that carry out recruitment should put in place such strategies to ensure an ethical recruitment because recruitment strategies such as criteria of advertising vacant position and selecting qualified applicants, aligning recruitment process to mission and vision positively influences ethical police recruitment at the Kenya Police force.

The fourth objective of the study sought to determine the effect of legal framework on ethical issues in recruitment at Kenya police service. From the findings and conclusions of the study it is recommended that the legal framework should be improved since it has a positive effect on ethical issues in recruitment at the Kenya police service. The recruitment process should ensure equal employment opportunities for everyone. The recruitment and selections credential in the police force in Kenya should also follow the set labour laws. The formulation of laws set to prevent corruption during the recruitment at the Kenya Police Service as well making the recruitment process in Kenya police is fair and reliable at the Kenya Police Service should also be emphasised.

5.4 Suggestion for Further Research

It is recommended that further study be done in other organisations such as private entities so as to benchmark the findings. From the study, it was not clear whether the Kenya Police Service aligns talents management with strategic human resource management (SHRM) neither was it clear whether the recruitment strategies used ensures employee retention at the Kenya Police

Service which is a subject for additional research. Further research can also be done on the following related topical areas:

1. Role of ethical recruitment on employee retention at the Kenya Police Service with a case study of Embakasi Training College being the focus of the study.
2. Influence of recruitment strategies on employee selection at the Kenya Police Service with a case study of Embakasi Training College being the focus of the study.
3. Influence of recruitment policies on ethical employee selection at the Kenya Police Service with a case study of Embakasi Training College being the focus of the study.
4. Influence of indirect procedural guidelines on employee selection at the Kenya Police Service with a case study of Embakasi Training College being the focus of the study.

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APPENDICES

INTRODUCTION LETTER

Juliet Obaga Nyangái

P.O. Box 43158- 0010

Nairobi, Kenya

Dear Respondent,

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a student at The Management the University of Africa and am currently undertaking a Master's degree in Management and Leadership. I am conducting a research project on the effects of recruitment methods on organizational performance in Kenya. The general objective of the study is to analyse the antecedents of Ethical Issues in Police Recruitment a case study of the Kenya Police Service.

This questionnaire is meant to collect data that will be used only for academic purposes and the information given shall be treated with the utmost confidentiality. I humbly relay to you that you have been identified as one of the respondents because of the expertise you present.

In light of the above, I kindly request that you spend some of your valuable time (5-10 minutes) completing this questionnaire to the best of your knowledge. The response to the questions and all the information provided will be used purely and strictly for academic research. Your response shall be treated with the confidentiality it so deserves. To maintain anonymity, I humbly request that you DO NOT write your name on the questionnaire.

Thank you in advance for accepting to be a positive contributor to our society.

Yours Sincerely,

Juliet Obaga Nyangái

MML/8/00077/3/1

+254 722898530

QUESTIONNAIRE

The purpose of the questionnaire is to gather information on antecedents of ethical issues in police recruitment in a case study of the Embakasi Training institute. Data gathered will be strictly confidential and no part of it will be shared with any third-party individual or organization. Kindly answer questions by putting a tick (√) in the appropriate box or by writing in the spaces provided.

SECTION A: GENERAL INFORMATION

SECTION 1: PERSONAL DATA

1. Gender

Male

Female

2. Age

18 to 24 years

25years to -34 years

35 years to44 years

46 and above

3. Highest level of education attained

High School Certificate

Diploma

Bachelor's degree (undergraduate)

Masters degree

PhD

4. How long have you worked at the Embakasi Training Institute?

- Entry-Level: Less than 1 year of work experience at Embakasi Training Institute [] Mid-Level: 4-6 years of work experience at the relevant field or industry [] Senior Level: 6-10 years of work experience at Embakasi Training Institute [] Executive Level: 10+ years of work experience at Embakasi Training institute. []

Indirect Recruitment and Ethical Issues in Recruitment

On a scale of 1-5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) please score your agreement to the following: the use of Direct recruitment on ethical issues in recruitment.

Indirect recruitment	1	2	3	4	5
Our organization uses employee referrals in the recruitment					
Online recruitment leads to unethical recruitment practices					
Recruitment agencies promote ethical recruitment by following employment laws					

Recruitment and selection Policy and Ethical Issues in Recruitment

On a scale of 1-5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) please score your agreement to the following: the use of Recruitment and selection Policy on ethical issues in recruitment

Recruitment and selection Policy	1	2	3	4	5
Adherence to recruitment policy and code of ethics during recruitment.					
Top management support following recruitment policy					

Policy sets out selection of police force based on technical skills, values and attitudes of employees.					
The policy sets out the selection of police force based on technical skills, values and attitudes of employees.					
Recruitment and selection policy promotes ethical behaviour and can garner long-term employee trust and loyalty					

Strategies and Ethical Issues in Recruitment

On a scale of 1-5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) please score your agreement to the following: the use of Strategies on ethical issues in recruitment

Strategies	1	2	3	3	4
Align talent management with SHRM					
Demand forecasting is key in determining the human resource needs within the organization					
Recruitment strategies are aligned to the mission and vision of the organization					
Recruitment strategies ensure employee retention					
The organization has effective criteria for advertising vacant positions and selecting qualified applicants for the various vacancies					

Legal framework and ethical issues in recruitment

On a scale of 1-5 (Where 5=Strongly Agree, 4= Agree, 3=Not Sure 2=Disagree and 1=Strongly Disagree) please score your agreement to the following: the use of the legal framework and ethical issues in recruitment.

Law enforcement	1	2	3	4	5
The police force in Kenya practices equal employment					
Recruitment and selections credential follows set labour laws					
There are laws set to prevent corruption during the recruitment					
The recruitment process in Kenya police is fair and reliable					

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This is to Certify that Ms.. JULIET OBAGA NYANGAI of The Management University of Africa, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ANTECEDENTS OF ETHICAL ISSUES IN POLICE RECRUITMENT IN KENYA: A CASE OF THE EMBAKASI POLICE TRAINING INSTITUTE for the period ending : 26/July/2024.

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