Impact of Resource Allocation on the Performance of Kenya Police Officers in Nairobi City County, Kenya

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Abstract

The coming into force of the constitution of Kenya 2010 has led to several restructuring efforts in the Kenya law enforcement agency. The national law enforcement agency structure review focused on improving the efficiency and effectiveness of Kenya's law enforcement agency. For a number of years, the service delivery has not fully reflected the mission statement, of the Kenya law enforcement agency of providing quality service to meet and exceed the expectations of the public. This study sought to determine the impact of police restructuring on the performance of Kenyan police officers in Nairobi City County. The purpose of this study was to determine the effect of resource allocation on the performance of Kenyan police officers in Nairobi City County. This study was anchored on human capital theory and resource dependency theory. This employed in a descriptive study approach, and targeted 3739 Kenya police officers working in Nairobi City County, consisting of 33 Gazetted Officers, 206 members of the Inspectorate and 3500 officers of other ranks, from which a random sample of 361 officers was drawn and used for the study. A structured questionnaire was used was used to collect quantitative data from Kenya police officers of the rank of Inspector and below whereas an interview guide was used to collect qualitative data from Gazetted officers and Chief Inspectors of Police. A total of 246 questionnaires out of a sample of 338 were filled and returned representing a 72.8% return rate whereas a total of 21 interview guides out of a sample of 23 were filled and returned representing a 91.3% return rate.SPSS software aided analysis using descriptive and inferential statistics. The findings revealed that resource allocation had a positive and statistically significant influence on the performance of Kenya police officers. More resources tailored to areas of deployment and nature of assignment to be provided. Finally, the study proposes a further research on the influence of police-community linkage as a result of restructuring, on police officers' performance and the influence of police integration in the community on the police officer's performance.

Keywords: *Resource Allocation, Police Officers, Restructuring, Resource availability, Performance*

1.0 Background to the Study

Globally, policing is influenced by the desire to have a philanthropic and professional service providing entity that offers protection to the people and their property from infringement while safeguarding their fundamental human rights (Chtalu, 2014). The Kenya public uses good governance and resource utilization by the law enforcement agency as yardstick for evaluating the performance of the law enforcement agency and therefore the re-organization of the Kenya law enforcement agency is centred on restructuring the command structure to inculcate and involve the community as a means to achieving effective and efficient governance. Consequently, the Kenyan government has implemented managerial and structural reforms in its law enforcement agency since 2003 (Njuguna, Michuki & Wanjiru, 2013). The police are the first frontline workers to whom the public turns for help when life or property is threatened, and demand the highest levels of professionalism and standards of service and that the heightened need for an efficient, effective, accountable as well as responsive law enforcement agency has prompted the existing efforts towards police reforms (Alemika, 2007).

The amalgamation of the Kenya Law enforcement agency (KPS) and the Administration Law enforcement agency (APS) led to the creation of the wider National Law enforcement agency (NPS) under article 243 of the 2010 Kenya constitution. The NPS Act of 2011 also recognizes the restructuring and amalgamation and further establishes a semi-independent directorate called the Directorate of criminal Investigation (DCI) and the Internal Affairs Unit (IAU). The created national Law enforcement agency is headed by the inspector general, the Kenya Law enforcement agency and Administrative Law enforcement agency headed by Deputy Inspector General and the DCI headed by a director (www.kenyapolice.go.ke).

Performance is defined as the actions or processes involved in performing or fulfilling an action, task or function. Indeed, according to Cordero (1990), performance encompasses two notions: effectiveness by measuring outputs to see if they contribute to the achievement of objectives and efficiency which seeks to establish whether the maximum output can be attained using the minimum possible resources available. Hauber (2002) noted that organizational performance is a reflection of the contribution from various systems such as employees, processes and various sizes of organizations and as such organizational performance is the extent an organization can accomplish with the available scarce resources. Performance of an organization can further be said to be the result of several interacting forces and actions of factors within the business process (Krause, 2005).

A part from the traditional duties and responsibilities assigned to the police officers such as criminal arrest and prosecution, crime prevention, handling traffic offenses and accidents, they also perform many other roles like conflict resolution in the society, curbing social unrest and ensuring that community relations are harmonious. According to Moore and Braga, (2003) police officers are an integral art of the society and are not dispensable due to their important role. Police performance has been criticized in the past and it still remains one of the policing challenges affecting the behaviour of the Kenyan Law enforcement agency. A survey of police performance conducted by the Independent Police Inspectorate shows that complaints of police inaction have topped the list for four consecutive years.

Organizations need to improve their working strategies and models so as to become better at what they do. The changes instituted range from legal, operational to ownership and may arise from either internal or external forces. Policing is one of the most important duties of any sovereign government. For the state apparatus, the police are an indispensable organ for maintaining law and order and also the first link in the criminal justice system. Prior to the 2010 Constitution of Kenya, the Kenya Police was established under the Police Act, Cap 84 Laws of Kenya while the Administrative Police was established under the Administration Police Act Cap 85 Laws of Kenya. Article 243 of the 2010 Kenyan Constitution established the National Law enforcement agency by merging the Administration Law enforcement agency and the Kenya Law enforcement agency.

The Kenyan government has made several achievements in streamlining the police structure in order to realize the Vision 2030 dream of a secure Kenya. In 2019, the President of Kenya implemented the police reform agenda, which saw 22,400 administrative police officers integrated into the Kenya Law enforcement agency as general duty officers. These changes changed the police uniform from the old navy blue to Persian blue. The National Law enforcement agency Act, enacted on August 30, 2011, has been amended several times since then. The goal of these changes is to reorganize the law enforcement agency to better serve the public. These amendments include Law No. 4 of 2014, Law No. 19 of 2014, Law No. 25 of 2015 and Law No. 11 of 2017

The Kenya Law enforcement agency

Article 243 (2)(a) of the constitution of Kenya saw the establishment of the Kenya Law enforcement agency whose ranks are spelled out in section 22 of the national Law enforcement agency Act of 2011 whose vision is to become a world class law enforcement agency provider that is people friendly, responsive and professional in nature whose mission is to offer quality service that meets and even exceeds the expectations of the public by ensuring the rule of law is upheld, establishing and sustaining partnerships that lead to economic and political progress in Kenya. The core values of the Kenya Law enforcement agency include, proactive and responsiveness in duty execution, exercise of integrity and courtesy at all times, cultivation and maintenance of strong partnerships with all stakeholders, creation and maintenance of team spirit among the officers, sense of fairness and determination in the service, highly disciplines and professional team that is gender sensitive and promotes, protects as well as respects clients human rights. The specific responsibilities of the Kenya Law enforcement agency include enforcement of law and ensuring order, ensuring that peace prevails and life as well as property protected, detection and preventing criminal activities and apprehending criminals.

The Kenya Law enforcement agency consists of various formations, units and components including: General Service Unit (GSU), Kenya Police College, Traffic Police Department, Presidential Escort Unit (PEU), Kenya, Police Dog Unit, Kenya Airports Police Unit., Kenya Railway Police Unit, Kenya Police Air Wing, Kenya Tourist Police Unit, Diplomatic Police Unit, Maritime Police Unit, National Disaster Management Unit and the General Duty Officers serving under various Police Stations.

1.1 Objective of the Study

Find out the impact of resource allocation on the performance of Kenyan police officers,

1.2 Research Question

How does resource allocation affect the performance of Kenyan police officers?

2.1 Theoretical Framework

2.1.1 Human capital Theory

Gary Becker, made the human capital theory more popular in 1964. The theory postulates that individuals working for an organization are an investment whose economic value to society can be determined mathematically. The policy makers have found this theory very useful making it necessary to subject employees to skill upgrading and encouraging learning institutions like universities to restructure their training programs to meet the demands of the employers and the industry in general. Further, human capital can be described as a collection of skills and knowledge appropriate in a specific field as well as personal traits and attributes which constitute intrinsic but measureable economic value where persons or employees are perceived as economic entities (Lennon & Steinberg, 2018).

Packer (2014) noted that people acquire knowledge and skills through education and professional training to enhance their talent marketability, enhance their bargain power for higher wages regardless of the fact that the intrinsic value of human capital is immeasurable. Secondly, human capital theory is applicable across a wide range of disciplines because the determination of the value of human capital as an investment is the key motive measured using emerging metrics which can evaluate traditionally difficult areas like social capital (Lerman, 2017).Onuoha *et al.,* (2015) also noted that the human capital theory can be used to evaluate the economic value of education and training because individuals can ascertain by calculation the expected future inflows of an investment in education.

This hypothesis is relevant to this research because it looks at the law enforcement agency work force as an investment by the public and the government with specific, quantifiable output resulting from continuous capacity building activities they undergo in the form of training. Further, investments in both physical and mental health of Kenyan police officers are necessary to maximize on the available talents, knowledge and skills held by the personnel. However, the possible disadvantage of over-reliance on human capital is that it is transferrable and always owned by the worker, never the employer. Unlike physical organizational structures, employees are subject to natural attrition through death, retirement, interdiction and transfer of services. The government endeavours to support its police officers though motivation in order to tap on their potential.

2.1.2 Resource Dependency Theory

The theory whose proponents were Pfeffer and Salancik in 1978 states that the performance of an entity is dependent on the availability and adequacy of resources both monetary and monetary and therefore, organizations should exercise good control over the supply of such resources. The theory postulates that an entity needs to associate with other organizations in its environment so as to access resources. Such associations with other organizations create dependencies which are beneficial and in some cases not beneficial dependencies because the needed resources are inadequate, not readily accessible or available or are in the control of uncooperative entities which leads to an imbalance in exchange resulting to inequalities in power, authority and access to more resources (Pfeffer & Salancik, 1978). To avoid dependencies which are not beneficial, organizations create strategies such as policies, increased scale of production, portfolio diversification and establishing linkages with other entities and institute internal structures that seek to improve the negotiating power in resource acquisition transactions. Further, product line

diversification has been found to reduce an organizations dependence on others and improves its leverage and power (Sharif & Yeoh, 2014).

Hillman, Withers, and Collins (2009) state that organizations should revise their operating strategic plans to cater for the changes in power relationships with other players because one of the assumptions of resource dependency theory is that when an entity's control of resources is shrouded with uncertainty, the organization revises its strategies so as to reduce the level of dependency because when the level of insecurity increases as does dependency, organizations realise the need to establish connections with different organizations. These strategies contradict the concept of an organization which assumes that organizations are closed systems that operates on the assumption that rational use of resources, personal motivation, and individual skills are determinants of organizational success and that other factors within the environment play an insignificant role.

On the other hand, open systems are under the influence of external environment consisting of other organizations, professional bodies and the state and therefore, an organization in an open system is only effective if it can appreciate the role of the external forces on its operations and adapts to those changes that it is exposed to (Davis & Cobb, 2010). Resource dependency theory is ideal for this study because the activities of the Kenya law enforcement agency are based on the principle that an organization must enter into transactions with other actors and organizations around it in order to acquire resources, in this case the government and other agencies both locally as well as foreign. The resources required by the law enforcement agency are scarce and not always readily available, so their adequacy and the impact they have on the performance of Kenyan police officers need to be assessed.

2.2 Empirical Review

Performance of Police officers

A properly planned restructuring process enhances employee placement effectiveness as a result of effective leadership and enhanced performance output as was established by Batlolona (2012) in a study which investigated the impact of organizational re-engineering on performance. The study by Batlolona (2012) further found out that when employees are optimally placed within the organization based on their skills and competencies, as well as their educational background, and making equal opportunities available to all, their performance tends to be greater and their motivational levels high as they perform tasks which they fully understand.

Simons and Lowland (2011) also studied the impact of diversity on the performance of an organization and they determined that the performance of employees tends to decline due to the pattern of placement which does not put into consideration their areas of competency and expertise during the re-organization exercise. Further, because persons with relevant expertise are few and difficult to come across, it is necessary to carry out organizational restructuring with such concerns in mind because the organization would incur losses when employees are placed or assigned tasks which are not in tandem with their level of expertise.

Batlolona (2012) established that a conducive and result oriented environment is created from conducting organizational restructuring which makes employees creative, refreshed and innovative in the performance of the assigned tasks as they change sections of work within the organization resulting in excellent service delivery to the members of the society. Further, for employees to offer high quality performance, they need to be motivated and there a mechanism to

oversee or monitor their performance most probably by use of proficiency examinations to test new leaders before they are assigned new roles. Organized division of labour, a clear hierarchy of authority, uniquely enshrined policies, strong leadership and control, proactive accountability, and a seamless reporting system present an organizational structure with a strong performance foundation (Linturi & Muna, 2021).

The National Law enforcement agency's primary mission is to help create a safe environment for the public to carry out their activities freely without fear of crime or insecurity. However, despite efforts to reform the law enforcement agency, there are persistent public complaints about the poor quality of service delivery. For example, studies conducted in 2005 and 2007 by the Kenya Anti-Corruption Commission (KACC) among Kenyan households and officials in government institutions on their perceptions of corruption in public institutions and the integrity of officials found that the police sector was vulnerable to corruption (KACC, 2006).

Resource Allocation and the Performance of the Kenya Police officers

Diage (2008) states that benefits arise from the resource utilization. The Kenya Law enforcement agency operates on very limited public resources which weakens their operational preparedness and when it is coupled with inadequate equipment subjects the police officers to dangerous and life threatening situations. Further, logistical inability characterised by limited vehicle patrols, inadequate number of vehicles, and lack of fuel makes their performance to be negatively affected as per the Amnesty International (2013).

Denrell (2004) studied the importance of company performance analysis from the resource adequacy perspective rather than the output perspective and concluded that company resources like brand names, the technology used, personnel competency, business contacts, machines, level of efficiency of processes form the basis for delivering and maintaining high-quality services. Denrell (2004) further explains that the company resources are not limited to physical assets but also includes skills and competencies of staff, the instituted processes and company characteristics as well as vital information and knowledge that is safeguarded by the company to enable it design and effect strategies that can make the company effective and efficient. Further, good resources are valuable, scarce, imitation free and hard to replace and therefore, entities with inadequate resources face many challenges when introducing new product lines or services and therefore, for a successful service delivery initiative, the company concerned should allocate adequate resources towards the success of the initiative otherwise the service delivery investment would not succeed (Sugarman, 2010).

In Kenya the police population ratio is skewed and for effective performance the ratio should be reduced. This, combined with low skill levels, has hampered police officer motivation and performance. In addition, most police stations lack basic necessities such as: stationery and sufficient kitting, which have hampered the performance of police officers.

Mobility of police officers with automobiles and motorcycles is hampered by insufficient numbers, making mobility a major challenge. Inadequate forensic equipment such as digital cameras, disposable gloves, crime scene tape, a handheld magnifier, a flashlight, tweezers, a box of swabs, paper bags and envelopes, gauges, orange evidence flags, a self-adhesive lint roller, and a portable infrared source are used primarily in designated areas such as the DCI headquarters.

This study aims to achieve an increased police visibility that improves police performance through the deployment of skilled police officers and to achieve an equipped service in terms of providing

stationery such as statement-taking forms, case file covers, police documents such as P3 and investigation forms, summary forms, which the public is usually required to download from the police website. The study further aims for an adequately well-kitted law enforcement agency, with officers equipped with appropriate uniforms and other police equipment to enable them to perform their duties with motivation and with less effort on their part. Another challenge the study aims to address is ensuring that all police officers are housed to improve police response time in the case of a catastrophe. Currently, some police officers are housed outside of police stations with members of the public, but the National Law enforcement agency Act requires an officer to remain on call 24 hours a day and in some cases reaching those police officers via their personal mobile phones in an emergency has proved ineffective.

3.0 Research Methodology

The ideal study design is a descriptive one since it would enable the researcher to obtain detailed information about the phenomena or subjects of interest. According to Mugenda *et al.,* (2003) the method through which a researcher is able handle, manipulate and synthesize data so as to extract useful information is called a descriptive survey design. Kombo and Orodho (2005) show that a descriptive design is employed to establish key traits, characteristics and behaviours of persons or phenomena of interest in the study.

Area of Study

Nairobi City County is Kenya's capital, established in the 1900s as the capital of the colonial protectorate of British East Africa situated with a population of 4,397,073 according to the 2019 census statistics. In terms of national government coordination, the city has a total of 11 sub-counties as follows: Kasarani, Mathare, Kamukunji, Starehe, Makadara, Embakasi, Njiru, Gigiri, Dagoretti, Kibra (Kilimani), and Lang'ata. The police command structure is based on each of these sub-counties headed by a Sub-County Police Commander (SCPC).

The city has a total of 60 police stations with an estimate of around 4000 police officers. According to the 2018 Annual Crime Index, the city recorded a total of 7,128 reported cases ranging from homicides, robberies, burglaries, moral offenses and white-collar crimes, to name a few. In addition, according to the 2020 IPOA Performance Report, the city had the highest number of complaints relating to police inaction/negligence, administrative matters, wrongful detention/arbitrary arrest, endangerment of life, death by police action, corruption/extortion, harassment, assault and abuse of office. Based on this high crime rate, high number of police officers, high number of complaints about police inaction, and socioeconomic dynamics, the researcher made the choice of the city for this study.

Target Population

Approximately 3739 police officers work in Nairobi County, consisting of 33 GOs, 206 members of the Inspectorate and 3500 officers of other ranks as highlighted in table 1.Containing different strata from each of the 11 sub-counties within the area of study.

Table 1: Target Population

S/No	Sub-County	GOs	Inspectorate	Other ranks	Total
1	Kamukunji(Buruburu)	3	23	340	366
2	Central (Starehe)	3	22	360	385
3	Dagoreti	3	17	320	340
4	Embakasi	3	12	220	235
5	Gigiri	3	17	270	290
6	Kasarani	3	20	330	353
7	Kayole-Njiiru	3	19	330	352
8	Kilimani	3	16	270	289
9	Langata	3	16	250	269
10	Makadara	3	16	290	309
11	Starehe- Mathare	3	28	520	551
	TOTAL	33	206	3500	3739

Source: (Kenya law enforcement agency, Nairobi City County Personnel Department, 2022)

Sample and Sampling Procedure

Yamane and Yamane (1969) formula is utilized to arrive at a representative study sample (n) from the population (N) with confidence interval of 95% ($e = 0.05$) and specific respondentswould be determined by random selection.

Yamane formula is stated as $n = \frac{N}{1+Ne^2}$ hence $n = \frac{3739}{1+3739(0.05)^2} = 361$.

Out of the 361 sampled officers, 3 gazetted officers and 7 Chief Inspectors of police would be subjected to interviews whereas a total of 13 Inspectors of police and 338 police officers of other ranks would fill a closed ended questionnaire. The sample of officers in each stratum was arrived at proportionately.

Calculation: $\frac{361}{3739} = 0.097$

GO's: 0.097x33 = 3 officers

Inspectorate: 0.097x206 = 20 officers

Other Ranks: 0.097x3500 = 338 officers

Sample size: = 3+20+338 = 361

Table 2: Sample Size

S/No	Sub-County	GOs	Inspectorate	Other Ranks	Sample
1	Kamukunji(Buruburu)	1	1	33	35
2	Central (Starehe)	-	2	35	37
3	Dagoreti	-	2	31	33
4	Embakasi	-	2	21	23
5	Gigiri	1	1	26	28
6	Kasarani	-	3	32	35
7	Kayole-Njiiru	-	2	32	34
8	Kilimani	1	1	26	28
9	Langata	-	2	24	26
10	Makadara	-	2	28	30
11	Starehe- Mathare	-	2	50	52
	TOTAL	3	20	338	361

Source: (Researcher, 2022).

A structured questionnaire would be the main research instrument since it is a very valuable way to gather diverse information from many persons (Creswell, 2017). According to Creswell (2017), the questionnaire is an ideal tool for large volume information gathering where the respondents remain anonymous and standard responses are obtained and hence quantitative data would be gathered using a questionnaire and an interview guide to capture qualitative data through opinions and suggestions of the 10 senior police officers such as the SCPCs and OCSs, while the remaining 13 police inspectors and 338 other rank police officers would fill out a closed-ended questionnaire for quantitative data. How was data analysis and processing done? Include that here…

4.0 Findings and Discussion

In total a sample of 338 police officers of the rank of Inspector and below was targeted but 246 of them were able to fill and return the questionnaire. Therefore, the return rate was 72.8% with a non-response of 27.3%.

A total of 23 GOs and Chief Inspectors of Police were engaged in interview with the researcher on restructuring and performance of police officers in Nairobi City County. The researcher managed to interview 21 of the officers translating to a return rate of 91.3% with a non-response of 8.7%.

Reliability Test Results

The reliability of a research instrument may be determined by the use of the Cronbach Alpha coefficients (Zikmund, Babin, Carr & Griffin, 2010). The Cronbach's alpha coefficients were used to measure the internal consistency of the research instrument. According to Orodho, (2005), a score of at least 0.7 is regarded reliable. The reliability or the internal consistency of the research instrument was measured through a pilot test where the Cronbach's alpha coefficients were obtained. A pilot study was conducted in Nyandarua County. From table 4.3, all the variables recorded Cronbach alpha scores exceeding the threshold of 0.7. Where information processing had an alpha score of 0.7110, Crime Scene Management with a core of 0.7936, resource allocation with an alpha score of 0.8822, coordination had an alpha score of 0.7779. Performance of police

officers recorded an alpha score of 0.7293. Therefore, the questionnaire items were internally consistent and hence reliable for the study.

Table 3: Reliability Test Results

Variable	Number of Items	Cronbach's Alpha
Information processing	6	.7110
Scene management	6	.7936
Resource allocation	6	.8822
Coordination	6	.7779
Performance of Police officers	6	.7293

Source: Research Data (2022)

4.1 Descriptive Analysis

Performance of Kenya Police officers

The study's dependent variable was performance of Kenya Police officers in Nairobi City County. The study sought the responses of officers on various aspects relating to police performance because it helps in boosting employees' engagement and productivity. It therefore sought the respondents' opinion on variuos aspects such as response time, effectiveness in handling crimes, level of motivation, enhanced service delivery and crime rate. The responses were analysed and presented in table 4.

Table 4: Performance of Kenya Police officers

Statement	SD %	D %	N %	A %	SA %	Mean
Restructuring has enhanced the response time of police officer in handling crimes	15.9	6.9	18.7	40.7	17.9	3.38
Police officers are able to handle crimes effectively due to restructuring	9.3	15.0	21.5	38.6	15.4	3.36
Police officers are more motivated as a result of restructuring	16.7	19.5	28.5	22.0	13.4	2.96
The service delivery of the police officers has improved due to restructuring	11.8	8.9	26.8	38.6	13.6	3.34
The crime rate has declined since the police service restructuring	9.3	10.2	19.9	42.7	17.9	3.50

Source: Research Data (2022)

On whether the response time by police officers to scenes of crime had improved since restructuring, the officers stated that Restructuring of the law enforcement agency had improved the response time to scenes of crime due to the establishment of more police posts and patrol bases. It was established that since the restructuring took effect, police officers' response time while answering to distress calls had improved tremendously. From table 4.8, it was established that 40.7% of officers concurred with the idea, 17.9% of them firmly concurred. 18.7% were remained neutral, 15.9% firmly differed and only 6.9% disagreed with the idea. The idea mean was 3.38. Similarly, Linturi and Muna (2021) in their study noted that a well-organized division of labour

within agency characterized by policies, leadership and control, accountability and effective reporting system improves performance by reduction of the response time.

While responding to whether police officers were able to handle crimes more effectively due to restructuring, majority of the officers responded that to some extent they were able to respond to crimes effectively due to increased number of police officers available for patrols and can promptly respond to any distress call. Police officers' effectiveness and efficiency handling crimes was sought because it would enable police officers to identify the most important and serious tasks and situations for priority setting. The police officers' responses was supported by 38.6% who concurred and 15.4% who firmly concurred with the idea giving a cumulative concurrence of 54%. A staggering 9.3% firmly differed with the idea whereas 15% differed, 21.5% neither concurred nor differed with the idea.

In response to motivation of police officers, the respondents argued that, extrinsically, the nature and conditions of police work remained the same and very harsh, police welfare remains a challenge to date. However, intrinsically, the officers have that sense of belonging because most police commanders are able to offer a listening ear and good advice. Police officers felt more motivated as a result of restructuring as shown by 38.6% of officers who concurred, 13.6% firmly concurred and 26.8% were neutral, 11.8% firmly differed and 8.9% differed. The construct mean was 3.34. This was in agreement with Batlolona (2012) who stated that optimal placement of employees based on their skills and competencies as well as educational background and provision of an environment for equal opportunities for all, greatly improved performance through high motivational levels.

While responding on improved service delivery by police officers as well as a reduction in crimes due to restructuring, most of the respondents alluded that service delivery had improved because of increased number of police officers and the establishment of more police posts and patrol bases. This therefore had increased police visibility thus proactively deterring criminal activities. From table 4.8, it was demonstrated that 38.6% of officers concurred with the idea, 13.6% of them firmly concurred. 26.8% were took a neutral position, 11.8% firmly differed and only 8.9% disagreed with the idea. The idea mean was 3.34.

Finally, it was established that there was a tremendous decline in crime rate since the police service restructuring occasioned by an increased police presence. 42.7% concurred with the idea, 17.9% firmly concurred. 19.9% were neutral, 10.2% differed and 9.3% differed firmly. The mean of the idea was 3.50. This finding is in agreement with Simons and Lowland (2011) who established that employee placement based on competency and expertise during re-organization leads to improved performance.

Resource allocation and Performance of Kenya Police officers

The study sought to discover the influence of resource allocation on performance of police officers because resource allocation helps in scheduling the best personnel to perform a particular job based on their knowledge, skills and competencies. Resource allocation has a vital role in terms of identification of resources required for various tasks in various departments thus controlling on their over/under utilization as well as resource use diversification. The respondents were asked to give responses on various aspects of resource allocation touching on resource adequacy, resource pooling, improved resource allocation, enhanced resource utilization and enhanced police performance. The analyzed responses were as highlighted in table 5.

Table 5: Resource Allocation

Statement	SD %	D %	N %	A %	SA %	Mean
Provision of adequate resources after restructuring has led to operational preparedness among police officers	14.2	15.9	22.8	26.4	20.7	3.24
Restructuring of the law enforcement agency has led to pooling of resources which facilitate their operations	8.5	19.9	28.9	26.8	15.9	3.22
Resource allocation has improved after restructuring of the law enforcement agency	16.3	18.3	20.3	30.9	14.2	3.09
Resource utilization has been enhanced after restructuring of the law enforcement agency	8.5	19.9	24.8	30.9	15.9	3.26
Resource allocation has enhanced the performance of the law enforcement agency	9.8	13.4	24.0	32.1	20.7	3.41

Source: Research Data (2022)

While responding whether there was provision of adequate resources leading to operational preparedness by police officers, the respondents agreed that even though there are no enough motor vehicles, the government's policy on leasing all government vehicles has really improved police officers' performance. They attributed this to easy access to fuelling cards, motor vehicle services and maintenances which is carried out by the leasing companies and third party insurance policy provision. Thus, provision of adequate resources after restructuring led to operational preparedness among Kenya police officers as shown that 26.4% of respondents concurred with the idea of adequate resource provision, 20.7% firmly concurred whereas 22.8% were neutral, 15.9% differed and 14.2% firmly differed. Consequently, the idea mean was 3.24. The finding was in agreement with Amnesty International (2013) who noted that inadequate resources such as vehicles and fuel have a negative effect on performance. The provision of enough forensic tools to facilitate the performance relatively adequate although, restricted to DCI personnel and the DCI headquarters. Forensic tools such as Latex gloves/nitrile gloves, forceps, tweezers, scalpels, swabs, paper bags, plastic bags, cardboard boxes, wrapping paper, hand tools, thermometers just to mention but a few can only be improvised by police officers other than those serving in strategic units within the DCI.

The officers were asked to give responses regarding pooling of resources and in reply alluded that the amalgamation of the APS into the KPS improved the number of personnel available for deployment. Other resources such as vehicles were able to be utilized effectively through a reduction in duplication of duties and overlap of mandates. It was established that pooling of resources after restructuring improved efficiency by police officers. This was demonstrated by 26.8% who concurred with the idea, 15.9% who firmly concurred. Those who were neutral comprised 28.9% of the total, 19.9% differed whereas 8.5% differed firmly with the idea. The idea mean was 3.22.

Again, the study established that resource allocation improved after restructuring of the law enforcement agency characterised by the introduction of housing allowance. Even though the house allowance is not enough, the government has embarked on construction of decent housing units in various police stations. This will enable police officers access quality houses at affordable

rates thus providing an assurance on decency and privacy. This argument was supported by 30.9% of officers who concurred with the idea and 14.2% who firmly concurred. 20.3% were neutral, 16.3% firmly differed and only 18.3% differed with the idea whose mean was 3.09.

Also resource utilization has been enhanced after restructuring of the law enforcement agency. This is characterised by optimal, effective and efficient use of police motor vehicles with the exception a few cases where rogue police officers are involved. Use of firearms is guided as to the justifiable instances. Police motor vehicles have tracking gadgets alongside the work tickets. The respondents' opinions on the idea of resource utilization as demonstrated by 30.9% of officers who concurred with the idea, 15.9% firmly concurred. Those who were neutral constituted 24.8%, 19.9% differed and 8.5% firmly differed with the idea. The construct mean was 3.26. This was in agreement with Sugarman (2010) who established that adequate resource allocation results in effective service delivery.

Finally, the study sought the respondents' opinion on whether the current state of resource allocation had enhanced police performance. In their reply, a majority elucidated that the service had a more literate human resource. However, there was need for more tailor-made professional courses to police officers in order to equip them with knowledge and skills necessary for the current societal dynamics. The study demonstrated that 32.1% of respondents concurred with the idea, 20.7% who firmly concurred. 24% were neutral, 13.4% differed and 9.8% firmly differed. The construct mean was 3.41.

4.2 Regression Analysis

The study performed analysis on the data in order to elicit inferences and conclusions on the association among the study variables. The study's independent variables included Information processing, Resource allocation, Crime Scene management and Coordination whereas the dependent variable was performance of Kenya Police officers. According to Marshall and Rossman (2006), regression analysis is a statistical process for estimating the relationships between variables. Regression analysis helps in generating equation that describes the statistic relationship between variables. The regression analysis results were presented using, regression model summary tables, analysis of variance (ANOVA) table and beta coefficients table.

Regression analysis on Resource allocation and Performance of Kenya Police officers

In determining the variability of police officers performance attributed to resource allocation, the calculated R = 0.537 with moderate direct relationship with resource allocation and performance of police officers. The R^2 was equal to 0.288 hence 28.8% of the corresponding variation in performance of Police officers can be explained by resource allocation. The rest of 71.2% can be explained by other factors that are not in the purview of this study. The analysis results are shown in table 6.

Table 6: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.537	.288	.285	.827

Source: Research Data (2022)

The analysis of variance (ANOVA) results in table 7 indicate that the model fit is appropriate for this data. The F= equal to 98.74 and p=.000 < 0.05, hence significant general model prediction of performance of Police officers at Nairobi City, County. Thus rejecting Ho that resource allocation has no statistically significant influence on performance of Police officers and confirm that resource allocation has a positive and considerable impact on police officers' performance. Table 7 shows the ANOVA results.

Table 7: Analysis of Variance (ANOVA) for Resource allocation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.543	1	67.543	98.740	.000
	Residual	166.909	245	.681		
	Total	**234.452**	**246**			

Source: Research Data (2022)

Analysis of regression model coefficients was carried out and the results are shown in table 8. In the table, β =0.511, p-value= 0.00 and a constant of 1.650 p= 0.000 which is was than 0.05. Hence, both the constant and resource allocation have a positive significance. This therefore implies prediction of performance of Police officers from resource allocation. The regression equation is presented as follows; $Y = 1.650 + 0.511X_3$, where Y is the Performance of Police officers and X_3 is the resource allocation.

Table 8: Regression Coefficient Relationship between Resource allocation and Performance of Kenya Police officers

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.650	.175		9.441	.000
Resource Allocation	.511	.051	.537	9.937	.000

Source: Research Data (2022)

Summary

The calculated R = 0.537 with moderate direct relationship with resource allocation and performance of police officers. The R^2 was equal to 0.288 hence 28.8% of the corresponding variation in performance of Police officers can be explained by resource allocation. The rest of 71.2% can be explained by other factors that are not in the purview of this study.

The model fit is suitable for this data because F= equal to 98.74 and p=.000 < 0.05, hence significant general model prediction of performance of Police officers in Nairobi City, County. Thus rejecting H_o resource allocation has no statistically significant influence on performance of Police officers and confirm that resource allocation has a positive and considerable impact on police officers' performance.

The beta coefficient is positive at 0.511, p-value= 0.00 and a constant of 1.650 p= 0.000 which is less than 0.05. Hence, both the constant and resource allocation have a positive significance. This therefore implies prediction of performance of Police officers from resource allocation. The

regression equation is presented as follows; $Y = 1.650 + 0.511X_3$, where Y is the Performance of Police officers and X_3 is the resource allocation.

5.0 Conclusion

Resource allocation has a good and significant impact on how well police personnel perform. Provision of adequate resources after restructuring led to operational preparedness among police officers restructuring of the law enforcement agency led to pooling of resources which facilitate their operations. Again, the study established that resource allocation improved after restructuring of the law enforcement agency and resource utilization has been enhanced after restructuring of the law enforcement agency. Finally, it was established that resource allocation enhanced the performance of the law enforcement agency.

6.0 Recommendations

The study recommends for provision of adequate resource such as motor vehicles, forensic tools and trained personnel to promote operational preparedness and timely response of police officers to crime scenes.

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