Law Enforcement Officers Viewpoint on Reducing Police Corruption in Gauteng, South Africa

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ABSTRACT: *Corruption is a concept that has plagued many countries and cannot be pinpointed to any specific time in history. Corruption can have a negative effect on a countries development and the topic has witnessed an increased interest by researchers, scholars, and experts. South Africa, like many other developing countries, has a history of high volumes of corruption. In fact, in 2017, the Corruption Perception Index ranked South Africa 71 out of 180 countries, with an Index Rating of 43 out of 100. The closer to zero the country's index, the more corrupt the country is perceived to be. All law enforcement officers are susceptible to corruption, regardless of one's ranking, due to the officer's ability to exercise power. When officers abuse this power, they risk hindering community-police relationships as it creates a lack of trust between the community and the police. There are a variety of strategies that one can use to reduce corruption in law enforcement that is focused on reforms by changing police culture, recruitment and training. This paper, however, will focus on methods or strategies suggested by law enforcement officers in the Gauteng province. The **aim** of this paper is to identify how police corruption can be reduced according to law enforcement officers. The **method** of the study was qualitative in nature, where themes were identified (regarding ways to reduce corruption) according to law enforcement officers in the Gauteng province.*
KEYWORDS: *Police Corruption, Differential Association, Social Learning Theory, and Anti-corruption*

I. INTRODUCTION

Corruption is an enduring concept that exists in all governments, countries, or states(Farrales, 2005). Corruption breeds disillusion with government and governance and is often at the root of political dysfunction and social disunity (UN, 2018). Corruption has plagued many countries globally and cannot be pinpointed to any one specific time in history (GDCS, 2019). South Africa is a country with a history of corruption, the Corruption Perception Index ranked South Africa 71 out of 180 countries globally, with an Index Rating of 43 out of 100 (Transparency International, 2018). In fact, two of South Africa's neighbors ranked better in 2017 with Botswana being ranked 34 (Index Rating of 62) and Namibia being ranked at 53 (Index Rating of 51) (Transparency International, 2018). It is worth noting that corruption is not a public-sector phenomenon, but it cuts across all sectors of the country (GDCS, 2019).

In South Africa, corruption within Law Enforcement Agencies (LEAs) is a problem and all officers are vulnerable to corruption regardless of one's ranking. This is due to the powers that officers possess and some individuals who want to abuse that power (GDCS, 2019). According to Newham (2002), the subject of police corruption has moved from asking whether or not corruption exists in a police department, to asking the actual magnitude of corruption and the impact of the problem. In fact, police corruption is often found in the area where the police officer's discretion starts, and organizational control ends (GDCS, 2019). Police corruption causes tension and a lack of trust between the Law Enforcement Officers (LEOs) and the public they are hired to protect. This paper aims to identify the ways in which corruption can be reduced.

II. THE DEFINITION OF CORRUPTION

Corruption is defined by the Prevention and Combating of Corrupt Activities (PRECCA) Act 12 of 2004, as any person who directly or indirectly accepts or agrees to accept any gratification from any other person, whether for the benefits of himself or herself or for the benefits of another person (passive corruption). The PRECCA definition also includes anyone who offers or gives, or offers to give any gratification, whether that may benefit that person or another (active corruption). The PRECCA Act further states that corruption includes any illegal, dishonest, unauthorized, biased, and incomplete or misuse of selling information during carrying out one's duties. This can, therefore, be done through the abuse of power of authority, a breach of trust, or the violation of a legal duty or set of rules (PRECCA, 2004). The PRECCA Act elaborates that the term gratification is part of the corruption and defines it as the taking of money, any donation, loan, reward, gift, fee,

valuable security, property or any other similar advantage (PRECCA, 2004). According to Capasso and Santoro (2018, p. 104), corruption is an agreement through which a public official received a payment in exchange for a favorable decision on a specific matter. As with every agreement, the splitting of its gains depends on the allocation of bargaining power of the parties involved, with bribes being high when public officials have great power and private agents fall behind(Capasso & Santoro, 2018).

What is police corruption?

Police corruption is described as a range of illicit behaviors by the police for personal gain. Examples of police corruption include providing investigative, or police information to offenders; opportunistic thefts during policing daily duties; accepting bribes for not reporting criminal activities and falsifying evidence to obtain personal financial or other materialistic items (MacVean & Neyroud, 2012). According to Ivković (2005, p. 16), police corruption is an action or omission, a promise of action or omission, or an attempted action or omission, committed by a police officer or a group of police officers, characterized by the police officers misuse of their official position, motivated in significant part by the achievement of personal gains. Table I below describes different types of corruption that police officials can be involved in.

Type	Dimensions
Corruption of authority	When an officer receives some form of material gain by virtue of their position as a police officer without violating the law per se (e.g. free drinks, meals, services)
'Kickbacks'	Receipt of goods, services or money for referring business to particular individuals or companies
Opportunistic theft	Stealing from arrestees (sometimes referred to as 'rolling'), from traffic accident victims, crime victims and the bodies or property of dead citizens
'Shakedowns'	Acceptance of a bribe for not following through on a criminal violation i.e. not making an arrest, filing a complaint or impounding property.
Protection of illegal activities	Police protection of those engaged in illegal activities (prostitution, drugs, pornography) enabling the business to continue operating
'The fix'	Undermining of criminal investigations or proceedings, or the 'loss' of traffic tickets.
Direct criminal activities	A police officer commits a crime against a person or property for personal gain 'in clear violation of both departmental and criminal norms'.
Internal payoffs	Prerogatives available to police officers (holidays, shift allocations, promotion) are bought, bartered and sold.
'Flaking' or 'padding'	Planting of or adding to evidence (argued to be particularly evident in drug cases)
'Tip-offs' and inappropriate information disclosure	Activities ranging from advance warning of police activities to criminals through to the inappropriate release of information to the media.
Inappropriate secondary business/unemployment interests – post-retirement employment	Engagement in activities while employed as a police officer that might (or be thought to) conflict with the existing role; taking up employment after leaving the service raising similar ethical questions
Other forms of misconduct	Brutality, discrimination practice; drinking on duty, etc.

Source: (Roebuck & Barker, 1974; Newburn, 1999)

Table I: Types and dimensions of police corruption

III. THEORETICAL FRAMEWORK

Corruption occurs in various workspaces and LEAs are not immune to its detrimental effects. Like other forms of crime, corruption is often explored using various criminological and sociological theories (GDCS, 2019). These theoretical frameworks play an important role in understanding why some individuals turn to deviance and crime, while others do not. Likewise, it is important to include a theoretical framework of corruption to understand why some officers turn to corruption within LEAs. For the purpose of this article, the social learning and differential association theories will be explored.

The differential association theory aims to explore the conditions which are said to cause crime when they are present, and when they are not present then crime should not occur (GDCS, 2019). Differential association is summarized into nine key points:

1. Criminal behavior is learned.
2. Criminal behavior is learned in interaction with other persons in a process of communication.
3. The principal part of the learning of criminal behavior occurs within intimate personal groups.
4. When criminal behavior is learned, the learning includes techniques of committing the crime (which are sometimes very complicated, sometimes simple) and the specific direction of motives, drives, rationalizations, and attitudes.
5. The specific direction of motives and drives is learned from definitions of the legal codes as favorable or unfavorable.

6. A person becomes delinquent because of an excess of definitions favorable to violation of law over definitions unfavorable to violation of the law.
7. Differential associations may vary in frequency, duration, priority, and intensity.
8. The process of learning criminal behavior by association with criminal and anti-criminal patterns involves all of the mechanisms that are involved in any other learning.
9. While criminal behavior is an expression of general needs and values, it is not explained by those needs and values, since non-criminal behavior is an expression of the same needs and values (Burgess & Akers, 1966; Sutherland, 2015).

Chappell and Piquero (2004), argue that this theory is related to police and the police subculture in which officers learn definitions. Policing researchers and police officers acknowledge the presence of a policing subculture. This subculture can make deviant and non-deviant behavior possible by spreading the beliefs, values, and definitions from one officer to another (Chappell & Piquero, 2004).The shared value system of the police subculture allows for officers to rationalize, excuse and justify deviance (Kappeler, Sluder, & Alpert, 1998).

The policing subculture is important to understand as it gives an explanation as to why social isolation occurs and that officers are likely to withdraw into the subculture for support and approval (GDCS, 2019). The isolation and withdrawal lead officers to spend more time with other officers, even outside of their jobs for social purposes. This social relationship strengthens the "bond" between the officers and adds to the transmission of beliefs, attitudes, values, and definitions from one officer to another in a learning process (Kappeler, Sluder, & Alpert, 1998).

Albert Bandura first developed the social learning theory in 1977 and it states that one learns by observing other people's attitudes, behavior and outcomes of those behaviors (Bandura, 1977). According to Bandura (1977), human behavior is learned through observational modeling, where one observes others, forms an idea of how behaviors are formed and then uses this information as a guide for future action. Ronald Akersthen extended this theory to explain how the learning process happens and how it can manufacture crime or deviance. According to Chappell and Piquero (2004), Akers social learning theory is a development of Edwin Sutherlands differential association theory as a means to explain acts that violate social norms. In essence, the theory assumes that the same learning process one goes through can produce both conforming and deviant behavior (Chappell & Piquero, 2004). There are four variables that function to instigate and strengthen attitudes towards social behavior. These four variables are differential association, definitions, reinforcement and modeling (Akers, 2000). According to Akers (2000), one's interactions with their peers develop favorable or unfavorable definitions of deviance. These definitions are then reinforced positively or negatively by the rewards or punishments (real or perceived) that follow this behavior (Chappell & Piquero, 2004; GDCS, 2019). Finally, ones social interactions and peers then provide a model of behavior to follow (Chappell & Piquero, 2004). In short, the theory states that one's behavior is determined by one's social groups. Therefore, if a law enforcement officer associates with corrupt officials, then that individual is more likely to model the behavior of the corrupt officers (GDCS, 2019).

Numerous studies have attempted to understand the cause of police misconduct, including police corruption, however, there is still no clear theoretical explanation of police misconduct (Chappell & Piquero, 2004). Chappell and Piquero (2004) tested if Akers social learning theory could explain police deviance by examining a random sample of police officers in Philadelphia. The researchers examined how officers' attitudes and perceptions of peer behavior are related to complaints of police misconduct. The overall findings of the study suggested that social learning theory provides a useful explanation of police misconduct.

IV. LITERATURE REVIEW

Recent research conducted by the Gauteng Department of Community Safety (GDCS) on citizens perception of safety found that 39.3% of the participants felt that poor performance of the police was to blame for the high crime rate (GDCS, 2018a). Adding to this, 17.9% of the participants felt that corruption was rife within the South African Police Service (SAPS). This perception of corruption was also found to be a reason for not reporting crimes to the police (GDCS, 2018a). Likewise, research on police integrity performed by the GDCS found that there was a slight decline in the overall integrity of LEOs from the years 2016 to 2018 (GDCS, 2018b). Some of the results of this study suggest that police misconduct and corruption have a negative effect on the quality of policing and public trust in LEOs(GDCS, 2018b). The research identified several causes of corruption: greed (living above one's means); the high level of temptations for police officers; ineffective vetting processes; inefficient selection process of new police officers; and fear (by junior officers) of retaliation by senior officers (GDCS, 2018b).

Research on the public's perception of corruption within South Africa, completed by the Public Affairs Research Institute (2016), found that citizens feel that corruption has increased over the past 15 years.

Furthermore, a report produced by the Human Sciences Research Council indicated that 91% of those surveyed believe that corruption is a serious problem in South Africa. In the 2017/18 National Victims of Crime Survey, there were an approximate 134 422 incidents of corruption among 116 014 South Africans interviewed (Stats SA, 2018). The report stated that out of these incidents, 59% were asked to pay a bribe to avoid a traffic fine and 91% of the participants stated that they did not report the bribe (Stats SA, 2018).

There are many different approaches to reduce corruption found around the world. Some strategies include reforms by changing police culture, recruitment, and training (Bayley & Perito, 2011). Other methods to reduce police corruption include police integrity tests (Prenzler & Ronken, 2001) and complaint profiles (Prenzler & Ronken, 2003). According to Newburn (1999), prevention and control strategies for police corruption can be categorized into the following (a) human resource management, (b) anti-corruption policies, (c) internal controls, and (d) external environmental and external controls.

a. Human resource management:

Human resource management includes the use of specialized recruitment and pre-employment screening strategies. According to Dantzker (2011), the objective is to identify any personal factors that may affect police integrity prior to employment. Another form of human resource management includes additional training for police personnel to control police corruption by educating the officers on what is right and what is wrong (Lamboo, Lasthuizen, & Huberts, 2008).

b. Anti-corruption policies:

Anti-corruption policies are a common practice among all LEAs and governments around the world. These policies create a set of standards that one should follow, with the aim of reducing corruption. Newburn (1999), explains that supervisors should be in charge of promoting the ethical code and ethics commissions ought to be established which officers may confidentially consult when dealing with ethical issues. Furthermore, Small and Dickie (2003) state that another viable policy is to reward ethical behavior by police officers.

c. Internal controls:

Internal controls can include improving the internal procedures of LEAs such as the creation of supervision programs for police officers (Gutierrez-Garcia & Rodríguez, 2016). One such program is found in Victoria (Australia) where an early warning system was developed that profiles police officers using citizen reports (Macintyre, Prenzler, & Chapman, 2008). This system accumulates reports and once several minor complaints are received on an officer, a warning is issued about potentially more severe conduct by the officer. A more common example of internal controls is the formation and implementation of internal affairs departments as well as integrity units (Gutierrez-Garcia & Rodríguez, 2016).

d. External environmental and external controls:

External controls aim to alter the social environment instead of looking to change LEAs policies or structures (Gutierrez-Garcia & Rodríguez, 2016). Newburn (1999), states that corruption is often a result of external pressures on police officers from a society. Hence it is important to identify external controls or factors that can be implemented to reduce corruption. Williams (2002), avows that cultural traditions can often play an important role in police corruption. In some counties, corruption is seen as the "norm", where citizens would rather pay a small bribe than a large fine or go to jail (Williams, 2002). One example of external control is to severely punish bribe givers in a society (Rugege, 2006).

Anti-corruption strategies in South Africa

According to the Gauteng Provincial Government (2009), South Africa has one of the best anti-corruption legislation and policy frameworks that guide the behavior and conduct of public servants and other individuals who interact with or render services to the public. Although South Africa may have one of the best pieces of legislation and frameworks to reduce corruption, it is apparent that it is not an easy task. According to Burger and Grobler (2017), tackling corruption can be achieved if there is an integrated strategy that seeks to meet three key objectives, which are first to build an organizational culture that promotes integrity and supports professionalism. Second, is to increase accountability of those involved in police misconduct and criminality, and finally by promoting community awareness and engagement with the strategy (Burger & Grobler, 2017).

South Africa has signed numerous international conventions and treaties that commit the country to implement a range of interventions aimed at reducing corruption (Government Communications, 2016). To commit to this, South Africa has implemented a variety of task teams and organizations to prevent corruption in both the public and private forum. Some of the initiatives or teams include the Asset Forfeiture Unit, the Directorate for Priority Crime Investigation (Hawks) in the SAPS, the Special Investigation Unit, the Independent Police Investigative Directorate (IPID), and the South African Revenue Service to name a few

(Government Communications, 2016). Despite a number of initiatives, programs, and organizations designed to reduce and prevent corruption, corruption is still relatively high within South Africa.

How can corruption be prevented?

Benson (2006), Faull (2009) and Newham (2005) have cited low salaries, poor communication, ineffective training, and poor leadership as contributing factors of corruption among LEOs in South Africa. It is evident that strong leadership is required to effectively root out corruption within LEAs(GDCS, 2019). In the study by Benson (2006), respondents mentioned that corruption may only be prevented by addressing the issue of poor salaries, while senior officers and managers need to lead by example and ensure proper training of officers. Further, the study by Faull (2009) had similar results where respondents suggested that better official communication, training, improved salaries and better leadership would help prevent corruption in police stations in South Africa. Newham's (2004) study also indicated that most respondents felt that the SAPS as an organization was effective in tackling or preventing corruption. It was mentioned, however, that this perception is a possible reflection of the Area Commissioners focus on corruption prevention, which illustrates the importance of effective leadership. Taking the above into account, it is clear that there are many different techniques that can be used to reduce corruption. It is clear, however, that effective communication and leadership is vital for any LEA to reduce corruption and improve performance.

V. METHODOLOGY

The data for this article comprises of secondary data that was originally obtained by the GDCS in the 2018/2019 financial year. According to Payne and Payne (2004), secondary data is information that is already available, has been collected, analyzed by someone else and can be either published or unpublished data. The original report where the data was collected from is the "Comparative Study on the Reduction of Corruption within LEAs around the World" (GDCS, 2019).

The report on corruption was exploratory in nature and used a qualitative research design to obtain the goals of the research (GDCS, 2019). The goal of the original research was to identify the various methods used in LEAs around the world to curb corruption. According to Tewksbury (2009), qualitative research is useful as it provides an in-depth understanding of problems that often quantitative research cannot. The researchers utilizeda nonprobability sampling technique known as purposive sampling to obtain the research participants. According to the GDCS (2019), purposive sampling was selected as it aimed to obtain participants who have knowledge on the topic of LEA corruption and the various means to combat it within LEAs. The sample consisted of 106 participants from five different LEAs in the Gauteng province (GDCS, 2019). According to the GDCS (2019), due to the large size of the SAPS and the fact that the SAPS is the national policing service, the researchers increased the sample size. The interviews at the SAPS were conducted in 12 different police stations across Gauteng. Table II below breaks down the sample by policing agency.

Law Enforcement Agency	Sample Size
Gauteng Traffic Police (GTP)	9
Ekurhuleni Metropolitan Police Department (EMPD)	9
Tshwane Metropolitan Police Department (TMPD)	9
Johannesburg Metropolitan Police Department (JMPD)	9
South African Police Service (SAPS)	70
Total Sample Size	**106**

Table II: Distribution of research participants

Before any data was collected, the researchers first got permission from the Provincial Commissioner of the SAPS, Chief Director of the GTP, and the Chiefs of Police from the JMPD, EMPD, and TMPD(GDCS, 2019). The qualitative research included the collection of data through participant interviews. Open-ended in-depth interviews were used to allow participants to provide answers in their own words (Creswell & Clark, 2007). Prior to the interviews taking place, an informal conversation was generated between the researchers and the participant (GDCS, 2019). This informal conversation allowed for the spontaneous generation of questions in a natural interaction with the participant (Gall, Gall, & Borg, 2003). During this stage of the data collection, the researcher did not ask any specific questions, rather the researchers allowed the participant to guide the interview process (GDCS, 2019). The interviews were conducted with both high and low-ranking LEOs. The time spent on each interview varied from 20 minutes up to one and a half hours (GDCS, 2019). Permission was obtained from the research participants to audio record all interviews. In addition, during the interviews, comprehensive notes were taken. All interviews that were recorded were then transcribed and added to the notes that were written by the researchers (GDCS, 2019). The available qualitative data was then analyzed through a thematic analysis approach.

VI.   FINDINGS

The purpose of this article is to present the identified possible solutions to reduce corruption according to LEOs. This will be achieved through the responses that were received from the participants in the original research. The original research was broken up into three categories, namely, "the extent of corruption within law enforcement agencies", "current interventions to reduce corruption in LEAs in Gauteng" and "possible solutions to reduce corruption". Therefore, this article will focus on "what strategy ought to be implemented to reduce corruption within LEAs in Gauteng" (GDCS, 2019).Participants were asked what solution they believe would aid in reducing corruption within their organization. By asking the participants, who are practitioners in the law enforcement field, it allowed the researchers to obtain useful information on what feasible methods can be used to reduce corruption (GDCS, 2019). According to the research, the dominant theme identified to reduce corruption was to increase LEO salaries. Other common themes found in the research included amending the current recruitment strategies, the use of technology to reduce corruption and offer further training for LEOs(GDCS, 2019). The following section will explore the recommendations given by the research participants.

a.   Increase in LEO salaries:

There was a consensus among all LEOs, regardless of LEA, that police officers in Gauteng need a salary increase to reduce corruption within LEAs(GDCS, 2019). Some participants had stated that the increase in salaries will show the governments support for the officers, it will then improve morale and ultimately reduce corruption. Although participants had stated that an increase in salaries will assist in reducing corruption, prior research on the topic has failed to find a causal link (Faull, 2018).

It is important to take note that being a LEO should be a calling and not a means to reduce unemployment. Therefore, LEOs who join the LEAs should have that in mind when applying for positions within law enforcement. LEOs need to learn how to live within their financial means instead of requesting an increase in theirsalary.An increase in salary will subsequently improve an officer's lifestyleor standard of living. The assumption is that this will not decrease corruption and instead financial spending needs to be a priority rather than an officer's income.

b.   Traps to reduce corruption

A very popular response among all LEOs was the use of "traps" to catch fellow officers involved in corrupt activities (GDCS, 2019). Many of the officers proposed that this strategy would make officers think twice about committing bribery as they will be unaware if the transaction is a trap. Some of the participants did mention that this method is currently being used by the Road Traffic Management Corporation (RTMC) and the Hawks (GDCS, 2019).

Even though the LEOs stated the use of traps as another method to reduce corruption, this method is somewhat controversial. Traps are a concern because the methods used often involve deception and can be readily abused. On the other hand, the use of traps is important to ensure that officers maintain a high level of integrity at all times.

c.   Training for LEOs

Participants from the research had identified additional training for LEOs to reduce corruption (GDCS, 2019). Firstly, JMPD officers mentioned that if LEOs are given a salary increase, then they must be provided with financial management training to ensure they do not fall into debt and can manage their money correctly. In addition, JMPD officers proposed educational workshops for community members and the police. It was interpreted that these workshops will build relationships between the community and the LEOs which will reduce corruption. These workshops should include the consequences of being found guilty of corruption as both an officer and a member of the public (GDCS, 2019).

Another form of training, mentioned by GTP members, was to offer more sophisticated methods of law enforcement training. Participants from the GTP stated that their current training is insufficient, and officers need to value their jobs (GDCS, 2019). Therefore, if training such as tactical policing, including vehicle stops and how to approach vehicles is offered, it will improve morale and reduce corruption. It is clear from the GTP participants that if officers are given the correct tools and skills, this will aid in them respecting their jobs and reduce corruption. It is palpable from the above information that officers within LEAs in Gauteng believe improving morale will assist in reducing corruption.

Participants had mentioned that corruption occurs due to three main reasons within LEAs. According to the participants, it firstly occurs due to officers not differentiating whether their actions are corrupt or not(GDCS, 2019). A second reason was that LEOs do not fully understand the consequences of corruption. Finally, it was mentioned that it occurs due to financial challenges and mismanagement. Therefore, participants recommended that anti-corruption training should be provided to all officers, both in service and in police

colleges. This training should include information on the different aspects of corruption (including definitions and types), the consequences of corruption and how to manage one's finances (GDCS, 2019).

Although LEOs had recommended additional training to reduce corruption, if there is no discipline and integrity the recommended training will be fruitless. Therefore, officers need to maintain high levels of integrity to ensure the training is beneficial to reduce corruption.

d. Recruitment strategies to reduce corruption

Participants from all the LEAsdeclared that the current recruitment criteria need to be re-evaluated for new officers. Likewise, it was also recommended that the current methods used to interview candidates should be changed to get the right people for the job (GDCS, 2019). Overall, it was agreed that policing must not be used as a job-creation tool to reduce unemployment, rather it should ensure that the correct people apply for the positions who have a passion to serve and protect. Furthermore, participants from the SAPS alluded that a comprehensive vetting system needs to be put in place to fully investigate a potential candidate for the department (GDCS, 2019). It was stated that this vetting system should include a comprehensive background check, including interviewing the prospective employees' friends, family, teachers and community members (GDCS, 2019).

A change in the recruitment processes would be welcomed, however, the process needs to ensure that new recruits have high levels of integrity, discipline and are career-driven professionals. It is vitally important that these new recruits have the aforementioned criteria to ensure that corruption is reduced going forward.

e. The use of technology to reduce corruption

Most of the participants from all the LEAs were confident with their responses that technology needs to be further utilized in all aspects of law enforcement(GDCS, 2019). The use of cameras and tracking devices was found to improve monitoring of the police and ensure that all officers are doing the right thing, even when no one is watching them (GDCS, 2019). The use of technology is a welcomed recommendation as it coincides with the National Development Plan and White Paper on Policing that encouragesLEAs to adopt smart policing techniques. Further, almost all of the participants in the research were positive on the use and implementation of Body-Worn Cameras (BWC's) (GDCS, 2019). Many of the participants relayed the use of BWC's back to the USA where they have been implemented and are successful in reducing corruption. Participants explained that the devices can also be used to protect officers and the public in civil or criminal claims (GDCS, 2019).The use of BWC's and dashboard cameras is well documented in Cape Town (see Dordley, 2018) and was previously tested in the JMPD (see Public Safety Department, 2017). The results from the trials and implementation of BWC's shows the importance of using technology within LEAs in the country.

f. Internal changes to reduce corruption

Participants from the SAPS suggested that more promotions ought to be given to officers to encourage them, increase morale and prevent corruption. The participants from the SAPS believed that the lack of promotion opportunities leads to frustration and subsequently leads to corruption (GDCS, 2019). Likewise, members from the SAPS proposed that officers should be rotated daily to avoid a situation where an officer gets comfortable in their surroundings which may open a door for corruption (GDCS, 2019). Furthermore, it was also mentioned that supervisors need to become more involved with their staff by having daily meetings or weekly one-on-one meetings to find out how they are coping emotionally. The concept of promotions is nothing new in the SAPS, however, these promotions must be given to officers who are performing well, and this will ultimately lead other officers to increase their own performance and promote integrity within the department.

Participants from the JMPD and EMPD suggested a change in the current supervision model (GDCS, 2019). It was recommended that the maximum number of officers a supervisor should oversee ought to be reduced to ensure thorough supervision takes place. The officers further elaborated that supervisors should go on a management course to enable them to conduct their duties more proficiently(GDCS, 2019).

g. Identification of hotspot areas

Another method identified during the research was the use of hot spot policing to detect the locations where corruption takes place (GDCS, 2019). It was suggested that all supervisors should meet and identify certain hotspot locations where corruption takes place. A participant from the EMPD mentioned that although corruption can happen anywhere, many of the officers know the specific areas where they can go and "play". The participant further alluded that officers often take turns in these areas and as one group leaves, another group will enter the "playground" (GDCS, 2019). The participant stated that through the community's assistance, the supervisors can easily identify the hotspots and close these areas.

The identification of hotspot policing to curb corruption is an interesting topic as corruption is not a static crime and can occur anywhere at any time. It is probable that there are certain locations that are more

susceptible to bribery and corruption. Some of these locations include routes from drinking establishments to other roads. Therefore, it is important to identify these "hotspots" and ensure that officers with the highest integrity are placed in these locations to reduce corruption and ensure the safety of road users.

h. Financial assistance offices

Many of the respondents had revealed that the lack of financial management on their behalf as a cause of corruption. Therefore, some participants had recommended that the various LEAs should implement a financial assistance office or credit department that can guide officers in the financial needs (GDCS, 2019). These departments in the stations will not aid in giving credit to the officers, rather they will offer financial advice and ensure officers do not get into debt and can afford their current lifestyle. This unit would be able to red flag any possible employees who may be on a "watch" list for possible corruption due to over expenditure (GDCS, 2019). It is clear from the research that the officers are aware of the various financial shortcomings in life. Thus, if such services are offered it will help officers be more in control of their finances and help reduce the urge to commit corruption. It is important to note, however, that there are available resources for LEOs to use to address their financial concerns. LEOs can obtain financial guidance through various banks and private financial institutions within South Africa. The LEOs need to use the opportunity to get advice on how to protect their finances and live within their means. Adding to this, some financial institutions offer free financial advice to government employees.

i. Public participation in reducing corruption

Through the research, it was evident that the participants believed that the public can assist in reducing corruption in three ways. Firstly, participants from all the LEAs suggested that the public must stop bribing police officers (GDCS, 2019). Many of the participants believed that members of the public are often the initiator of the bribe and if the public stops initiating them, then corruption can be reduced. The second way in which the public can reduce corruption is by reporting all acts of bribery and corruption to the authorities (GDCS, 2019). Finally, officers from the SAPS suggested that members of the public need to educate their children about corruption so they can refrain from offering bribes in the future. The majority of the participants agreed that corruption is a societal problem and is a learned behavior. Hence, if people are educated at a young age at schools and at home to say no to corruption, then corruption can be reduced (GDCS, 2019).Educating the public is an important aspect identified by the LEOs, however, this must start from the grass root levels where children are taught about corruption and the difference between right and wrong. This is important because LEOs are often idols of children and learning about right and wrong at a young age is important for the development of the country's future LEOs.

j. Community monitoring interventions

LEOs across all the LEAs stated that involving communities in matters concerning their constituencies will improve the relationship between the communities and the police(GDCS, 2019). Participants indicated that communities are important stakeholders in policing and by involving them in the monitoring of the police, they will feel empowered and respected. This empowerment will encourage community members to raise their concerns openly regarding challenges affecting their areas. Most of the participants were in favor of having community members monitor LEAs in the province. Participants suggested that having community members assist in monitoring LEAswill not only reduce corruption,but itwill reduce crime and increase the involvement of the community in safety matters (GDCS, 2019).

Currently, in South Africa, we have Community Policing Forums (CPF's) and Community Safety Forums (CSF's) that play a role in safety and security matters. The CPF is a platform where community members can come together to meet the police and discuss local crime prevention initiatives. The CPF's also enhance the accountability of the local police to the community and assist in monitoring their effectiveness. The CSF, on the other hand, has a more inclusive role and includes any safety matters within a community that makes people feel unsafe in the streets, homes or places of work. It is clear that the two forums have a role to play in community monitoring, therefore, community members are to be educated about the platforms of the forums and encouraged to attend the forums to reduce crime and corruption.

VII. RECOMMENDATIONS

Corruption within LEAs is a growing concern both in South Africa and globally. Based on the research findings, the following recommendations are provided to reduce corruption within LEAs in Gauteng.

• Increase in promotions and rewards

It is apparent from the research that to reduce corruption, LEOs morale needs to be improved. Therefore, to keep LEOs motivated it is recommended that their good work is recognized and rewarded. It is important that any promotions or rewards are based on work ethic, integrity and performance. Likewise, the

current promotion and salary notches within the LEAs need to be revised. It is suggested that the model that was used prior to 1994 in the SAPS, where LEOs were sent on an Officers course prior to the appointment of a new position, is revisited(GDCS, 2019).

• Improvement of recruitment strategies

Participants had stated that there needs to be a change in the current recruitment process for LEOs. It was mentioned that individuals must not apply to the police because of the lack of employment available in the country, rather, individuals need to be dedicated and passionate about serving communities. Thus, it is recommended that the recruitment and selection of candidates meet the goals of the National Development Plan to professionalize the police service(GDCS, 2019). By doing so it is important that all new recruits are fully vetted prior to appointment in any of the LEAs.The improvement of recruitment strategies is closely linked to Newburn's (1999) control strategy of human resource management. In addition, Dantzker (2011), further elaborated that it is important to identify any personal factors that may affect police integrity prior to employment.

• Training and development

The research provided information that suggests LEOs lack anti-corruption training across all the LEAs in Gauteng. It is recommended that training should be given to officers on anti-corruption in colleges and should form part of in-service training during their careers. The in-service training should be conducted, and a refresher course completed once every two years(GDCS, 2019). Likewise, it is recommended that financial management workshops are offered during the training to ensure officers can manage their finances correctly. Training and development are another crucial aspect of human resource management as cited by Newburn (1999) and Lamboo, Lasthuizen and Huberts (2008). Continuous education is important to ensure LEO's are aware of any policy changes, to enhance their understanding of corruption and to increase levels of integrity.

• Financial assistance centers

Officers from the research had suggested that many newly recruitedLEOs are unaware of how to manage their finances once they are employed. This leads to poor decisions at a very early age in one's career and can lead to deviant behavior. Thus, it is recommended that financial planning offices or departments are stationed in the various LEAs in Gauteng. These offices are to be staffed by qualified financial advisors who are LEOs that understand the day-to-day activities of the officer and their financial needs (GDCS, 2019).Newburn (1999), stated that internal controls are another technique that can be used to reduce corruption. One such method is through the creation of supervision programs.

• Body-worn cameras

Participants across all the LEAssupported the idea and use of BWC's in Gauteng. Many participants recommended the use of BWC's to reduce corruption, monitor officer behavior and even be used as a defense tool for officers or civilians in the court of law(GDCS, 2019). It is therefore recommended that a feasibility study is conducted within LEAs in Gauteng on whether or not BWC's can, in fact, reduce corruption.

• Community education and workshops

It is recommended that NGO's, the Gauteng Government and private companies conduct community engagement workshops between communities and LEAs. These workshops are to be based on corruption and how to prevent it in the future. Workshops should also be operated in schools and colleges as this will teach the youth about the impact of corruption with the intention of reducing it in the upcoming years (GDCS, 2019). It is further recommended that programs on integrity and corruption are introduced into the school curriculum. This recommendation is closely linked to the external environmental and external controls as cited by Newburn (1999). Educating community members about corruption at a young age will go a long way in ensuring corruption within LEAs is reduced.

• Community monitoring interventions

CMI's are a suitable tool that can be used to monitor the police and promote active partnerships between the police and the community. CMI's have been used worldwide to perform oversight in different public sectors (GDCS, 2019). Locally, the GDCS created the Community Policing Forum oversight index to monitor the police. It is therefore recommended that such an initiative is used going forward to enhance the oversight of police at a local level (GDCS, 2019).

VIII. CONCLUSION

South Africa has often been cited as having some of the best institutions and legislation in fighting corruption. Despite the successes in the fight against corruption, corruption remains a concern and more needs to be done to reduce it. The findings of the research show that LEOs in Gauteng acknowledge the negative impact corruption has on LEAs. Despite the negative stigma the officers feel, the LEOs are supportive of new initiatives or techniques such as BWC's and CMI's to reduce corruption and improve policing.

Although there is an abundance of research available on techniques to reduce corruption, it is important to identify possible methods through communication with practitioners in the law enforcement field. Newburn (1999), cited four prevention and control strategies for police corruption. It is clear from the findings of this research that many of the possible reduction techniques cited by the officers fall into one of these four strategies. It is evident that participants in the research require further training on corruption and the intricate details that form corruption. Participants have suggested additional and repeated training to ensure LEOs are aware of their actions. Likewise, an important aspect identified in the research was the implementation of financial management training or offices. This aspect is vitally important as even if one is given a promotion or incentive, if they are unable to manage their finances correctly there is a greater chance of corrupt activities occurring.

Overall, it is palpable that the officers are aware that corruption involves two parties and they alone cannot be held responsible for reducing corruption. Therefore, to reduce corruption an agreement needs to be made to ensure that community members are educated about the effects of corruption and that community members do their part in reducing corruption. To close, corruption is an intrinsic factor of human behavior, therefore if it is to be reduced, society needs to practice active citizenry in respect of corruption.

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