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ABSTRACT

The central problem of this study was that despite the many government initiatives towards improving security in the country, actual law enforcement had been declining in the country. Influences to this low quality of law enforcement in the country had not been investigated nor understood by the concerned, thus hindering democratic policing and lack of accountability to civilians in the exercise of police power by the law enforcement agency Kenya Police Service, who are mandated with law enforcement in the country. The consideration of the relationship between resource allocation as the independent variable in this study and the quality of law enforcement as the dependent variable was sought. The purpose of the study was to determine the influence of resource allocation on the quality of law enforcement in Kenya. The unit of analysis was the Kenya Police Service. The study used a descriptive survey design that was cross-sectional with the list of the Administrative officers of the Kenya Police Service as the sampling frame. The questionnaire and an interview guide were used to gather relevant information from the respondents. Data collected was analysed using both the descriptive and inferential statistics. The study established that resource allocation has a positive significant influence on the quality of law enforcement in Kenya. The study recommended that proper planning and management of those resources involving the users of the said equipment. The management of the Kenya police resources should be assigned to skilled professionals with the technical knowhow and necessary management skills who would allocate resources to areas that correspond to functions or organizational units. The Kenya Police Service should also have an independent organ for resource allocations without having to go through the internal affairs ministry which makes the chain lengthy and compromised.

Key Words: Quality Law Enforcement, Resource Allocation, Police Service, Influence

INTRODUCTION

As a basic principle of state, security dates back to the birth of the modern state but, the thought of it did not develop fully until the 18th century (Agamben, 2006). Being a requisite for human society, McCrie (2001) reiterates that security has four interlocking factors which are; physical security measures, public protection forces and tactics, private security personnel and technology and individual efforts for protection and maintenance of order. Security being the pursuit of freedom from threats (Stone, M. 2009) is not only a human need but also a human right according to the Universal Declaration of Human Rights of the United Nations (1948). In addition, McCrie (2001) notes that without security, civilization could not have developed and that without continuance of security, future progress would be imperiled because of the uncertainty from danger of loss or harm. The world development report (2011), on the other hand states that insecurity not only remains, it has actually become a primary development challenge of present time.

Globally, the police are persons empowered to enforce the law, protect property and reduce civil disorder thus ensuring security. They are the most visible manifestation of government authority responsible for public security in any country (Bruce, 2014). The police as such are the gatekeepers of the criminal justice system because they are the first, and often the only contact that members of the public will have with any justice system. They are the primary agency responsible for protecting civil liberties and, also responsible for turning the promise of human rights into reality (The commonwealth Human Rights Initiative, 2007).Police officers are called on to enforce the law, observe constitutional restraint on the exercise of government power, answer individual calls for help and also respond to community demands for safety (Barnett, 2004).

According to Sherman and Eck (2002), research has also revealed that aggressive enforcement activities by the police in target areas can reduce the incidence of crime. This is a concern because the effective enforcement of law, the maintenance of public safety, and the guarantee of the protection of life and property are fundamental to economic growth and the creation of an enabling environment for private sector-led growth and development (Kenya police plan 2003-2007). This is however no longer a simple task rather as McGraw Hill (2013) says, the police officers' roles in today's democratic society are extremely significant and complex. Law enforcement and its connection to governance therefore becomes a ripe area for research.

Different countries have different strategies in an attempt to ensure quality law enforcement. Canada, which according to the Global peace index (2015) is rated among the most secure countries appearing at number seven in the charts with a score of 1.287, can be cited as a country whose governance structures have positively impacted on the quality of law enforcement. In Canada, the public-sector police forces are associated with and commissioned to the three levels of government: municipal, provincial, and federal where most of their urban areas have been authorized by the provinces to maintain their own police force. Their police are often challenged to make the shift from reactive to proactive models which has resulted in crime rate to be far lower than that of the U.S (Henry, 2002). The law enforcement agency otherwise known as the Royal Canadian Mounted Police (RCMP) has for many years, earned a reputation of excellence in policing. Its officers are fully trained in law enforcement techniques, conflict management and community relations.

Closer home is South Africa where according to a study done by Gavin Cawthra (2003), in the almost ten years since the establishment of South Africa's first inclusive, democratic government, an ambitious, extensive and systematic process of reform has been carried out in the governance of security. What the governance of security has meant can be summed up as establishing political control, demilitarizing the police; introducing less

confrontational public order policing; establishing mechanisms for accountability to communities and for civil control and oversight; integration and restructuring; and ending human rights violations and torture.

Despite its importance however, Omeje and Githigaro (2010) support that the concept of state security remains both fuzzy and problematic, especially in Africa given the historical diversity of states as political units with a considerable proportion of them derogating from the Westphalia benchmark. In addition these scholars support that this peculiar history of pro-imperialist coercion and anti-locals disposition is what preponderantly shaped the institutional character and operations of most African police forces including the Kenya police force. This brings about the need for comprehensive change that radically alters the status quo of power relations in terms of the provision, management and oversight of security in Africa. The concept of security governance provides an indivisible companion concept to support the rooting out of old reflexes and attitudes necessary for the transformation. Human and institutional capacity building are essential components of an operational agenda (Bryden and Olonisakin, 2010). While recognizing that security is also a "shared" responsibility with other government and public agencies, the police nevertheless have a central role in its attainment. National security requires the police to operate as part of a shared, networked and ideally integrated system of agencies (Policing and (in) security in fragile and conflict affected settings, 2015).

The Kenya Police service is the national body in charge of law enforcement in the East African state of Kenya. It traces its foundation on the Imperial British East Africa (I.B.E.A.) Company, and a businessman Sir William McKinnon, who in the interest of his business found it necessary to provide some form of protection (security) for his stores along the coastline of Kenya between 1887–1902, (the Kenya police strategic plan 2003-2007).Since its inception up to 1907, the Kenya

Police was organized along military lines and the training was military in nature until 1906, when it was legally constituted by a Police Ordnance. In order to improve police performance, the then Governor, Sir Hayes Saddler appointed a committee to look into the affairs of the Kenya Police Force (the Kenya police strategic plan, 2003-2007).Since then, attempts to further improve the police force have a fairly long history without adequate change in the structure and attitude to match particularly values of democratic policing, and accountability to civilians in the exercise of police power (APCOF, 2014). Despite all these the law enforcement agency has been characterized by very limited resources an issue which has led to weak operational preparedness, and a lack of equipment and logistical capacity coupled with low salaries with poor housing and working conditions (Amnesty International, 2013) allegedly negatively affecting the performance of the police service.

Statement of the Problem

Security governance has taken on increasing importance in the development discourse in the last 15 years, and is regarded as a prerequisite for contemporary development around the world (Walter, 2004 and Bryden, 2006). It draws from the tenets of good governance and the quality of law enforcement of the state (Bryden, 2006). A study by Sachiko and Durwood (2011) found out that a critical characteristic of security governance is the quality of law enforcement which is the role of the institution of police in any government. This finding was reinforced by the World Bank (2015) which argued that security governance recognizes the respect for human rights, effective enforcement of the rule of law, and guarantees faster economic growth of a nation.

Despite these obvious relationships between security governance, law enforcement and development of a nation, it is notable from a study by Aronson (2010) that the East Africa region continues to experience challenges in law enforcement. The ICTJ (2010) notes the security governance challenges in Kenya play out in the

local, regional and international levels. This is so with the major challenges being evident both in the rural and urban areas with an increase in the incidence and intensity, in persistent terror attacks, inter-community conflicts and violence targeting law enforcement officers as well as a big number of extra-judicial executions (Amnesty International, 2013). A report by the Commonwealth Human Rights Initiative (2014) also shows that Kenya has suffered from a number of internal security challenges that amount to weak law enforcement and administration.

Consequently, there has been a resurging trend in insecurity around the country, resulting in loss of lives and destruction of property. This is supported by the Kenya Bureau of Statistics (2014) which indicates a steady increase in reported crime figures from 63,476 in the year 2008 to 71,832 in the year 2013.These internal security challenges have also affected Kenya's development as evidenced by the decline in returns from the tourism sector (World Bank, 2015 and the Kenya Economic Update, 2014), reduced new donor investments, increased un-employment, and loss of confidence in the police by the public (Keringa, 2009). The loss of confidence is founded on the public's anxiety by the levels of crime and the ineffectiveness of the police in tackling criminal elements Wairagu, Kamenji, and Singo, (as cited by Keringa, 2009).As such, the perception of Kenyan's security sector particularly that of the Kenya police service has been cited as that of an inefficient, brutal, anti-people institution that lacks transparency and accountability by the ICTJ (2010).

The Commonwealth Human Rights Initiative (2014) notes that despite the many steps Kenya has taken towards reforming the security sector, there still exist many challenges relating to the quality of law enforcement in the country thus contradicting the arrays of empirical evidence that explains the relationship between security governance and law enforcement. Good security governance in any developing democracy calls for accountable law enforcement, where the exercise of police power is

restrained, deliberate and cognizant of citizen rights (The Independent Commission for Good Governance in Public Services, 2004). Since the emphasis by the world development report (2011) is the strengthening of legitimate institutions through governance to provide citizen security, it is against this background that this study sought to examine the influence of resource allocation on the quality of law enforcement in Kenya being an element of governance of the police service.

Study Objectives

The general objective of this study was to establish the influence of Resource allocation on the quality of law enforcement in Kenya. The specific objectives were;

- To establish the influence of financial allocations on the quality of law enforcement in Kenya
- To investigate the influence of pprocurement procedures on the quality of law enforcement in Kenya
- To establish the influence of eequipment and tools on the quality of law enforcement in Kenya
- To establish the influence of feedback mechanisms on the quality of law enforcement in Kenya

LITERATURE REVIEW

The Resources Based Theory

The Resourced Based by Porter (1985), is based on the premise that the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. According the theory, focus being on resources, a firm's success is as a result of joint resources and capabilities which an organization owns and that which it makes different from the others. Human resource is one such capability which includes the crucial attributes such as knowledge, know how, talent and skills. It is these resources that can constitute a source of competitive advantage of a firm/ organization. It is from this point of view that the human resource

management practices that an organization adopts that gear it towards strengthening of the significant capabilities and knowledge.

According to Wright and McMahan (2001), if resources are strategic for a firm, it implies that they are scarce, valuable specific and difficult to transfer. This is made possible if the firm puts in place their human resource management practices such as recruitment of the essential employees training them properly to perform to best standards, or to develop better capabilities through training and to motivate them through incentives. As a result, the human resource management is likely to influence competitive advantage. The human resource management and competitive advantage have in the past been examined by various scholars especially in the field of human resource management. The relationship between strategy, human resource management practices and human resource capital pool was studied by Wright and McMahan in 2001, Mueller (2003) touched on the strategic utilization of human resources. Lado and Wilson (2004) carried out their study on human resource of competitive advantage in an organization. The Resource Based theory was found relevant to this study because it is giving a new perspective to human resource management especially in disciplined organizations like the Kenya police service. The creation and implementation of new measures in such areas as recruitment, and selection training and career development, and compensation among other things. Under current circumstances, the Kenya police trains in order to provide security to the citizens. According to Grant (2004), this is the reason that the police service only trains police officers empowering them with abilities and skills critical in improving efficiency.

Empirical Review

A study by Makhoha (2013), revealed that resource availability and utilization has a positive influence on the performance of the police officers, with tangible resources being very limited in the Kenya police service. These observations are supported by the UN-Habit (2011) who noted that efficient and reliable infrastructure including the social well-being, and safety of citizens and the quality of their environments are good indicators of economic development of a nation. However, where public demand for police services is rising and increased expenditure on resources is not feasible, the issue of managing and allocating resources becomes crucial (Heyer, 2014).

According to McKinsey Global Institute (2013) and Hall, Lovallo, & Reinier Musters (2012), resource endowments are carefully identified and strategically managed, they could lead to high economic growth rates and the returns to shareholders are higher. The scholars however warned that there must be proper identification and management of the resources to avoid the same resources easily becoming a curse rather than a benefit to an economy. This involves deciding whether there is a need for a particular good or service (Arrowsmith, Linarelli & Wallace., 2000). It is the review of this literature that brings this study to believe that resource allocations (A reserve for Administrators) have significant influence on the quality of law enforcement.

METHODOLOGY

This study adopted a descriptive survey research design which was also cross-sectional in nature due to its in-depth analysis of the role of governance in the law enforcement in Kenya. In this type of research design, a structured questionnaire and interview guide was used to collect information (Cooper and Schindler, 2011). The reasons advanced for the particular option is that as Cooper and Schindler(2011); Mugenda and Mugenda, (2012) indicate, with a combination of statistical probability sampling for selecting participants, survey findings and conclusions are projectable to large and diverse populations.

From a total population of 751 senior police officers, 254 were selected as the sample using Fischer's model, from where stratified and simple random sampling were applied to pick the particular officers. Questionnaires were

administered and interview guides used to reinforce them. Cronbach's Alpha was used to check the reliability of the instrument. Statistical Package for Social Science (SPSS) was used to screen, code and capture the data. Regression analysis was computed to determine the relationship between Resource allocation and the quality of law enforcement in Kenya.

FINDINGS

Table 1: Resource Allocations

Statement	S D %	D %	N %	A %	SA %	Total
Quality and sufficient resource allocations	7.7	0.0	3.2	18.1	71.0	**100**
Financial allocations to the law enforcement agency	5.2	0.0	0.6	18.2	76.0	**100**
Financial allocations to the law enforcement agency	5.8	0.6	0.6	20.1	72.7	**100**
The law enforcement agency requires good budgeting	3.9	1.3	0.6	11.0	83.1	**100**
The law enforcement agency will benefit greatly	3.9	1.3	0.6	22.7	71.4	**100**
Procurement procedures affect the quality of law enforcement	3.9	3.9	1.3	36.4	54.5	**100**
Feedback from the users of equipment and resources	1.9	3.9	5.2	21.4	67.5	**100**
Opinion of the law enforcement officers to the management	14.9	16.9	13.0	33.1	22.1	**100**
Average	**5.9**	**3.5**	**3.2**	**22.6**	**64.8**	**100**

SD= strongly disagree; D= disagree; N= neutral; A=Agree; SA= strongly agree

From the qualitative analysis, the respondents indicated that occasionally the resource allocations would fall short of the expected thus negatively affecting performance of the service. The results resonated with Arrowsmith, Linarelli & Wallace (2000) observations that planning involves deciding whether there is a need for the particular good or services. This findings are also supported by conclusions by Ngaruro (2012), who established that financial planning facilitates the allocation of resources necessary to the production and sales helping the management to determine the resources necessary to achieve the set organization objectives.

These qualitative analysis, the study established that the procurement of police equipment was through a process of budgetary estimates by the Inspector General to the administrative secretary. A Procurement system that is well-functioning based on transparency, competition, economy, efficiency and accountability is critical for good economic management and especially in addressing wastages of government funds, improving the effectiveness of public expenditure in poverty reduction and enhancing the public's confidence in government intentions and programs. This therefore means that failure to properly manage the procurement processes and systems can lead to poor development resulting in increased poverty and deprivation of social and economic rights of the citizenry.

These findings therefore support the move by the Republic of Kenya (2011) to introduce an MTEF budgeting process aimed at, among other objectives, increasing the predictability of resources through a structural budget planning process that would provide more reliable estimates of revenue and expenditures over a given period of time.

Correlation Coefficients of Resource Allocations

The correlation coefficients of Resource Allocations are presented in Table 2 indicating that the model has a significant p-value =0.000.The study at 95% confidence interval solved the third research question by indicating that Resource Allocations are statistically significant in the Quality of law enforcement in Kenya.

Table 2: Correlation Coefficient for Resource Allocations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.580	0.205		2.826	0.005
Resource Allocations(X_3)	0.793	0.046	0.811	17.118	0.000

Using the summary results presented in Table 2, a linear regression model of the form $Y = \alpha + \beta X_i$ can be fitted as shown in equation 3.

$$Y = 0.580 + 0.811X_3 .... \text{Equation 3}$$

Table 2 showed a positive correlation between Resource allocations and the quality of law enforcement in Kenya. As already discussed, these findings support arguments by Vollaard (2006) and Makhoha (2013) that resource availability and their utilization has a positive influence on the performance of police organizations. These findings also agree with observations by Murphy and McKnna (2013) who argued that for effective police response to crime and security threats, resources are needed. Failure to adequately and timely supply police services with resources can therefore fatally undermine the quality of law enforcement.

Regression Analysis for Resource Allocations

A regression analysis was performed in order to determine whether the independent variable, Resource Allocations can be relied on in explaining the change in the dependent variable, Quality of law enforcement in Kenya. The coefficient of determination (R^2) derived from the study suggested that Resource allocations can explain up to 65.8% (Table 3) of the change in the Quality of law enforcement in Kenya. This study, therefore, established that there is need to ensure sufficient and timely resource allocations to the law enforcement agency Kenya police service for quality law enforcement in the country.

Table 3: Regression Analysis for Resource Allocations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.811	0.658	0.656	0.420123

ANOVA for Resource Allocations

The results of an ANOVA test performed on the variable Resource allocations are summarized in Table 4 which shows that the variable has a P-value equal to .0.000, indicating that the model is statistically significant considering that the P- value is less than 0.05 at the 95% level of confidence. As a result of the empirical findings presented in Table 4, the Alternative hypothesis $H1_3$ is accepted and the null Hypothesis ($H0_3$) rejected and, a conclusion drawn that, at 5% level of significance, Resource allocations significantly influences the Quality of law enforcement in Kenya.

Table 4: ANOVA for Resource Allocations

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	51.723	1	51.723	293.042	0.000
Residual	26.828	153	0.177		
Total	**78.551**	**154**			

CONCLUSIONS AND RECOMMENDATIONS

Descriptive analysis showed that: a majority (87.4%) of the respondents supported the argument that resource allocation had influence on the quality of law enforcement in Kenya;there was a strong 81.1% positive correlation between resource allocation and the quality of law enforcement in Kenya;a positive linear relationship between resource allocation and the quality of law enforcement in Kenya with a beta value=242; resource allocation was statistically significant in explaining the change in the quality of law enforcement in Kenya with a p-value = 0.000. A majority of 87.4% the respondents pointed out that having quality and sufficient resources supplied to the law enforcement timely will enhance the quality of law enforcement.

From the qualitative questions and the interview guide, the findings indicated that the Kenya police service required identifying resources as a priority in all regions. The study established that the far regions from Nairobi witnessed few supplies and due to the distances whatever little they got was late with some almost completely cut off. These are areas that if resources got there timely and in the desired quantities could drastically have improved quality of law enforcement.In other areas, the supplies that were allocated were those that were never requested for thus raising questions on how the entire processes was done. Resource allocations is an urgent and critical issue to the Kenya police service if they are to effectively tackle the security issues in the country especially now that the security threats require more sophisticated and complex police response. These findings concured with the literature reviewed in chapter two and the resource based theory also discussed in chapter two of the study.

The study recommended that the government of Kenya needs to consider that for the police service to be effective, there is a need for adequate and timely resource allocations to the service. Consideration should therefore be on broadening planning for security with emphasis on policing budgets as opposed to police budgets which will lead to other sectors of government, to complement the work of traditional policing agencies more effectively. This study also recommends proper planning and management of those resources involving the users of the said equipment. The management of the Kenya police resources should be assigned to skilled professionals with the technical knowhow and necessary management skills who will allocate resources to areas that correspond to functions or organizational units. The Kenya police service should also have an independent organ for resource allocations without having to go through the internal affairs ministry which makes the chain lengthy and compromised.

Areas for Further Research

Time and financial constraints in this study all the influences to quality law enforcement in Kenya could not be exhausted. Further research should be conducted to establish other influences that were not covered in this study which account for 44.0 % only. Such a research should be conducted among other law enforcement arms like the Administrative police service and the Criminal investigations Unit all which are part of the Kenya National police service so that the unique influences can be realized for harmonization.

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