INFLUENCE OF SECURITY GOVERNANCE ON THE QUALITY OF LAW ENFORCEMENT IN KENYA

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Influence of security governance on the quality of law enforcement in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university

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DEDICATION

This thesis is dedicated to my loving mother Mary, my beloved husband Adiel and our children; Mary and Allan for their love and support during my PhD studies.

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LIST OF ABBREVIATIONS AND ACRONYMS

A/IG   Assistant Inspector General

APCOF   African Policing Civilian Oversight Forum

ASP   Assistant Superintendent of Police

CHRI   Commonwealth Human Rights Initiative

CP   Commissioner of Police

D/IG   Deputy Inspector General

DCAF   Geneva Centre for the Democratic Control of Armed Forces

DPMF   Development Policy Management Forum

I.B.E.A   Imperial British East Africa

ICTJ   International Centre for Transitional Justice

IG   Inspector General

JKUAT   Jomo Kenyatta University of Agriculture and Technology

KNFP   Kenya National Focal Point

KPS   Kenya Police Service

LAPD   Los Angeles Police Department

MDG'S   Millennium Development Goals

NACOSTI   National Commission for Science, Technology and Innovation

OECD DAC   Organization for Economic Co-Operation and Development / Development Assistance Committee

S/AIG   Senior Assistant Inspector General

SDG'S   Sustainable development goals

SP   Superintendent of Police

SPSS   Statistical Package for Social Sciences

SSP   Senior Superintendent of Police

U.S.A   United States of America

UNDESA   United Nations Department of Economic and Social Affairs

UNDP   United Nations Development Programme

UNESCO   United Nations Educational, Scientific and Cultural organization

UNODC   United Nations Office of Drugs and Crime

OPERATIONAL DEFINITION OF TERMS

Economic growth and development: The scientific study of production, distribution, and consumption of goods and services(the academic dictionary of sociology economics). The function of the economic institution is to provide for the material needs and demand of the members of the society, ranging from the basic means for survival to goods intended for conspicuous consumption. On the other hand, growth and development are both qualitative and quantitative increase in certain economic variables such as gross domestic product (GDP), per capita income (Alanan, 2006).

Governance: The exercise of economic, political, and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences (UNDP, 2012).

Influence: The power to change or affect someone or something: the power to cause changes without directly forcing them to happen (Merriam Webster).

Law enforcement agencies: Those agencies that are regularly engaged in (1) preventing crime, (2) investigating crimes and apprehending criminals, (3) maintaining order, and (4) providing other miscellaneous services (McGraw Hill, 2013). Examples of law enforcement agencies include but are not limited to; The Kenya police service, Homeland security, the more than 20,000 separate law enforcement agencies in the United States at the federal, state, and local levels.

Law enforcement: Law enforcement includes the prevention, detection, and investigation of crime and the apprehension and detention of

individuals suspected of law violation (Bureau of Justice Statistics, 2006). It involves the individuals and agencies responsible for enforcing laws and maintaining public order and public safety.

Management: Is a set of processes that can keep a complicated system of people and technology running smoothly. Important aspects of management include; Planning, Staffing, Organizing, Budgeting, Controlling and problem solving (management. (n.d.). *Dictionary.com Unabridged*. Retrieved October 10, 2017 from Dictionary.com website http://www.dictionary.com/browse/management).

Region: The term region, as used in this study, refers to territorial division exercising administrative, judicial, and political functions in Kenya. The Kenyan constitution recognizes eight (8) regions within its territory (Chambers Dictionary, L. Brookes (ed.), 2005).

Security governance: According to Liao (2011) Security governance is the process through which security capacity can be strengthened through an 'effective governing' mechanism.

Security: Security is an all-encompassing condition in which people and communities live in freedom, peace and safety, participate fully in the governance of their countries, enjoy the protection of fundamental rights, have access to resources and the basic necessities of life, and inhabit an environment which is not detrimental to their health and wellbeing. (OECD DAC, 2008: 38)

ABSTRACT

The quality of law enforcement is a concern for every citizen because it affects all whether directly or indirectly. This study sought to establish the influence of security governance on the quality of law enforcement in Kenya. It specifically sought to determine the influence of Administrative structures on the quality of law enforcement in Kenya; to establish the influence of regulatory structures on the quality of law enforcement in Kenya; to analyze the influence of resource allocations on quality of law enforcement in Kenya, to determine the influence of Operational Processes on the quality of law enforcement in Kenya and to establish the influence of citizen participation on the quality of law enforcement in Kenya.The study was anchored on four theories;Leader–member exchange (LMX) Theory (1970's), Contingency Theory (1950's), Resource Based Theory(1985), and The Governance Theory (1990's).The study adopted a descriptive survey research design that was also cross-sectional. The population of this study comprised of Seven Hundred and Fifty One (751) senior police officers of the Kenya police service drawn from the Eight Administrative Regions/provinces and the police formations as recognized by the Kenyan Constitution promulgated in 2010. A sample size of two hundred and fifty four (254) administrative officers of the Kenya police service was used. Stratified sampling was used in the first stage and in stage two, officers were randomly picked from the different Regions and police formations in line with the allocations of each strata.Data was collected using a questionnaire which had both closed-ended (Likert type scale 1-5) questions and open-ended questions and supplimented with an interview guide. A total of one hundred and fifty five (155) officers responded to the questionnaire. Data collected was analyzed using the SPSS software. Additionally, spreadsheets were used to supplement the SPSS in areas such as the presentation of results using bar graphs, pie charts and frequency tables. Data was analyzed using descriptive statistics such as mean and standard deviation. Inferential statistics included correlation and multiple regression. Qualitative data was grouped into categories based on themes that were aligned to the research objectives and was integrated in the discussion of findings.The study established that Administrative structures, regulatory structures, resource allocations, operational processes and citizen participation all positively influenced the quality of law enforcement in Kenya. In total, the five variables of the study put together contributed 78.1% on the quality of law enforcement in Kenya. The study came to the conclusion that all the five variables of the study;Administrative structures, regulatory structures, resource allocations , operational processes and citizen participation significantly and positively influence the quality of law enforcement in Kenya. The study recommended that the Kenya police service should embrace favorable leadership practices to enhance effectiveness and, Promotion policy/criteria

should be clear and well communicated to the officers all which collectively will lead to better administration of the service. The study also recommended that the regulatory structures of the Kenya police service (Internal and external) must work together each recognizing the importance of the other as they seek to achieve the objectives of the constitution and government policy in ensuring that the service is accountable to the citizens of Kenya. It also recommended operational independence and that resource allocations to the Kenya police service need proper planning and management involving the users of the equipment. The Kenya police service should adopt the principle of acting for and with the local citizen and take the initial step towards the achievement of safer and secure country, with respect to human life.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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, 2001). Being a requisite for human society, McCrie (2008) 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, 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 (2007) notes that without security, civilization could not have developed and that without continuance of security, future progress would be imperilled 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.

According to Liao (2011), security governance is seen as a process through which security capacity can be strengthened through an effective governing mechanism. This therefore means that due to the importance of law enforcement agencies as the sole legitimate agents of the use of force in the nation-state, there is all the reason to emphasize on their good governance. Nevertheless, security governance being a relatively new concept (Hänggi, 2008), acknowledges that the functioning of law enforcement agencies requires them to be professional, service oriented and accountable to people. The importance of the governance of the security is also seen by Bryden and Hänggi, (2008) as a promotion of sustainable development, democracy and peace.

Security and insecurity are grounded in the everyday experiences of individuals, communities, and societies. Nevertheless, Schwartz (2015) notes that the inability or unwillingness of many governments to provide public-oriented, responsive, and accountable policing and other public services can reflect a range of underlying political and institutional dispensation of the state often connected with the legacy of colonialism, and frequently characterized by severe corruption and abuse of power with impunity. These are not mutually exclusive and are reflected in the form, function, and disposition of state police organizations. Schwartz (2015) further notes that understanding the realities of peoples' security and insecurity is the most robust basis for supporting their efforts to build more effective security arrangements. Emphasis of security's importance is also laid by the World Development Report (2011) which stresses its fundamentality in poverty reduction and achievement of the Sustainable Development Goals (SDGS).

1.1.1 Global Perspective of law enforcement

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 (CHRI, 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, 2008).

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 (Karn, 2013). The law enforcement agency otherwise known as the Royal Canadian Mounted Police (RCMP) for many years earned excellence reputation in its policing. Its officers are alleged to have been fully trained in important skills of law enforcement like conflict management and community relations.

These unique skills together with the belief in justice is what is seen to have made the RCMP the pride of Canada and one of the highly respected police forces worldwide. These security governance factors are what contribute to quality of their law enforcement, including the number of police officers and in general the resources invested therein, whereby in 2012, there were 69,505 police officers (Statistics Canada, 2014). The majority citizens of Canada as such believe the police are approachable, respond to calls appropriately and provide information on crime prevention (Grant; Johnson & Sacco; 2016). Furthermore, according to these authors, surveys tend to give police forces consistently high ratings. Their governance allows

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Citizens to advocate for changes in the regulatory law governing the use of force by police Support for Civilian Oversight. This is important because as Avdija (2010) states, the context of the police-citizen interaction is much more important in determining an individual's attitude towards the police.

Closer home is South Africa where according to a study done by Gavin Cawthra (2010), 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.

1.1.2 Local Perspective of Law Enforcement

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 is an essential component 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 (Schwartz, 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 Ordinance. 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.

In response to growing security issues, the government of Kenya has had many initiatives all geared towards improving security in the country like; The creation of the Kenya National Focal point on small weapons (KNFP) in 2006, The Kenya National Task force on Police reforms (2009), Establishment of National steering Committee for peace building and conflict management, and most recently the security bill (2014) all anchored on policies, legislations and legal frameworks, pragmatic interventions, and institutional arrangements. Nevertheless, with all this growing body of security initiatives, the actual law enforcement has been declining in the country which is a clear manifestation of governance issues in the security sector requiring a critical examination of the approach of the same.

1.2   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 (Mark, S. (2010). It draws from the tenets of good governance and the quality of law enforcement of the state with a critical characteristic being quality law enforcement which in any government is the role of the institution of police(Bryden, 2008). This was reinforced by the World Bank (2015) report which indicated 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 report by the Kenya human rights (2014), that Kenya has witnessed a sharp increase in the number of insecurity incidences over the last four years. The ICTJ (2010) notes that security governance challenges in Kenya play out in the local and international levels, increasing in intensity and incidence. A report by the CHRI (2014), notes 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, which has resulted to loss of lives and destruction of property with crime figures rising from 63,476 in 2008 to 77,852 in 2012 (Kenya Bureau of Statistics, 2014), decline in returns from the tourism sector (World Bank, 2015 and the Kenya Economic Update, 2014), reduced new donor investments, increased un-employment, fearand loss of confidence in the police by the Kenyan public (Keringa 2009).

The Commonwealth Human Rights Initiative (2014) noted that despite the many steps Kenya has taken towards reforming governance in 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. This study sought to re-examine the state of security governance in Kenya in a bid to enhance the quality of law enforcement for development.

1.3 Objectives of the Study

This study was guided by general and specific objectives.

1.3.1 General objective of the study

To establish the influence of security governance on the quality of law enforcement in Kenya.

1.3.2 Specific objectives

a) To determine the influence of administrative structures on the quality of law enforcement in Kenya.

b) To establish the influence of regulatory structures on the quality of law enforcement in Kenya.

c) To analyse the influence of resource allocations on the quality of law enforcement in Kenya.

d) To determine the influence of Operational Processes on the quality of law enforcement in Kenya.

e) To establish the influence of citizen participation on the quality of law enforcement in Kenya.

1.4 Research Hypotheses

The study tested the following Alternative/Research hypotheses

a)   H11: Administrative structures significantly influence the quality of law enforcement in Kenya.

b)   H12: Regulatory structures significantly influence the quality of law enforcement in Kenya.

c)   H13: Resource allocations significantly influence the quality of law enforcement in Kenya.

d)   H14: Operational Processes significantly influence the quality of law enforcement in Kenya.

e)   H15: Citizen Participation significantly influences the quality of law enforcement in Kenya.

1.5 Justification of the study

Although providing safety to citizens is one of the most important tasks of the government, policy makers especially in Kenya tend to have very limited information on how to achieve this goal which is essentially a governance issue. The main intention of this study was to establish the influence of security governance on the quality of law enforcement in Kenya as emphasized by the World Development report (2011). The study findings would be significant to various stakeholders as follows:

Academics and Scholars: With the concept of security governance being relatively new, Bryden (2005), this research was aimed at establishing new data, new models, new interpretations and new knowledge frontiers to stakeholders in the security sector. It is through such recommendations that would form a basis for improvement of security governance in law enforcement agencies and the country's security.

The Kenya police service: The Kenya police service has for a long time been a reactionary force more so following major security lapses and subsequently hurting the very people intended to be protected. It is impossible for any nation to prosper without proper safety and security, as the UNODC (2009) observes and as such this study therefore acknowledges the fact that the effects of insecurity to the Kenyan economy are adverse. The importance of Kenya cannot be overstated considering its geographical location and the fact that it is a host to many multinationals and transnational corporations compared to the other East African countries.

Policy makers: The police agency is a vital organ within any government and therefore its effectiveness and efficiency are dependent on the kind of leadership and management to steer the same to the desired heights. This study therefore, will assist policy makers in revising the policies that contribute to improving law enforcement in the country through security governance.

Community: Through the study findings and recommendations towards improving security governance, the law enforcement agency will be able to respect and protect human dignity and maintain and uphold the human rights of all persons as the country gears towards the realization of Kenya Vision 2030.

1.6 Scope of the study

While the wider literature review serves to guide the conceptualization of the study, the research was limited to primary data from the administrative officers of the Kenya police service who are directly involved in the administrative duties of the police service. The sample for this study consisted of the 254 officers drawn from eight (8) Administrative Regions and police formations as contained in the Kenyan constitution 2010.The Administrative regions are; Eastern, Central, Western, Nyanza, Coastal, Nairobi, North- Eastern, and Rift Valley. The police formations included; General Service unit, Anti-stock theft unit, Kenya Air ports unit and Kenya airways unit. Samples from each administrative Region and formations of the police service were randomly picked to avoid bias.

The major interest was therefore any information available from the relevant authorities to assist the study in understanding security governance of the police and its influence on law enforcement in Kenya.

1.7 Limitations of the Study

The first limitation experienced in this study was caution taken in providing data by the senior police officers. This was mainly as a result of the sensitivity associated with divulging police information to members of the public. However, assistance obtained from the police headquarters helped to address this challenge. Secondly, since the target group of respondents were the administrators of the police service, they were not readily available even on appointments. This was solved by repeat visits and occasionally carrying out the interviews after the official office hours on availability. In addition, most of the studies that have been conducted in the subject area have mainly focused on other organizations and the rule of law. There was limited literature available that linked security governance on the quality of law enforcement. This necessitated the review of literature relevant to the study from around the world. Nevertheless, all the challenges encountered were adequately addressed and they did not in any significant way impair the outcome of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed empirical and theoretical literature on security governance and the quality of law enforcement, research gaps and summary of the literature. The review was aimed at establishing a link between the independent variables (Administrative structures, Regulatory structures, Resource allocations, Operational Processes and citizen participation) and the dependent variable (Quality of law enforcement).

2.2 Theoretical Framework

According to the Oxford Dictionaries, a theory isa supposition or a system of ideas intended to explain something, especially one based on general principles independent of the thing to be explained. A theory provides an explanatory framework for some observation and from the assumptions of the explanation follows a number of possible hypotheses that can be tested in order to provide support for, or challenge, the theory. To appreciate and understand the issue of insecurity and good governance in Kenya, we must situate our discourse with the general context of the Kenyan state and its law enforcement. There are several theories that can be advanced to explain security governance and therefore relevant in explaining why the effective law enforcement in Kenya has not been realized. This section gives a review of the theories that the study is anchored on: Leader–member exchange (LMX) Theory (1970's), Contingency Theory (1950's), Resource Based Theory(1985), and The Governance Theory (1990's).

2.2.1 Leader–member exchange (LMX) Theory

The Leader-Member Exchange Theory which first emerged in the 1970s, focuses on the relationship that develops between managers and members of their teams. The theory is a relationship-based approach to leadership that focuses on the two-way

(dyadic) relationship between leaders and followers. It focuses on the relationship that develops between managers and members of their teams. This theory states that all relationships between managers and subordinates go through three stages of Role-Taking, Role-Making and Routinization. During these stages, the managers basically assess new members' skills and abilities, sorting new team members (often subconsciously) into one of two groups and finally routines between team members and their managers are established.

The theory suggests that leaders develop an exchange with each of their subordinates, and that the quality of these leader–member exchange relationships influences subordinates' responsibility, decisions, and access to resources and performance. Relationships are based on trust and respect and are often emotional relationships that extend beyond the scope of employment. Leader–member exchange may promote positive employment experiences and augment organizational effectiveness. It is widely used by many managers and is replacing many of its predecessors.

The theory was found relevant to this study because it touches on the relationships between juniors and seniors in the organization especially the fact that the Kenya police service is a disciplined service pegged on discipline. It is therefore the strength of the trust between the two groups that explains the effects of leadership on members, teams, and organizations. According to the theory, leaders form strong trust, emotional, and respect-based relationships with some members of a team, but not with others which can explain the reasons why there are different personnel in different sections. The variables relevant for the adoption of the leader-member theory in the study undertaken were Administrative structures, regulatory structures resource allocations and operational processes.

2.2.2 The Contingency Theory

The contingency theory, developed by Joan Woodward in the 1950s, is a class of behavioral theory which claims that there is no one good way to organize an organize a corporation, to lead a company, or to make decisions, meaning that there

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not one good structural type that is optimal for all organizations to lead a company or to make decisions. Instead, the structure that is most effective is that which fits some certain factors, referred to as contingencies. Several contingency approaches to leadership were developed concurrently in the late 1960s. The authors of these theories argued that Marx Weber's bureaucracy and Fredrick Taylor's scientific management theories had fallen short by not explaining environmental influences and that there is not one best way to manage enterprises.

Ngugi (2012), notes that the lack of congruence or fit will therefore result in reduced performance. This theory that accords causal primacy to the environment is adopted by this study in mitigation of the relationship between the law enforcement agency Kenya police and the relationship with the relationship with the environment under which it operates and how the same affects its mandate. The variables relevant for the adoption of the contingency theory in this study to be undertaken are; Administrative structures where there is leadership, Organization's structure, and Human resource, Regulatory structures, Resource allocations and environmental adaptation. Since the environments that the Kenya police operate are complex environments requiring decentralized structures, they are not always similar to previous.

Since the argument by Ngugi (2012) is that the contingency theory is about the need to achieve a fit between what the organization is and what it wants to become, then the Law enforcement managers can use the contingency theory to align their strategies within the operating environment such that they effectively plan for efficiency and effectiveness of their agency. The law enforcement leaders can therefore align their strategies within the operating environment to achieve strategic fits for the agency. The theory has been criticized for the assumption that managers react rationally in response to organizational threats or changes also ignores the fact that managers may act in a particular way depending on political influence. It has also been argued that the contingency theory implies that a leader switch is the only method to correct any problems facing leadership styles in certain organizational structures.

2.2.3 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.

2.2.4 The Governance Theory

Governance theory was developed by the United Nations Council in the 1990's and emphasizes sound public sector management, accountability, exchange and free flow of information and a legal framework for development. Although there have been many debates on the concept of governance with different groups coming up with different definitions, this theory refers to measures that are designed to improve the overall governance of an organization leading to its increased effectiveness and legitimacy. It advocates for the establishment of a solid foundation for management structures, policies and procedures which help organizations to fulfill their individual set goals.

Applying the governance theory in the management the law enforcement agency (Kenya Police) will ensure full participation of citizens with sound governance by the relevant sectors and actors. This research was based on the premise that there are various roles of governance in the management and administration of the Kenya Police service. The study had a management focus, and identified five roles of governance that once well addressed, will ensure the effective and efficient management of the Kenya Police service for quality law enforcement. These roles are; Administrative structures, Regulatory Structures, Resource allocations, Operational processes and, Citizen Participation. This theory was considered relevant to the study because a number of the characteristics of good governance discussed such as accountability, efficiency, effectiveness, equity, rule of law and service delivery directly apply in the management of law enforcement agencies. Therefore,

there is a need to develop governance structures that will ensure the delivery of quality law enforcement that is based on the good governance ideals.

2.3 Conceptual Framework

A conceptual framework is an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Burns & Burns, 2012) According to Kothari (2003), a conceptual framework can help us to explain why we are doing a project in a particular way. It can thus help us to understand and use the ideas of others who have conducted similar studies. A conceptual framework also links various concepts and serves as an impetus for the formulation of theory (Ravitch & Riggan. 2012) because as Walker and Avant (2005) state, concepts are also referred to as the building blocks of theory.

The conceptual framework of this study includes four independent variables and one dependent variable. Independent variables are the factors that cause influence, or affect outcomes. They can be called antecedents, predictors, treatment or manipulated variables whereas the dependent variable is a factor that relies on the independent variables or the results of the influence of the independent variables. According to Cresswell (2007), a dependent variable can also be referred to as criterion, outcome or affect variable.

The independent variables in the study consisted of Administrative structure, Regulatory structures, Resource allocations, Operational Processes and Citizen Participation. The dependent variable was Quality of law enforcement in Kenya. The dependent variables affect the independent variable (Quality of law enforcement in Kenya). This study therefore sought to establish how the independent variables influence the dependent variable law enforcement in Kenya.

Administrative structures
- Organization
- Leadership
- Human Resource Management
- Political structu**res**

Regulatory structures
- IPOA
- National Police Service Commission Act
- Internal Affairs Unit
- Constitution

Resource allocations
- Financial allocations
- Procurement procedures
- Equipment and tools
- Feedback mechanisms

Quality law enforcement
- Public safety and security
- Low crime levels
- Reliable police response
- Public confidence

Operational processes
- Communication
- Inter-agency coordination
- Policy formulation
- Records management

Citizen participation
- Law development
- Enforcement activities
- Feedback mechanisms
- Information gathering

Independent Variables

Dependent Variable

Figure 2. 1: Conceptual Framework

The conceptual framework depicted in Figure 2.1 above suggests that there is a possible linear relationship between the independent variables; Administrative Structures, Regulatory structures, Resource allocations, Operational Processes and Citizen Participation and the dependent variable (DV), Quality of law enforcement in Kenya. These study variables are discussed in sections 2.3.1 to 2.3.5.

2.3.1 Administrative Structures

Police administration refers to the organization and management of policing. The administrative structure defines the roles and responsibilities of the members of the department, work group, or organization. According to Punch, (2006), the structure of an organization is designed to breakdown the work carried out and the tasks into discrete components which comprise individual businesses, divisions and functional departments. Fischer (2006) also observed that a good organizational structure allows people and groups to work effectively together while developing hard work ethics and attitudes. Police organizations that are well structured with good leadership and effective human resource management that devoid of illegtimate interference are effective in ensuring the safety and security of their citizenry. Police organizations with poor administrative structures may have demotivated staff and poor laedrship hence insecurity and lack of confidence from members of the public coupled with low economic growth for their countries.

Good leadership at all levels within an organisation is a very important part of improving and providing quality performance; it is crucial in supporting a force to be more efficient, effective and legitimate. In the context of an increasingly complex policing environment that includes significant financial cuts, rapid advances in technology and shifting demographics, it has never been more important for the police service to identify and develop capable leaders. They must have the flexibility and skills required to meet not just current demands on services, but to respond effectively to demands in the future   (PEEL: Police leadership, 2016).

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According to the(United Nations Conference on Trade and Development, 2012), Human resource management is an organizational function that deals with issues related to people, such as acquisition, development, motivation and management of human resources. It includes: Recruitment and Selection whose objective is to attract people with the right qualification (as determined in the job analysis) to apply for the job. They should be designed to ensure that the police will be representative of the people they serve, be transparent, fair with a selection criteria aiming to achieve a representative police agency, in which officers fulfill predetermined criteria based on the candidates' merit rather than on their ethnic or political background with a neutral and objective process aiming to establish a police agency that is skilled, professional, and representative and of high integrity (Hansen, 2011).

2.3.2 Regulatory Structures

Regulatory structures of the Kenya police service are both internal and external and include the Independent Police Oversight Authority, the National police service Act, the internal affairs Unit, and the Constitution of Kenya 2010.The Independent Policing Oversight Authority is contained in the Act (2011) and stipulates the objectives, functions and powers of the Independent aims at ensuring accountability by the Kenya police service. Its main mission is to conduct impartial and independent investigations, inspections, audits and monitoring of the National Police Service to prevent impunity and enhance professionalism in the interest of the public. The National Police service Commission Act (2011) is a commission that oversees appointments, promotions and transfers of police officers and addresses corruption in recruitment and career management, and disciplinary matters. The internal affairs unit takes care of disciplinary issues within the police service especially on disciplinary issues that are not serious enough to be addressed by the National police Commission Act. It basically is an Independent government Commission established under the Constitution of Kenya to ensure smooth functioning of the National Police Service of Kenya. The Kenya police service is founded on the Constitution of Kenya 2010. Whereas the move towards accountable policing may be uncomfortable for a police force that has always worked with impunity and very little (if any)

accountability to civilians, it is nonetheless imperative especially in this time and era when emphasis by the World Development Report (2011) is on strengthening of legitimate institutions through governance and ensuring democratic policing.

According the CHRI (2014) report therefore, the external oversight and accountability mechanisms act together with the internal police mechanisms to monitor police performance and ensure it is in accordance with the law and professional standards, and to hold officers accountable where misconduct does occur. Internal Affairs Unit is a Unit within National Police Service established under section 87 of The National Police Service Act, chapter 84 laws of Kenya with the mandate of receiving and investigating complaints against police. Sub- section 7 furthers states that the Unit shall be located in a separate office from the rest of the service. Whereas its main mission is to conduct thorough, timely and impartial investigations of alleged police misconduct, both these mechanisms aim to prevent police abuse of powers and illegitimate interference in policing, and as a result increase police professionalism and integrity and improving public trust in the police.

2.3.3 Resource Allocations

A firm's resources are the assets that managers have to work with in their quest to improve the performance of the Enterprise. They include both tangible and intangible resources (Hill-Mcshane, 2009). Mellahi (2015) defined a firms resources as all assets, capabilities, organizational processes, firm attributes, information, and knowledge controlled by a Firm that enable it to conceive and implement Strategies that improve its efficiency and effectiveness. According to Vollaard (2012), police efficiency is as such related to resource management. Working efficiently therefore means allocating resources timely to places and times where they are most needed and, in a way that they have most impact. Effectiveness is related to employing and implementing best procurement procedures.

According to the college of policing, officers and police staff should, as far as is practical and appropriate to their roles, be provided with information on the nature of the equipment and its function (including its capabilities), limitations and risk factors

associated with its use. Article 2 of the UN Basic Principles places an obligation on governments and law enforcement agencies to develop 'non-lethal' incapacitating weapons for use in appropriate situations, with a view to increasingly restraining the application of means capable of causing death or injury to persons. For the same purpose, it should also be possible for law enforcement officials to be equipped with self-defence equipment in order to decrease the need to use weapons of any kind.

The quality of law enforcement is therefore dependent on the availability and the quality of the resources. Planning and foresight are key to effective resource management whereby identification of the resource needs of an investigation are key at the earliest opportunity. These vary depending on the crime type and its volume. When deciding on the resources required therefore, the officers must consider the appropriate level of investigative response, the availability and cost of the required resources and whether their use is necessary and proportionate.

However, despite all, Vollard, (2012) in a study on the effectiveness, measurement and incentives, states that reliable information on how such resources were being spent was not available, and hard evidence on how much of an impact police work was having on safety was virtually nonexistent. In the absence of tangible indications on how resources channeled to the police are used it is important to know what the role of the managers is in a bid to ensure accountability and subsequently, efficiency in enforcement. This also necessitates feedback from the officer who use the equipment to avoid wastage by procuring unnecessary and uncalled for equipment and tools.

2.3.4 Operational Processes

Communication being a way of reaching others by transmitting ideas, facts, thoughts, feelings and values, an effective means of communicating both the vision, need and the nature of the changes foreseen, is an essential feature in any organization (Harris & Nelson, 2008).When communication is effective, it leads to encourage better performances and job satisfaction. Being bureaucratic organizations in structure, police departments have more of downward communication than upward. There is a

flow of information from higher to lower levels of authority especially in terms of instructions. External communications become significant as the police system increases in 'openness' and the need to exchange information about changes necessary to improve outputs becomes relevant (UNODC, 2006). Maintaining a positive public image is also central to continuing public support and will require more police investment in continuous professional development, public relations, and improved public information and communications activities (Murphy, & McKenna, 2007).

Effective policing also requires the cooperation of many agencies. While late-modern policing has been characterized by service rationalization, pluralization, privatization, and fragmentation, Shearing (2009) and Dupont, (2007) have also emphasized the development of national and international policing and security networks. Murphy, and McKenna (2007) also argue that integrated policing reinforces and facilitates the blurring of public and security policing as police and security agencies are part of the same policing network, sharing information, engaging in joint operations and pursuing overlapping policing and security objectives. This literature supports that operational processes are correlated to the quality of law enforcement.

2.3.5 Citizen Participation

A crucial element in any enforcement activity is the interaction level between the governor and the governed through a process that provides private individuals an opportunity to influence public decisions which has long been a component of the democratic decision-making process. The roots of citizen participation can be traced to ancient Greece and Colonial New England and was institutionalized in the mid-1960s with President Lyndon Johnson's Great Society programs (Cogan & Sharpe). According to East and Kaustinen (2014), citizen involvement is a means to ensure that citizens have a direct voice in public decisions. Any successful system of performance management in a police department needs to measure partnership relations between the department and the community Jason (2015). No significant

progress toward safer, friendlier neighborhoods can be made without citizen participation (Neighborhood Watch Training Manual). Public expectations help shape the context of the security governance of police in variety of ways like public opinion as well as expectations and evaluations whereby favorable public perception suggests acceptable police behavior and ready public support whereas an unfavorable image spells trouble (Terpstra, 2005).

Police effectiveness is therefore derived from external focus on how the community perceives their activities, and their willingness to help in enforcing the law. It is therefore important that good police-community relations be nurtured, as this will increase community involvement in crime prevention and control processes. The United Nation's Guiding Principles for Crime Prevention and Criminal Justice in the Context of Development and a New International Economic Order urge that, community participation in all phases of crime prevention and criminal justice should be promoted and strengthened. Similarly, the United Nations Code of Conduct for Law Enforcement Officials states that every law enforcement agency should be representative of, and responsive and accountable to, the community as a whole (UNODC, 2006). Weisburd and Eck (2004) support these statements by adding that the strongest evidence of police effectiveness in reducing crime and disorder is found in the case of geographically focused police practices, such as hot-spots policing. They however caution that community policing practices are found to reduce fear of crime, but community policing cannot be effective when it is implemented without models of problem-oriented policing which affects either crime or disorder. The increased flow of citizen intelligence can also increase police effectiveness at crime prevention through problem-solving strategies.

2.3.5 Quality of law enforcement

The World Development Report (WDR) 2000/2001 discusses the importance of good governance and effective public sector institutions for poverty reduction. In the discussion, it is noted that poorly functioning public sector institutions are the major constraints to growth in many developing countries. This does not leave behind the

institution of the police which ensures quality law enforcement for development. According to Bruce (2014), the police are the most visible manifestation of government, authority in any country. They therefore are obligated in ensuring public safety and security, being accountable in their operations so that they do not harm the same people they are to protect, be reliable in their response to emergency situations and thus ensure public confidence. According to the Centre for strategic and International studies, unfortunately, many Africans have entirely negative perceptions of the police. In many countries, the police are ineffective, unprofessional, corrupt, and even predatory. Their primary interest is in protecting the government in power rather than serving the public. They are often sources of insecurity rather than providers of security, for people to avoid, not to seek out, in the event of trouble. For other African citizens, particularly those living outside urban areas, the police are conspicuous by their absence. Many, perhaps the majority, of Africans rely on non-state security providers such as neighborhood watch groups and chiefdom police to keep them safe.

On the other hand, the World Development Report (2017), notes that it has long been established that the rule of law which at its core requires that government officials and citizens be bound by and act consistently with the law which is the very basis of the good governance needed to realize full social and economic potential. Empirical studies have also revealed the importance of law and legal institutions to improving the functioning of specific institutions, enhancing growth, promoting secure property rights, improving access to credit, and delivering justice in society. In ensuring high quality law enforcement in the Kenya police service therefore, this study suggests there are numerous aspects of the system that need to be addressed.

2.4 Empirical Literature Review

Sections 2.4.1 to 2.4.5 of this study reviewed studies conducted within the confines of the objectives of the research undertaken. The section has reviewed empirical literature specific to each of the five independent variables of the study as contained

in the conceptual framework in Figure 2.1. Critique of literature relevant to the study was reviewed and is covered in section 2.5 of this study.

2.4.1 Administrative structures

A study by Maguire, et al (2012), observes that police organizations, whether small or large, have a social structure, composed of the social relationships among their members. Most importantly, structure serves an apparatus through which organizations accomplish their mandate, their division of labor and the coordination of work. Gakureet al. (2012) argued that if and only if an institution's structure improves then its performance becomes better. Cordner, Gary (2007) in a study on Administration of police agencies, observed that while administrative influence does shape street officer's street-level behavior in some ways, there are a variety of internal limits on the effect of administrative influence.

According to Murray (2000) most police organisations are paramilitary in style and therefore structured as command and control organisations and tend to be hierarchical and highly centralised. Such structures no longer meet the demands of a diverse and complex society which requires more information, specific responses to specific problems, and a knowledgeable workforce capable of solving problems. For facilitation of faster and effective decision making, to be meaningful, structural design and associated procedures of police governance must be driven by, and therefore subordinate to that purpose East, K &Kaustinen, F (2014).

Bush and Glover (2003) as cited by Davies (2011) define leadership as a process of influence leading to the achievement of desired purposes. The style of leadership and management adopted by organizations influences the relation between a group and the organization (Mullins, 2007). Effective leadership reduces confusion proving an individual's levels of confidence and self-esteem, thus improving work performance. Leadershipin police organizations should be free of any political interference as observed by Frank L. Perry (2015) that the political aspects of police administration frequently lead to problems in effective law enforcement. Since people are an organization's greatest asset and hiring of the right people for the job is perhaps the

most challenging and vital task facing law enforcement managers today. This is critical because command staff are always promoted from the lower rank and file so the quality of future police managers and leaders depends on the quality of recruits hired today (Afzal & Keckler, 2014).

Staff Training and development is the key area in HRM of any organization where training has been described as a conscious effort to improve and increase knowledge, skill and aptitude on an individual towards a desired direction. Another aspect of human resource management is transfers and Promotions which should be conducive to the fulfillment of the legitimate career ambition of the officers. The welfare of law enforcement officers is also paramount and a contributory factor to their efficiency. The Police have the same rights as anybody else, includingthe right to life, the right to be well-prepared and well equipped before being sent into a life-threatening situation. Good working conditions include equitable remuneration, leisure time, adequate equipment and clean and adequate police stations (The Universal Declaration of Human Rights, 1999). These arguments made the point that proper Administrative structures not only motivates organization members, but also influences the quality of law enforcement.

2.4.2 Regulatory structures

In their study Murphy, and McKenna (2007) observed, the law has always shaped and directed police work both as a source of power for helping them get the job done, and subsequently guiding, direct and even ensuring accountability which is one of the pillars of good governance. Police in democratic countries are expected to act transparently and remain accountable to law and not be a law unto thyself. Their activities must be open to scrutiny and subject to outside bodies (Sen, 2010). According to Murphy & McKenna (2007), in an effort to make police work more externally transparent, regulated, and governed, police have had a series of legal and regulatory rules and procedures imposed on them which have had a mixture of intended, and unintended, consequences.The Geneva centre for the Democratic control of Armed forces (DCAF) (2012) also obseves that the goal of internal

controls is to ensure that police services operate in line with the purpose making sure that there is efficiency and improved reputation. In a study by Elekes (2014), Internal Review Boards are responsible for receiving, processing, and investigating complaints against police officers which may be for violations of criminal law or agency policies and procedures. Approaches vary among Internal Affairs divisions (IAD's). Some actively investigate police misconduct and corruption, while others investigate only in response to complaints received Chappell & Piquero (2004). In another study,Sen (2010), reiterates that the legitimate use of power that police are allowed inspires snooping and harassment of the very people to be protected.

A commission in the USA, named The Christopher Commission did a study of the use of excessive force within the LAPD. It however found that the excessive use of force was not a product of departmental policy. In fact, as the study goes ahead to demonstrate, a small number of officers was using excessive force: 33.2% of abusive power cases were held by 10% of officers. The conclusion was that there is a strongly held belief that most of the bad police officers are neither prosecuted nor disciplined because that is prevented by what appears like a code of silence among officers. This according Amnesty International (1996) is based on the fact that there is no tangible evidence. In this regard therefore, this study belies that this is a governance issue related to the management of the law enforcement agency and is likely to affect the quality of enforcement.

In their study, Attard and Olson (2013) state that oversight in law enforcement can be established as a response to recurring problems within agency, such as wide-spread unnecessary use of force, or in response to a particular high profile police misconduct incident. Regardless of the oversight structure set up in a particular jurisdiction, there could be a number of factors that contribute to whether a particular approach will be successful. As stakeholders learn more about the strengths and weaknesses of a model adopted in their community, there may be interest in changing or enhancing the police oversight system.

Since oversight is not a static process, Attard and Olson (2013) reiterate that it should evolve over time to incorporate effective practices learned from others and to be continually responsive to changing community needs. Hollwedel & Burns (2012) also note that citizen oversight can benefit all parties involved, from the complainant to Police Departments. The benefits they say, that materialize from such depend on how well the involved groups work together and the type of model that is implemented. However, David Bayley (1991) argues that internal mechanisms are visible, thorough, effective and efficient, and should be preferred to external mechanisms. For the purposes of effective security sector, the enhancement of governance capacity is inevitable and as such, oversight mechanisms are key to sustainable reforms (Bryden and Hänggi, 2003).

2.4.3 Resource allocations

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.

2.4.4 Operational Processes

According to Murray (2000), the procedures adopted in any police operation determine the quality of service delivery. Studies by Johnson et al. (2011), Govinandarajan and Trimple (2012), Karnani (2006) also noted that processes that drive and support people within and around an organization can have a major influence on success or failure of those organizations. Operational procedures are an important guide for operations in which safety plays a crucial role. In the operational procedures the limits of the operations are defined together with response in the event of an eventuality. Since the 1980s, police organizations in advanced liberal democracies have undergone a series of strategic and managerial reforms that were designed to improve their core service delivery and operational transparency (Heyer, 2009). These reforms included a number of innovative policing programs to change from a reactive to a proactive method of service delivery, such as Community Oriented Police, Intelligence -led and neighborhood style policing. Sound operational procedures ensure effectiveness and efficiency in performance of the institution. The need to strengthen police operations thus reaffirms the study by Thompson & Martin (2010) that while, good procedures and processes do not in themselves produce good performance, poor procedures and processes make good performance impossible, no matter how good the individual managers may be.

2.4.5 Citizen participation

In a study on   Determinants of Citizen and Police Involvement in Community Policing, by Luis Garcia et al. (2003), it was observed that with greater interaction and involvement between residents and police officers was considered the key component to community policing. Tyler and Markell (2008)also noted that, in recent years, support for citizen engagement has made creation of new hybrid approaches that are intended to increase public involvement making it a regular feature of the governance landscape.

Further, Segrave and Ratcliffe (2004) established that increasing community capacity to deal with issues has enabled them building capacity by mobilizing and empowering them to identify and respond to concerns. This was reinforced by Mastrofski (2006) who saw the benefit of an empowered community as being a stronger community who want to participate in addressing issues. Citizen participation should therefore begin right from formulation of laws to the enforcement activities and have a mechanism for information gathering and feedback. This not only enhances efficiency but also improves trust between the policing agency and the civilians. Based on this review therefore, this study observes that there is significant relationship between citizen participation and the quality of law enforcement.

2.4.5 Security governance and Quality of law enforcement

According to Sachiko and Durwood (2005) good governance is widely recognized as essential to sustainable development. Good governance as such is demonstrated by well-functioning legal institutions and governments bound by the rule of law. On the other hand, weak legal and judicial systems where laws are not enforced or non-compliance and corruption are the norm undermine respect for the rule of law, engender environmental degradation, and undermine progress towards sustainable development.

Without proper functioning institutions of governance based on the rule of law that promote social stability and legal certainty, there cannot be investment and assumption of risk that form the basis of market economy development, let alone sustainable development. Indeed, the strength of the rule of law is the best predictor of a country's economic success. Furthermore, deficiency in the rule of law encourages high rates of corruption, with further devastating consequences on the confidence of economic actors Sachiko and Durwood (2005).

When legislative organs formulate laws, they do so believing that they will be enforced. In their study Murphy and McKenna (2007) observe that, for effective law enforcement, more complex, organized and sophisticated crime and security threats

require an equally sophisticated and complex police response, one with equivalent resources, mobility, sophistication and motivation. They further note that different kinds of police-environment relationsare required for this kind of response whereby police must be more collaborative, multi-agency, partnership oriented, networked and cross-jurisdictional. More police investment in communications, information technologies and intelligence based operations is also necessary for efficiency.

According to East, &Kaustinen, (2014), Police governance is therefore more closely aligned with the approaches taken to the overall guidance and direction of a police service, including the formulation of organizational strategic goals and objectives. It is these approaches that according to thementioned scholars that can identify areas where performance is particularly weak or strong, therefore make a decision on where to allocate more of resources rationally, and, determine selection, training, placement and promotion procedures that are linked to actual needs. To the personnel, this can lead to the establishment of equitable workloads amongst them. They can be important factors in developing a reward system more closely geared to the kinds of performance valued by police administrators and citizens. As a way forward therefore, police leaders need new integrated ways of thinking, cooperation, continuous learning, and resource allocations in order to be able to provide a higher quality service to the public.

With regard to the security situation in the country, literature points to low performance of the police service (ICTJ, 2010). In addition, the management of the law enforcement agency in the country is more of a combination of several rather than one factors all totaling to governance. This study therefore will be based on various literatures that link both structures and processes of governance of security to the quality of law enforcement in Kenya.

2.5 Critique of existing Literature

It is evident that security governance and indeed the quality of law enforcement is critically important because the security and safety of citizens is a guarantee to faster economic growth of a nation. On the contrary however, a clear picture of how

governance influences the quality law enforcement has not emerged from previous studies especially in Kenya. It is also noted that the studies available are inclined towards police accountability(CHRI, 2010; Amnesty International, 2012; CHRIPS, 2014; APCOF, 2014). Also, the available studies are based on human rights' perspective. These studies also did not focus on governance of the law enforcement agency rather their area of focus was the lack of accountability and abuse of human rights. Other studies while looking at the Kenya police service as their unit of analysis cannot be said to have used a sample representative of the population involved in governance.

The literature reviewed established that different studies on police accountability or performance have employed different study designs. In a study on the challenges of state policing in Kenya, Omeje and Githigaro, (2014), used qualitative method with both primary and secondary data collection. Although the study interviewed police officers, data was collected specifically in Nairobi and Nakuru areas. The interview with forty one officers of various ranks could not be representative of the entire police service and the categories could not be relied on for knowledge of governance issues. Another study carried out by Makokha, S. (2013) on Performance Challenges in the Public Security Sector used a mixed research design of exploratory, descriptive and quantitative designs and a questionnaire was used as the tool for data collection.This study was specifically focused on the Nairobi County. Murphy and McKenna (2007) while researching on police and RCMP culture, management, governance and the changing police role, employed case study method in Canada and while a case study analyses an issue in detail, it is limiting in that the researcher concentrates only on one organization.

In another study by the Usalama reforms Forum and Saferworld (2012), a launch of their own Police Reforms Monitoring Project to assess the implementations of reforms under the new arrangement for police services acknowledges that the Service is still a reactive force with an approach to public control rather than community service. They established that there is yet to be focus by the police and other stakeholders on the prevention of crime before it happens, as opposed to reacting to it

after it has occurred. This study's results are based on a period ranging between the years 2004- 2014 with several case studies. It is a report that is preceded by five monitoring reports on the implementation of police reforms published during the previous three years therefore was mainly focused on secondary data.

In view of the above mentioned gaps and based on the literature reviewed, little known research has been done in Kenya in this specific subject area of the study that links governance and law enforcement in Kenya. This study, therefore, makes a contribution by linking governance and the quality of law enforcement in Kenya. More specifically, the study

identifies the following research gaps that it sought to address; the influence of Administrative structures on the law enforcement in Kenya, the influence of regulatory structures on the quality of law enforcement in Kenya, the influence of resource allocations on the quality of law enforcement in Kenya, the influence of operational processes in the quality of law enforcement in Kenya and the influence of citizen participation on the quality of law enforcement in Kenya.

2.6 Chapter Summary

This chapter examined both Theoretical and Empirical literature relevant to the study. Structural contingency theory (1958), Systems Theory (1968), Expectancy Theory (1964) and The Governance Theory (1990's) were found to be appropriate because of governance factors which are considered essential for economic growth. The review indicated that security governance, has a major role in ensuring the quality of law enforcement through administrative structures, Regulatory structures, Resource allocations and Citizen Participation all of which are the specific objectives of the study. A conceptual framework has been presented suggesting a cause and effect relationship. Research gaps have also been identified and discussed in this chapter.

2.7 Research Gaps

Based on the literature reviewed, it is evident that Security Governance is indeed critically important because the Quality of law enforcement is a function of the police service in any government and is critical for development and prosperity. However, a clear picture of the influence of security governance on the quality of law enforcement in Kenya has not emerged from previous studies.

It was noted that the insecurity issues in the country were not only a concern to the locals, but also the international community with investors opting to move their businesses to what they considered safer countries thus running down the economy especially so through the tourism sector. It is therefore evident that the issue of insecurity in Kenya is of major concern and were expected to become worse with the rising issue of terrorism. The Kenya police service which is the national body in charge of law enforcement can only offer quality services to the citizens only if the agency is well governed. A well governed law enforcement agency can adequately provide citizen security encouraging development of the nation.

This study, therefore, makes a contribution by linking security governance and the quality of law enforcement in Kenya. More specifically, the study identifies the following research gaps that it sought to address; the link between Security governance (Administrative structures, Regulatory structures, Resource allocations, Operational Processes and Citizen Participation) and the Quality of Law Enforcement in Kenya, by clearly indicating how the quality of law enforcement is affected by ineffective management practices. The Empirical arguments made through the literature reviewed earlier indicate that the quality of law enforcement can be gained through a combination of factors that can be exploited through security governance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design of the study, the population, sampling frame, sampling technique, sample size, instruments used, pilot test and details of carrying out data analysis.The chapter also presents the statistical measurement models used in the analysis and the tests for hypotheses.

3.2 Research Design

According to Shajahan, 2004, a research design is a series of advance decisions that when pieced together form a specific master plan or model for the conduct of the investigation. The function of a research design therefore is to ensure that the evidence obtained enables the researcher to effectively address the research problem logically and as unambiguously as possible. Yin (2003) sees a research design as the logical sequence that links the empirical data to a study's initial research questions and as such, the study design discourages the situation in which the evidence is disconnected from the initial research questions.

This study adopted a survey research design which was also cross-sectional innature 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. Due to the consideration of issues such as economy of the design, rapid data collection and the ability to understand a population from a portion of it makes it considerable as the most suitable for extensive research (Oso & Onen, 2011).

As a result of its versatility and capacity for wide application and broad coverage, the survey technique attains its great usefulness as attested by Angus and Katona (2003). It isas such considered a useful tool for the measurement of characteristics of large populations and when explaining conditions as they are; for social scientists who are collecting original information data for purposes of describing a population which is very large for direct observation (Keraro 2014).According to (Oso & Onen, 2011), cross-sectional surveys are descriptive and involve data collection from a population, or a representative subgroup, at one specific point in time. Cross-sectional survey studies therefore takes place at a single point in time without manipulating variables and thus allowing researchers to look at several study issues at once and are especially used to look at the prevalence of something in a given population.

3.3Target Population

A population is a complete set of individual cases or objects with some common observable characteristics (Mugenda & Mugenda, 2003). Population also refers to the larger group from which the sample is taken (Kombo & Tromp, 2009). These scholars agree that a target population is the whole set of units from which the survey data is to be used to make inferences. Therefore, based on this background, the population for this study was the senior officers of the law enforcement agency (Kenya police service)endowed with administrative duties from the general duties at the eight administrative provinces and formations. According to the Kenya police service data Centre, currently the police service is composed of 751 senior officers of the rank of Assistant Superintendent of police up to S/AIG (otherwise administrators of the service) for this study. The Population for the study in the Eight Administrative Regions and formations are presented in Table 3.1

Table 3. 1: Target Population

REGIONS				RANKS			
	S/AIG	AIG	CP	SSP	SP	AS.SP	TOTAL
Central	-	1	2	18	26	12	**59**
Coast	-	1	2	21	13	11	**48**
Eastern	-	1	1	26	46	9	**83**
Nairobi	-	-	2	18	9	5	**34**
N/Eastern	-	-	2	6	29	6	**43**
Nyanza	-	1	3	17	17	2	**40**
R/Valley	-	-	3	43	44	22	**112**
Western	-	1	1	10	27	4	**43**
Formations	4	27	39	95	75	49	**289**
Total	**4**	**32**	**55**	**254**	**286**	**120**	**751**

Source: Kenya police data Centre (2016)

3.4 Sampling Frame

A sampling frame is a list of population from which a sample is drawn (O'Leary, 2001). It is a published list with a set of directions that identifies a population (Gall, Gall & Borg, 2007).Sapsford and Jupp (2006) and Kish (1995) elaborated the importance of sampling frame based on features such as single representation of each element, numerical identifiers, contact information, maps, location and other relevant information presented in a logical and systematic fashion and exclusion of elements outside the population of interest. In this study, a list of the administrative officers of the Kenya police service who are directly involved in the administrative duties of the service based at all the nine Regions/Administrative provinces and Formations were drawn from the Kenya Police Data Centre.

3.5 Sample and Sampling Technique

This section examines the method of attaining the sample size and the sampling technique used in the study. In the Sample size, a discussion is followed by an illustration on the process used.

3.5.1 Sample Size

According to O'Leary (2001), a sample is a true representative of the entire population to be studied. It is a subset of the population to be studied (Hyndman 2008; Marczyk, DeMatteo & Festinger, 2005).Whereas during the selecting a sample size the rule of the thumb should be obtain as big a sample as possible, the main advantages of sampling are cost, speed, accuracy and quality of the data (Adèr, Mellenbergh, & Hand, 2008). A good sample should be: truly representative of the population; result in a small sampling error; viable, economical, and systematic, whose results can be applied to a universe with a reasonable level of confidence (Kothari, 2011).

For the purposes of this study, the sample was determined using Fischer's model whereby, if a sample is being selected from a population of less than ten thousand (10,000) objects, then the sample size shall be:

$n = (z^2pq)/d^2$ Where:

n = is the sample size when the population is > 10,000 z = standardized normal deviations at a chosen confidence level, for instance if the confidence level is 95%, then Z =1.96.

>p= the proportion in the target population that assumes the characteristics being sought.

In this study, the optimal 50:50 basis was assumed.

q = The balance from p to add up to 100%. That is 1-P, which in our case yielded 1-50% (0.5)

d = Appropriate significance level, for instance at 95%, the significance level was .05.Using this procedure, the sample size was:

$$n= \frac{(1.96^2 \times 0.5 \times 0.5)}{0.05^2} = 384$$

Since this population was less than 10,000, an adjusting formula:

$$nf = \frac{n}{(1+\frac{n}{N})} \text{was used.}$$

In this formula, nf is the desired sample size after adjustment, and

N= Total population

Upon using this formula, the adjusted sample size was:

$$nf = \frac{384}{(1+\frac{384}{751})} = 254.$$

The sample size of this study was 254 senior police officers. After picking the 254 number of officers, these numbers were allocated to the eight Administrative Regions and formations using the proportional allocation scheme in which the sample size picked from each Region/Formation was equivalent to the sampling fraction 254/751. The Sample distribution in the Eight Administrative Regions and formations are presented in Table 3.2

Table 3. 2: Sample selection per Administrative Region and formation

Administrative Region	Total Population (N)	Desired Sample Size (nf)
Central	59	20
Coast	48	16
Eastern	83	28
Nairobi	34	11
N. Eastern	43	15
Nyanza	40	13
Rift Valley	112	38
Western	43	15
Formations	289	98
Total	**751**	**254**

3.5.2 Sampling Technique

Sampling means selecting a given number of subjects from the already defined population to be a representative of the said population. This study adopted probability sampling procedure which was done in two stages. In stage one, Stratified Sampling was used to group the eight geographic regions and formations into strata. Stratification was used because the population was structured into various non-homogenous units, hence the need for sample diversity. Once the administrative Regions and formations were grouped into nine strata, simple random sampling was applied to pick the senior officers stationed at the Administrative Regions and formations. Random sampling was used because the Kenya police service is spread all over the country and the different locations meant that officers have different

experiences hence the need to establish their experiences in governance. When a sample is picked randomly, each member has a chance of being picked (Pattern, 2004) and as such the sample becomes unbiased (Kothari, 2008). On the other hand, the main advantage with stratified sampling is that it captures key population characteristics in the sample. Just as it is in a weighted average, this method of sampling produces characteristics in the sample that are proportional to the overall population. This study required this particular technique because, it was intended to give either similarities or differences with consideration to the various aspects raised in governance of security for generalization.

3.6 Data Collection and Instrumentation

Data according to Oso and Onen (2011) is anything that is given or admitted as a fact on which a research inference can be based. The instrument used in this study for data collection was Questionnaires which were supplemented by interview guide.

3.6.1 Questionnaires

According to Kombo and Tromp (2009) Questionnaire is a research instruments that gathers data over a large sample. As a data collecting instrument, a questionnaire could be structured or unstructured. Questionnaires are more preferred in primary data collection because; Expense and time involved in training interviewers and sending them to interview are reduced by using questionnaires thus cutting down costs, the questions are uniform because each respondent receives the same set of questions phrased in exactly the same way and questionnaires may, therefore, yield data more comparable than information obtained through an interview, and finally, if the questions are highly structured and the conditions under which they are answered are controlled, then the questionnaire could become standardized. The questionnaires were designed to address specific objectives or test hypothesis (Mugenda & Mugenda, 2003). A questionnaire having both closed - ended and open - ended questions was administered to the senior police officers who were to participate in the study. The Questionnaire method was useful in the interest of time and considering the way the Administrative provinces are wide spread, especially

those that were geographically far from Nairobi where this was to be carried out from. The questionnaire was designed to address specific objective or test hypothesis (Mugenda & Mugenda, 2003).

The closed ended items give precise information which minimize information bias and facilitate data analysis. This was in form of a Likert scale anchored by a five point rating ranging from strongly disagree to strongly agree. Items in the Likert scale were modified from Kipkebut (2010), Chew (2004) and Price (2000). Open - ended items were used because Gay (1992) maintains, they give respondents freedom to express their views or opinion and also to make suggestions. Likert scale type of questions that were designed in the questionnaire were used to balance between the quantity and the quality of data to be collected.

3.6.2 Interview Guide

Interview method of collecting data involves asking questions, listening to individuals and recording their responses (Kothari, 2011and Cooper & Schindler 2011). According to Kothari (2011) this method can be used through personal or telephone interviews. The main advantages of the self -administered interview method are; more and detailed information can be obtained, the interviewer is able to overcome any form of resistance, the method can be made to yield an almost perfect sample of the general population, greater flexibility under this method as the opportunity to restructure questions is always available to the researcher, the researcher can control which respondents will answer the questions and personal information can also be obtained with ease.

In view of the above discussed advantages, this study used both the personal and the self-administered interview questions in the primary data collection, to supplement data collected through questionnaires. The interview guide questions were used on all respondents to clarify information collected through questionnaires. Information collected through this method greatly enhanced the drawing of inferences and conclusions relating to the study.

3.7 Data Collection Procedure

The researcher obtained a letter of introduction from the university and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Permission to collect data was also sought from the Kenya police service. This was followed by recruitment of research assistants forsome selected geographical areas especially the far-flanked regions. The researcher and the research assistants dropped and picked the questionairres and interviwed the respondents for clarification as the method for the data collection. The respondents were given a maximum of a week after which the questionnaireswere collected.However, in some instances the period was extended since the respondents were not available due to exigencies of duty. This method was appropriate considering the length of the questionnaire, the availability of the respondents and the geographical dispersion of the sample selected.

3.8 Pilot Study

According to Oppenheim (1998), when questionnaires have been constructed they should at first be issued to a selected group of respondents, be improved and then issued to the intended respondents. This according to Kothari (2009), is meant to ensure that they serve their intended purpose. Before the actual data collection, piloting of questionnaire was done using administrative officers of the Kenya police service who were not included in the final study. The suitability of the questionnaire for this study was tested by first administering it on 26senior police officers who were approximately 10% of 256, the total number of respondents. They were asked to evaluate the questions for relevance, comprehension, meaning and clarity. The feedback that was obtained was reflected in the revised questionnaire.

3.9 Reliability and Validity Testing

Sekaran and Bougie (2013) ascertained that the reliability of a measure is established by testing both the consistency and stability. Data reliability whichis a measure of internal consistency and average correlation was measured using Cronbach's

alphacoefficient, a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's alpha coefficient ranges between 0 and 1 (Kipkebut, 2010). The closer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran, 2010). If the Cronbach's alpha is above .70 the instrument is reliable. Higher alpha coefficient values means there is consistency among the items in measuring the concept of interest. The pilot study results obtained indicated that all alpha coefficients were above 0.50, meaning that there was adequate internal consistency of the instrumentation that allowed for the research to be undertaken.

3.10 Measurement of Variables

Quality of law enforcement in Kenya: This is the dependent variable and was measured using four dimensions. Public safety and security, Accountability in police operations, Reliable police response and Public confidence. The four items were aggregated to capture Quality of law enforcement. The researcher used a five point Likert scale (with 1=strongly disagree to 5=strongly Agree). This was measured in Section VII of the main questionnaire.

Administrative Structures: This was measured using items indicative of the organization of the service, Leadership attainment, Human Resource management and political structures. The researcher used a five point Likert scale (with 1=strongly disagree to 5=strongly Agree). This was measured in Section II of the questionnaire.

Regulatory Structures: This was measured using eight items that captured both the internal and external oversight/ regulatory structures that are in place as a guide to the law enforcement agency. The researcher used a five point Likert scale (with 1=strongly disagree to 5=strongly Agree).This was measured in Section III of the questionnaire.

Resource Allocations: This scale consisted of eight items which measured financial allocations, Procurement procedures, Equipment and tools and Feedback mechanisms. The researcher used a five point Likert scale (with 1=strongly disagree to 5=strongly Agree). This was measured in Section IV of the questionnaire.

Operational Processes: This scale consisted of eight items which measured communication, Inter-agency coordination, policy formulation and Records management. This was measured in Part VI of the questionnaire. The researcher used a five point Likert scale (with 1=strongly disagree to 5=strongly Agree). This was measured in Section V of the questionnaire.

Citizen Participation: This scale consisted of eight items which measured law development, enforcement activities, feedback mechanisms from the citizens and information gathering. This was measured in Part VI of the questionnaire. The researcher used a five point Likert scale (with 1=strongly disagree to 5=strongly Agree). This was measured in Section V of the questionnaire.

3.11 Data Processing and Analysis

Data organization in research refers to the orderliness in data; that is putting data into some systematic format (Kombo & Tromp 2011). Data analysis refers to examining the data that has been collected and making deductions and inferences (Oso & Onen, 2011; Cooper & Schindler, 2011; Kothari, 2011; Mugenda & Mugenda, 2012; Kombo & Tromp, 2011). Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to Shamoo and Resnik (2003) various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data.

The pre-analysis activities that were conducted included the identification and cleaning which was basically correcting errors, coding the data and storing it in excel format. Descriptive statistics were used because they enable the researcher to meaningfully describe distribution of scores or measurements using a few indices

(Mugenda & Mugenda, 2003). Further they provide the basic features of data collected on the variable and provide the impetus for further analysis on the data. Variable aggregation to come up with indices for different variables was undertaken to facilitate further statistical analysis. To report the data analysis from the Likert Scale, the researcher used what Gwavuya (2011) refers to as the "Collapsing Response" method. This is done by adding the 'strongly disagree' percentage responses with the 'disagree' responses (SD +D), similarly, the 'strongly agree' with the 'agree' responses (SA +A). The method was extended to all response type tables when reporting the findings. With the data coded and summarized, it was then analyzed, synthesized and the study findings were presented using the Statistical Packages for Social Sciences (SPSS) software. For each of the variables, Scatter plots and lines of best fit were fitted to demonstrate linear trends. Spreadsheets were also used to present the results in graphical forms (pie charts and bar graphs) as well as frequency tables. Data analysis was done using various analyses such as measures of central tendency, dispersion, symmetry and inferential statistics. In addition, Multiple Correlation and Multiple Regression analyses were performed. The relationships between the independent and dependent variables of the study confirmed a linear relationship for the variables and also confirmed the study Hypotheses.

3.11.1 Requisite Analyses

The researcher carried out some tests prior to the inferential tests which were aimed at describing the data for further tests. It was the outcome of requisite tests that cleared the data for the inferential tests. The inferential tests included; Multicollinearity test, Autocorrelation test, Normality test and Heteroscedasticity test.

a.   Multicollinearity

The identification of multicollinearity in a model is important and is tested by examining the tolerance and the Variance Inflation Factor (VIF) diagnostic factors (O'Brien RM. 2007). The variance inflation factor (VIF) is used to measure the impact of multicollinearity among the variables in a regression model. According to

Green (2000), though there is no formal criterion for determining the bottom line of the tolerance value or VIF, tolerance values that are less than 0.1 and VIF greater than 10 roughly indicate significant multicollinearity; an observation that is supported by Tavakol and Dennick (2011) and Gujarat (2009). A muticollinearity test was therefore performed among the variables of this study which were Administrative structures, Regulatory structures, Resource allocations, Operational Processes and Citizen Participation and the results discussed in chapter four of this study.

b.   Autocorrelation

According to Gujarat (2009) and Cameron (2005), autocorrelation is the correlation between members of a series of observations ordered in time or space. A Durbin-Watson test was used to test autocorrelation between the variables. The Durbin-Watson statistic ranges in value between 0 and 4. A value near 2 indicates non-autocorrelation whereas a value closer to 0 indicates positive correlation while a value closer to 4 indicates negative correlation Gujarat (2009). An autocorrelation test was carried out on the variables of the study which were Administrative structures, Regulatory structures, Resource allocation, Operational Processes and Citizen Participation and the results obtained discussed in chapter four of the study.

c.   Normality Test

An assumption of a normally distributed dependent variable is important while making inferences from an analysis. One of the methods used to check for normality is the Q-Q test. According to Royston (1982), a Q-Q test is a plot of percentiles of a standard distribution against the corresponding percentiles of the observed data. When conducting a Q-Q test, the resulting plot should show an approximately straight line with a positive slope as a sign of normality. This is the method that was used to determine the normality of the dependent variable (quality of law enforcement in Kenya) in the study.

d.   Homoscedasticity Test

The classical regression model assumes that residuals are identically distributed with a mean of zero and equal variance(Gujarati, 2003).According to Tabachnick and Fidell (2007), the residuals the difference between the obtained dependent variable and the predicted dependent variable scores residuals and the variance of the residuals should be the same for all predicted scores (homoscedasticity). When this assumption is met, the scatter plot takes the (approximate) shape of a rectangular; scores are randomly scattered about a horizontal linebeing concentrated at the center (about the 0 point) and distributed in a rectangular pattern. In this study, homoscedasticity was tested using the Levene'stest.

3.11.2 Inferential Analysis

Inferential data analysis was done using Pearson correlation coefficient, regression analysis and multiple regression analysis. According to Tanton (2007), in many statistical methods in particular parametric measures one presumes a (at least approximate) normal distribution of the variables. Therefore, for the purposes of using parametric statistics such as Pearson correlation and regression analysis, normal distribution of variables is needed and hence the variables were internally standardized. However the regression analysis equation is given for standardized and unstandardized coefficients.

a. Pearson correlation coefficient

According to Mugenda and Mugenda (2003), correlation technique is used to analyze the degree of relationship between two variables. The computation of a correlation coefficient yields a statistic that lies between -1 and +1. This statistic is called a correlation coefficient (r) which indicates the relationship between the two variables: the larger the correlation the stronger the coefficient between the variables being compared. The direction of the relationship which is also important is indicated by positive (+) which means a positive relationship between the variables and that when one variable increases the other variable increases or vice versa. A negative

relationship (-) means that as one variable decreases the other increases and vice versa and hence an inverse relationship. In the absence of a relationship, the coefficient is equal to zero. In this study, the strength and the direction of the relationship between dependent variable quality of law enforcement and the independent variables: Administrative structures, Regulatory structures, Resource allocations, Operational processes and Citizen participation and also the inter-relationship between the independent variables was done using Pearson's Product - moment correlation coefficient.

b. Multiple Regression Analysis

Multiple regression analysis was used to establish the relations between the dependent and the independent variables. Multiple regression was used because itis a statistical tool that uses two or more independent variables to predict a dependent variable. Hypothesis testing was done using p - value because it aids in decision-making regarding the hypothesis and also gives additional insight into the strength of the decision. The significance level of 0.05 was used because it is the level mainly used in both business and social research (Mugenda & Mugenda, 2003). The results are represented at 95% confidence level which was applied in this study. The p-value obtained was interpreted based on the alpha level or significance level.

c.   Statistical Measurement Model

The study used multiple regressions analysis (enter method) to analyze the collected data to measure the Quality of law enforcement in Kenya. Multiple regression attempts to determine whether a group of variables together predict a given dependent variable (Mugenda & Mugenda, 2003). Since there are five independent variables in this study the multiple regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:

Y   Quality of law enforcement (dependent variable)

β_0 Regression constant. It is the value of Y when $X_1 = X_2 = X_3 = X_4 = X_5 = 0$

β_1 Change in Y with respect to a unit change in X_1

β_2 Change in Y with respect to a unit change in X_2

β_3 Change in Y with respect to a unitchange in X_3

β_4 Change in Y with respect to a unitchange in X_4

β_5 Change in Y with respect to a unitchange in X_5

β_1-β_5 = Coefficients of independent variables

X_1= Administrative structures

X_2= Regulatory structures

X_3= Resources Allocations

X_4 = Operational Processes

X_5 = Citizen Participation

βi (i = 0, 1, 2, 3, 4,5) are the coefficients

ε is the error variable. The inclusion of a random error, ε, is necessary because other unspecified variables may also affect the Quality of law enforcement. The multiple regression was based on the assumption that for any specific value of the independent variable, the value of the Y variable are normally distributed (normality assumption) and that the variances for the Y variables are the same for each of the independent variable (equal–variance assumption).

Based on the model above the researcher hypothesizes that;

H_0:β_1 =0 (X_i is not related to Y)

$H_1: \beta_1 \neq 0$ (X_i is related to Y)

The study will apply four hypotheses generated from the model as follows;

$H1_1$: Administrative influence the quality of law enforcement in Kenya.

Quality of law enforcement in Kenya = f (Administrative structures, random error). $Y = \beta 0 + \beta_1 X_1 + \varepsilon$

$H1_2$: Regulatory structures influence the quality of law enforcement in Kenya.

Quality of law enforcement in Kenya = f (Regulatory structures, random error). $Y = \beta 0 + \beta_2 X_2 + \varepsilon$

$H1_3$: Resource allocations influence the quality of law enforcement in Kenya.

Quality of law enforcement in Kenya = f (Resource Allocations, random error).

$Y = \beta 0 + \beta_3 X_3 + \varepsilon$

$H1_4$: Operational Processes influences the quality of law enforcement in Kenya.

Quality of law enforcement in Kenya = f (Operational Processes, random error).

$Y = \beta_0 + \beta_4 X_4 + \varepsilon$

$H1_5$: Citizen Participation influences the quality of law enforcement in Kenya.

Quality of law enforcement in Kenya = f (Citizen Participation, random error).

$Y = \beta_0 + \beta_5 X_5 + \varepsilon$

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents information on the findings of the study using descriptive and inferential statistics as well as qualitative data on the following five areas: Influence of administrative structures on the quality of law enforcement in Kenya, Influence of regulatory structures on the quality of law enforcement in Kenya, Influence of resource allocations on quality of law enforcement in Kenya, Influence of Operational Processes on the quality of law enforcement in Kenya and Influence of citizen participation on the quality of law enforcement in Kenya. Responses to these study areas are organized around the specific questions that were asked. Findings for each question are corroborated with the empirical and theoretical literature reviewed in chapter two. The findings have been presented under the following sections; response rate, pilot study results, respondents' characteristics, descriptive analysis, requisite analysis and inferential analysis.

4.2 ResponseRate

A response rate was calculated on the basis of the number of questionnaires collected out of the total distributed. A total of two hundred fifty four (254) questionnaires were distributed to the eight Administrative regions and Formations targeted for the study. One hundred and fifty five (155) duly completed questionnaires, representing about 61% of the total number of questionnaires distributed were collected and used for data analysis. According to Babbie (2002), in descriptive research, a response rate of above 50% is adequate for analysis. This observation is supported by Kothari (2004) who said that responses between 60%-70% are considered adequate while anything above 70% is considered an excellent response rate. This is also reinforced by Morris (2007) who asserted that for a social study, responses yielding over 60% response rate are adequate for making significant research conclusions. Therefore the 61% response rate achieved was, considered adequate for providing information

sufficient for analysis and drawing of meaningful conclusions of the study. Table 4.1 and Figure 4.1 present data on the response rate achieved.

Table 4. 1: Response Rate

Details	Frequency	Percent
Distributed Questionnaires	254	100
Dully filled and returned questionnaires	155	61

4.3 Results of Pilot Study

A pilot study was carried out to pretest the data collection tool. The questionnaire was administered to twenty six senior police officers drawn mainly from the police headquarters and other police divisions that were not going to be include in the main data collection divisions. The officers from these divisions were selected randomly thus ensuring an equal chance of being selected. All the variables in the conceptual framework proved to be suitable for carrying out the study.

4.3.1 Reliability Test

The reliability among multiple measures and the internal consistency of the variables of the study were checked using Cronbach's alpha coefficients. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. This is computed in terms of inter-correlation among the items measuring the concept. According to Sekaran and Bougie (2013), the closer Cronbach's alpha is to 1, the higher the internal consistency. If the Cronbach's alpha is above 0.7 the instrument is reliable.

Tavakol and Dennick (2011) on the other hand argued that a high alpha coefficient does not always indicate a high degree of internal consistency. This is because alpha is also affected by the length of the study i.e. the number of questions/items that were contained in the study. These scholars attested that for an increase in the alpha value to be realized, more related items testing the same concept should be added to the

study. Sekaran and Bougie (2013) also explained that reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instrument. According to Table 4.2, analysis of the pilot study indicated the Chrobach's alpha of 0.7 or more depicting a high level of reliability.

Table 4. 2:Summary of Cronbach's alpha Reliability test

Determinant	Number of Items	Cronbach's Alpha
Administrative structures	8	.768
Regulatory structures	8	.697
Resource allocations	8	.857
Operational processes	8	.885
Citizen participation	8	.921

4.4 Respondents Background Information

In this section the demographic characteristics of the respondents are discussed. This was aimed at ensuring that there was no biasness in the manner in which the respondents were selected for the study.

4.4.1 Analysis of the Responses per Administrative Region

The findings in Figure 4.1, show that a majority of the responses were received from the police formations, contributing 25.8% (40 respondents) of the total responses. The percentage distribution of the responses from each of the eight Administrative regions and formations together with the number of respondents is presented in Figure 4.1.
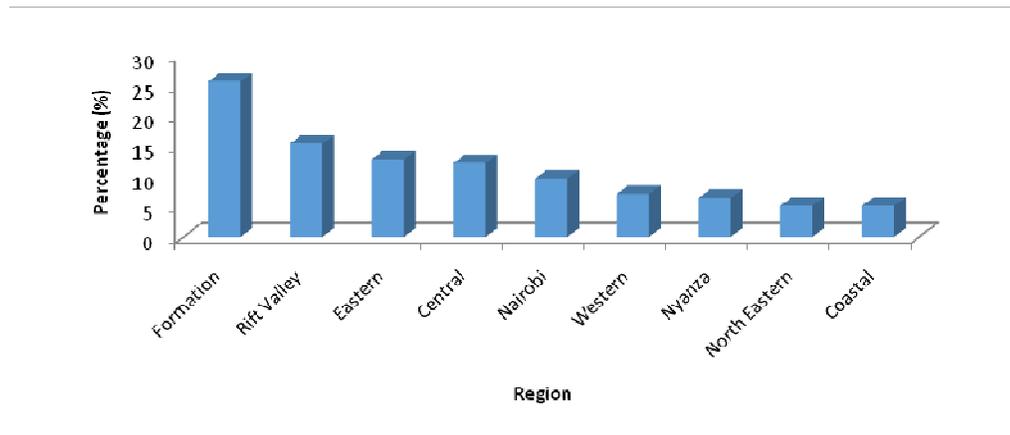
**Figure 4. 1: Questionnaire Distribution and Responses per Administrative Region**

4.4.2 Analysis by Length of service

The findings in Figure 4.2 are in response to a question which sought to establish the duration that the respondents had served in the Kenya police service. This was because the period of service is normally associated with experience in any field and therefore its importance.
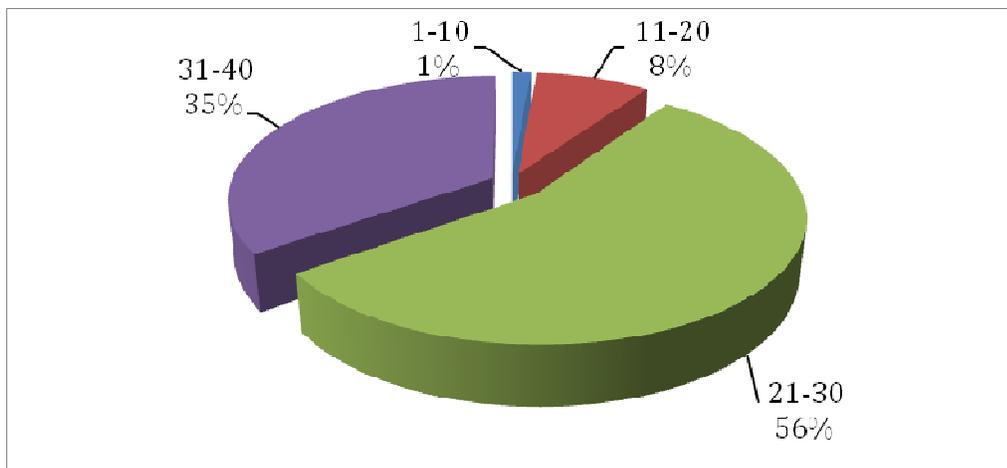
Figure 4. 2: Length of Service

These results in Figure 4.2 indicate that with the majority having worked for over 21 years, followed by 35% who had worked for over 31years and 9% had worked for ten years and below. This illustrated that most of the respondents had considerable experience in senior positions in the Kenya police service. This illustrated that the Kenya police service had experienced senior officers to cope with the complexity of security operations and administration.

4.4.3 Analysis by Academic Qualifications

The level of education for the officers was also sought in the questionnaire. Those with Masters' degree were5%. About 15% possessed Bachelor's degree 20% were diploma holders, 36% were "O" Level and another 18% were classified as others. The finding that majority of the respondents possessed below a bachelor's degree comprising of 80% indicates that over half of the senior police officers (Administrators) meet the requirements for basic recruitment into the Kenya police service. However, this is in contradiction with the observations by Andrew Hawkes (2013) that due to the complexity of policing, and the many aspects of it, the more education that an officer has, the better he is prepared to deal with matters on the street. These results are captured in Figure 4.3.
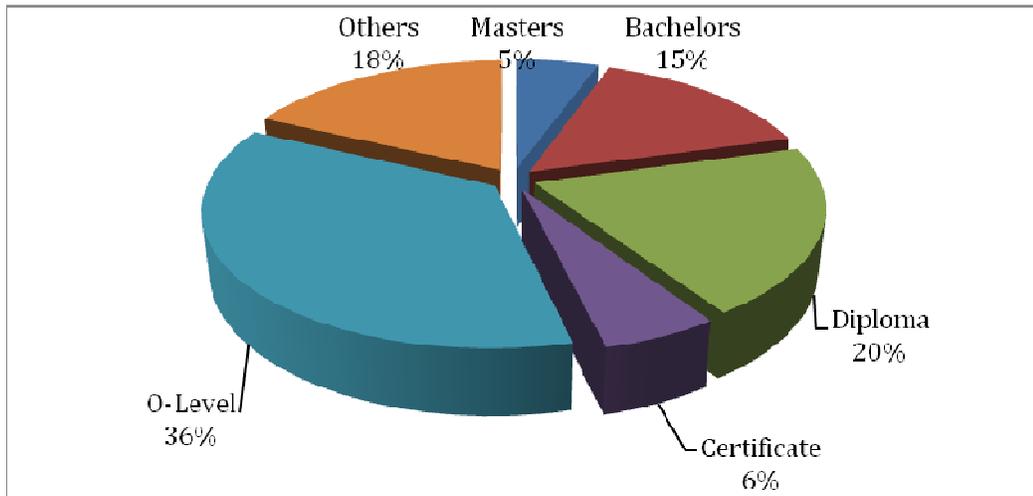
Figure 4. 3: Academic qualifications

4.4.4 Analysis by Ranks

A descriptive analysis by police rankings shows that a large number of respondents were between the rank of Superintendent and Senior Superintendent with 61.9%, followed by Ag Superintendent with 27.2%, 10.2% Assistant Inspector General to Commissioner of police and 0.7% Inspector General to Senior Assistant Inspector General (Figure 4.4).Therefore all the categories of administrative ranks of the service were represented in this study as shown in this analysis.
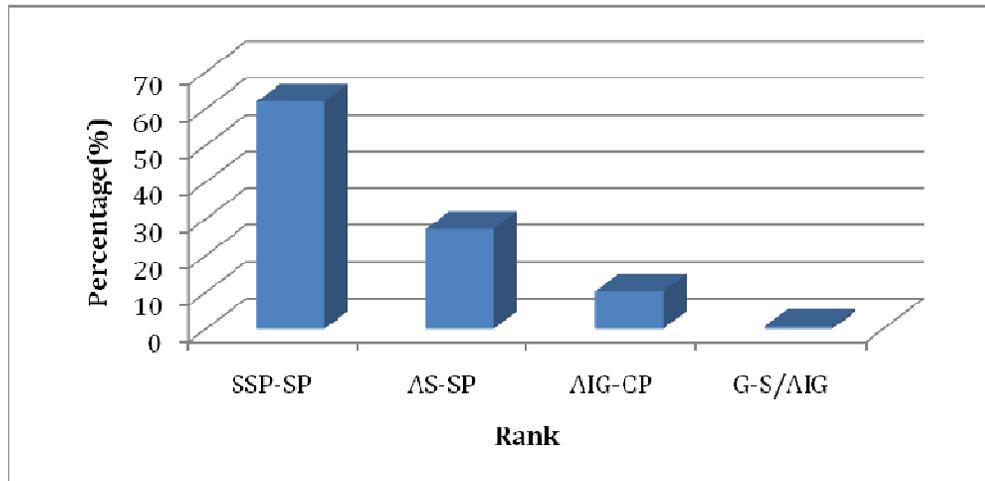
Figure 4. 4: Analysis by Ranks

4.5 Descriptive Analysis

This section presents brief discussions on the descriptive statistics for all the independent variables and the dependent variable.

4.5.1 Findings on Administrative Structures

From the results presented in Table 4.4, most of the respondents, 94.1% agreed that a well developed organizational chart showing the working relationships makes positive contribution tooverall quality of law enforcement. A majority of the respondents 57.2% agreed that the administrative direction adopted by the agency depends the county with another majority of 55.6% agreing that senior officers often involve the juniors in decision-making, a majority of 86.9% agreed that political interferences affect the quality of law enforcement in Kenya and a majority of 47.2% agreed that promotions ,transfers and placements are fairly and well distributed. On average therefore, 76.1% (Sum of 26.9% +49.2%) of the respondents agreed that Administrative structures make positive contribution tooverall quality of law enforcement whichincludes enhancing public safety and security, accountability in police operations, reliable police response and public confidence (see Table 4. 4).

Table 4.3: Administrative Structures

Statement	SD	D	N	A	SA	Total
	%	%	%	%	%	
A well-developed organizational chart	2.6	1.3	2.0	26.8	67.3	**100**
The Administrative direction adopted	13.0	24.0	5.8	31.2	26.0	**100**
The senior police officers often involve	11.8	23.6	9.0	28.5	27.1	**100**
Political interferences affect the quality	6.2	4.1	2.8	31.0	55.9	**100**
Human resource management	5.8	0.0	.7	15.1	78.4	**100**
Administrators of the law enforcement a	2.8	2.8	2.1	32.9	59.4	**100**
Effective leadership of the law enforcement	4.3	2.1	1.4	24.3	67.9	**100**
Promotions, transfers and placements.	20.8	26.4	14.6	24.3	13.9	**100**
Average	**8.4**	**10.7**	**4.8**	**26.9**	**49.2**	**100**

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

From the qualitative analysis and interview guide, respondents indicated that the Kenya police service is structured in a Top-Bottom chain of command structure, from the national level all the way to the station level with the top command being stationed at the national headquarters in Nairobi.These resultsconcur with conclusions by Leung, Cooper and Perera (2011), Jabnoun (2005) and Colbert (2002) that good organizational structures promote dialogue and communication, while ineffective structures give rise to conflicts and lack of transparency. Studies by Mankins & Rogers (2010) and Curristine, Lonti and Jourmard (2007) stressed that to keep an organization responsive to changes in its operating environment, managers must decide the best way to organize their structures to create an organizational architecture that allows them to make the best use of organizational resources. Mullins (2010) justified the need for organizational charts by saying that the purpose of decision making structures is the division of work among members of the organization, and the co-ordination of their activities so they are directed towards the goals and objectives of the organization.

The findings on the interview guide also confirm that bureaucratic structures have previously been suitable for large institutions such as national governments (Dirk &Achterbergh, 2011; Hopfl, 2006; Mankins & Rogers, 2010; and Jain (2004) but these scholars are quick to point out that such structures have no place in contemporary management practices. The emphasis is that by reviewing an organization's structure, a manager will be able to determine which human, financial, and technical resources are available, how they should be allocated, and which resources are lacking.The results further agree with observations by Gakureet al. (2012) that an institution's structure will produce better performance if and only if it improves the organization's ability to make and execute key decisions better and faster than competitors. Therefore without effective administrative structures, no single organization including a police agency can function and fulfill its mission. The mission of the Kenya police service which is transforming and managing the human resource of the police service for efficiency and effectiveness, can therefore not be fulfilled without effective administrative structures.

The particular set of values by which the Kenya police administrators are directed were found to be largely historically derived and as such fail to adjust to current issues affecting the service thus lowering its performance.

4.5.2 Findings on Regulatory Structures

From the results represented in Table 4.5, most of the respondents, 92.1% agreed that regulatory structures were critical in the day-today running of any law enforcement agency, a majority 82.4% agreed that law has always shaped and directed the Kenya police service, a majority 87.7% agreed that the internal controls of the Kenya police service and instruments for improving professional standards include training, inspection, supervision, reliable evaluation and recording performance. On the other hand, a majority 49.0% disagreed that the independent police oversight Authority is effective in its oversight responsibilities. On average therefore69% (Sum of 31.3% + 38.2%) agreed that Regulatory structures make positive contribution to overall quality of law enforcement (see Table 4.5).

Table 4. 4: Regulatory Structures

Statement	SD %	D %	N %	A %	S A %	Total
Regulatory structures are crucial	5.9	1.3	.7	33.3	58.8	**100**
Law has always shaped and directed	5.2	6.5	5.9	43.8	38.6	**100**
Regulatory structures serve to guide, direct	5.2	2.6	7.1	38.3	46.8	**100**
Internal controls in the Kenya police service	2.6	3.9	5.8	40.3	47.4	**100**
The regulatory structures of the Kenya police	5.8	17.5	18.8	40.9	16.9	**100**
The independent police oversight Authority	15.0	34.0	20.9	22.9	7.2	**100**
The national police service Act	5.5	15.8	17.8	45.9	15.1	**100**
The Kenyan constitution adequately supports	3.2	25.3	11.7	40.9	18.8	**100**
Average	**6.1**	**13.3**	**11.1**	**38.2**	**31.3**	**100**

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

The qualitative analysis indicated that Internal controls in the Kenya police service and instruments for improving professional standards of the police include Training, inspection, supervision, reliable evaluation and recording performance were just in writing, with the actual situation on the ground being opposite with some activities like training, inspection and supervision having been watered down by the contradictory constitutional reviews.These results contradict conclusions by Geneva Centre for the Democratic Control of Armed Forces DCAF (2012) who observe that the goal of the internal controls is to ensure that the police service operates in line with its purpose, ensuring efficiency and improved reputation of the police service. These findings also contradict the observations by the Kenya human rights initiative (2006) that internal accountability or self-regulatory mechanisms promote professionalism and responsibility and since they are cheaper, if implemented properly, can be a faster way of addressing misconduct or poor performance than external mechanisms.

Oversight and control bodies operate in parallel with the internal control systems to maintain the standards of professionalism and transparency. These external mechanisms are dependent on efficient internal control mechanisms necessitating both control systems (Geneva Centre for the Democratic Control of Armed Forces DCAF, 2012).The police therefore need to accept external civilian oversight and the community needs to perceive that the same are effectively held to account for their operations and actions, as well as misconduct, in a transparent and fair way. Thisobservation is also supported by the UNODC (2006) who observe that Citizen Oversight committees are officially recognized groups composed of members of the community. They are however quick to point out that the success of citizen oversight committees rests on their ability to establish joint partnerships with stakeholders involved in the oversight process. Often citizen oversight committees balance the needs of the public, police officers, and law enforcement agencies in an effort to establish their legitimacy. Nevertheless, these scholars noted that oversight should evolve over time to incorporate effective practices learned from others and to be continually responsive to changing community needs.

4.5.3 Findings on Resource Allocations

Majority of the respondents 89.1% agreed that quality and sufficient resource allocations will improve the performance of the law enforcement agency, a majority 94.2% agreed that financial allocations to the law enforcement agency should be adequate for quality law enforcement, a majority 90.9% agreed that the current procurement procedures affect the quality of law enforcement, revenues and expenditures over given periods of time, the majority (93.7%) of the respondents agreed that the law enforcement agency will benefit greatly from the implementation of sound procurement policies an area that needs strengthening at the regions and formations and a majority 55.2% indicated that feedback from the law enforcement officers to the management is always taken seriously for quality law enforcement. On average, most of the respondents, 87.4% (Sum of 64.8% +22.6%) agreed that Resource Allocations make positive contribution to overall quality of law enforcement which includes enhancing public safety and security. From these rating, it is evident that Resource allocations would play a critical role in quality of law enforcement in Kenya (See Table 4.6).

Table 4. 5: 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 resonate with Arrowsmith, Linarelliand 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.

4.5.4 Findings on Operational Processes and the Quality of law enforcement in Kenya

From the analysis, majority 75.8% agreed that any operation in a law enforcement agency determines the quality of service delivery, a majority 80.2% Coordination of operational processes determines the quality of service delivery in law enforcement agencies, a majority of only 42.9% agreed that Communication within the law enforcement agency flows freely and even with the surrounding and a majority 90.3% agreed that Inter-agency coordination is important in ensuring quality law enforcement. From the results, on average most of the respondents, 79.9% (Sum of 42.2% + 37.7%) agreed that Operational processes make positive contribution to

overall quality of law enforcement which includes enhancing public safety and security.

Table 4. 6: Operational Processes

Statement	SD	D	N	A	SA	Total
	%	%	%	%	%	
Operations determines the quality of enforcement	3.9	1.3	19.0	49.0	26.8	**100**
Coordination of operational processes determines	3.9	2.0	9.8	26.8	57.5	**100**
Functional/Departmental units of the law enforcement	4.5	1.3	3.9	29.2	61.0	**100**
Communication within the law enforcement agency	9.7	24.0	23.4	32.5	10.4	**100**
Sound policy formulation is crucial	5.2	.6	.6	29.2	64.3	**100**
Policy making arrangements that exist	2.6	5.2	1.9	57.8	32.5	**100**
Records management affect the quality	3.9	11.7	12.3	46.1	26.0	**100**
Inter-agency coordination is important	6.5	3.2	0.0	31.2	59.1	**100**
Average	**5.0**	**6.2**	**8.9**	**37.7**	**42.2**	**100**

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

These findings concur with the views presented by Shearing (2005) and Dupont (2004) that while late-modern policing has been characterized by service rationalization, pluralization, privatization, and fragmentation, have also emphasized the development of national and international policing and security networks. The results further support observations by Johnson et al. (2011), Govinandarajan and Trimple (2012), Karnani (2006) who noted that processes that drive and support

people within and around an organization can have a major influence on success or failure of those organizations.

The qualitative analysis also established that Communication within the law enforcement agency were negative which contradicts the many benefits mentioned by the UNODC that communication is a fundamental component of building law enforcement capacity which enhances understanding of how criminal intelligence works and how practically it can be developed, shared and used. Policy-making arrangements that exist in the Kenya police service were also found to affect the quality of law enforcement. It is important to note that effective responses which are key to quality enforcement, must be based on evidence which can only be attained though effective communication not only within the law enforcement agency but also with the surrounding. This is further supported by Lunenburg & Ornstein (2008) who observed that structure of an organization should provide for communication in three distinct directions: downward, upward, and horizontal.

These findings are a strong statement on the need to strengthen police operations thus reaffirming the observations by Thompson and Martin (2010) that while, good procedures and processes do not in themselves produce good performance, poor procedures and processes make good performance impossible, no matter how good the individual managers may be. On the coordination of police operations, the findings were consistent with the conclusions by Murray (2000) that the procedures adopted in any police operations determines the quality of service delivery. This means that the coordination of operational processes in any police operations is important necessitating the Kenya police service to embrace proper coordination of its operations because this also determines the response.

4.5.5 Findings on Citizen Participation and the Quality of law enforcement in Kenya

The results in Table 4.8 indicate that a majority 86.4% (Sum of 42.9% + 43.5%), agreed that a crucial element in any enforcement activity is the interaction level between the governor and the governed, a majority 89.0% (Sum of 42.9% + 46.1%,)

Public involvement is a means to ensure that citizens have a direct voice in public decisions, a majority 92.2% (Sum of 30.5% + 61.7%), Significant progress toward safer, friendlier neighborhoods cannot be made without citizen participation, a majority of only 47.4%, agreed that Interaction of the law enforcement agency and the citizens is done at all levels of enforcement in the country. On average, most of the respondents, 83.5% (Sum of 51.2% + 32.3%) agreed that Citizen Participation makes positive contribution to overall quality of law enforcement which includes enhancing public safety and security (See Table 4.8).

Table 4. 7: Citizen Participation

Statement	S D	A	N	A	SA	Total
	%	%	%	%	%	
A crucial element in any enforcement activity	3.2	3.2	7.1	42.9	43.5	**100**
Public involvement is a means to ensure that citizens	3.2	2.6	5.2	42.9	46.1	**100**
Significant progress toward safer, friendlier neighborhood	5.8	1.9	0.0	30.5	61.7	**100**
Feedback from citizens on law enforcement is crucial	5.8	1.3	5.2	26.6	61.0	**100**
Interaction of the law enforcement agency and the	8.4	26.6	17.5	27.9	19.5	**100**
Citizen participation strengthens information	5.6	0.0	4.2	22.9	67.4	**100**
The Law enforcement agency should initiate the interaction	6.9	5.6	5.6	29.2	52.8	**100**
Feedback from the members of the public captured	4.2	1.4	.7	34.7	59.0	**100**
Average	**5.4**	**5.4**	**5.7**	**32.3**	**51.2**	**100**

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

Written responses and interviews indicated that there were no structures in the Kenya police service to deal with citizen participation and even when there was some form of interaction it was at minimal level which contradicted their understanding on the need for the governor and the governed to interact.These results concur with observations by Murphy, Hinds and Fleming (2008) who noted that good policing requires public cooperation because members of the public may be witnesses and victims of crime, and they can provide the police with relevant information. These scholars are supported by observations by Karn, J (2013) who also points out that partners are a crucial component of problem-oriented policing in the delivery of problem-solving interventions. The outcome of this study creates the imperative need for interaction between the Kenya police service and the members of the public.

These also findings resonated with observations the by U.S. Department of Justice that, building and maintaining community trust is the cornerstone of successful policing and law enforcement whereby the local law enforcement agencies can be accountable to their citizens by engaging them in any number of trust-building initiatives, including citizen input for Internal Affairs determinations and discipline. Public trust is formed when the community entrusts the Police department to provide service, protection, and law and order. This move supports the need for stronger bonds between the police and the members of the public if significant progress toward safer, friendlier neighborhoods is to be made in the country because effective community engagement ensures that the police respond to community concerns and are held to account for their actions. When community members play a hands-on role in law enforcement, they are actually contributing in making their neighborhoods safe.

4.5.6 Findings on the dependent variable, Quality of law enforcement in Kenya

From the analysis, a majority of 75.8% agreed that increased public safety and security are strong indicators of law enforcement in my Region/Formation, a majority 84.3% agreed that accountability in the Kenya police service operations in my Region/Formation is an indication of quality law enforcement, a majority 90.2%

agreed that Reliable police response in my Region/Formation is a demonstration of quality law enforcement in Kenya, a 55.9% agreed that Improved public confidence is the Kenya police service in my Region/Formation is an indicator of Quality law enforcement in Kenya and a majority 93.5% agreed that attaining high levels of safety and security in my Region/ Formation is attributable to security governance (See Table 4.9).

Table 4. 8: Findings on the dependent variable, Quality of law enforcement in Kenya.

Statement	SD	D	N	A	SA
	%	%	%	%	%
Increased public safety and security are strong indicators of quality	3.9	1.3	19.0	49.0	26.8
Accountability in the Kenya police service operations	3.9	2.0	9.8	26.8	57.5
Reliable police response in my Region/Formation	4.5	1.3	3.9	29.2	61.0
Improved public confidence is the Kenya police service	9.7	24.0	23.4	32.5	10.4
Attaining high levels of safety and security	5.2	.6	.6	29.2	64.3
Average	**5.5**	**5.9**	**11.3**	**33.3**	**44.0**

SD= strongly disagree; D= disagree; N= neutral; A=Agree; SA= strongly agree
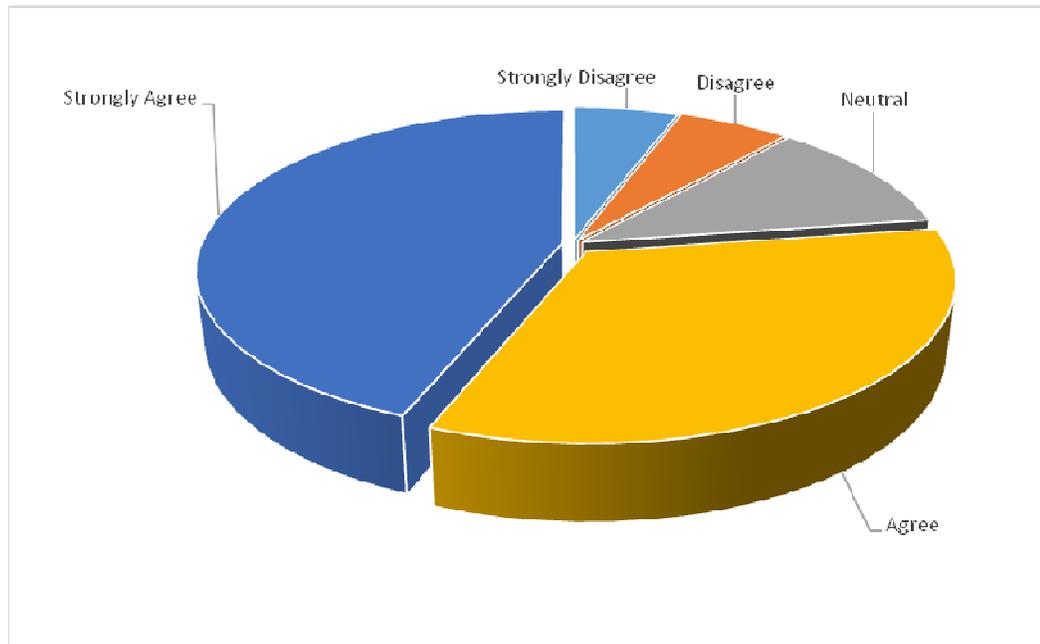
Figure 4.5: Average Percentage for Dependent Variable

Figure 4.5 presents the results of the dependent variable, Quality of law enforcement in Kenya. Based on the results, it can be concluded that, in total, a majority of 87.1% (sum of 61.9% and 25.2%) of the respondents agreed that the Quality of law enforcement in Kenya is security governance. These results are consistent with arguments by Mintzberg (2015) that institutionalising security governance in law enforcement makes the security docket more responsive to the needs and preferences of the citizens. This is further supported by The Independent Commission for Good Governance in Public Services (2004), who emphasize that 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. These also concur with the emphasis by the world development report (2011) on the strengthening of legitimate institutions through governance to provide citizen security.

Morita, Zaelke (2005) further went on to explain that there is a consensus that the rule of law and good governance are the foundation for achieving sustainable development goals. They also noted that these cannot just be achieved by their presence but rather by the enforcement of the same. Therefore since security is tied to social, political and economic development of a country, the key reason why any country would want to enhance its quality in law enforcement is so as to improve its economic growth and development for its citizens.

4.5.7 Descriptive Statistics of Aggregated Variables

Table 4.10 represents the descriptive Statistics of Aggregated Variables. Administrative Structures has a mean of 3.98, Regulatory has a mean of 3.75, Resource has a mean of 4.37, Operational processes 4.06 and Citizen Participation has a mean of 4.18. Comparing the means of the variables, Resource Allocations had higher rating than the other factors, meaning was rated more favorably than the other variables. Regulatory structures had a mean of 3.75 which is below four. This means that all variables showed satisfaction in general among the respondents since even the lowest of 3.75 is within the agree scale.

Table 4.9: Descriptive Statistics of Aggregated Variables

Determinant	N	Minimum	Maximum	Mean	Std. Deviation
Administrative Structures(X1)	145	1	5	3.98	1.314
Regulatory Structures(X2)	153	1	5	3.75	1.201
Resource Allocations(X3)	154	1	5	4.37	1.103
Operational Processes(X4)	154	1	5	4.06	1.100
Citizen Participation(X5)	150	1	5	4.18	1.113
Quality of law enforcement(Y)	155	1	5	4.40	0.445

4.6 Requisite Analysis

This section presents multicollinearity, Autocorrelation and Normality test. All these tests are meant to establish the suitability of the data for inferential tests.

4.6.1 Multicollinearity Test

As discussed in section 3.11 (b), a multicollinearity test was conducted among the five study variables using tolerance and variance inflation factor (VIF) statistics of predictor variables. The findings of the multicollinearity test are presented in Table 4.11. These findings show that the study independent variables; administrative structures, regulatory structures, resource allocations, Operational Processes and Citizen Participation on the quality of law enforcement in Kenya, have a high tolerance. VIF values for study variables are within 1.0, an indication that the beta values of the regression equation of five independent variables would be stable with low standard errors. The results presented in Table 4.11 show that there was no multicollinearity among the variables of the study therefore the data was found suitable for regression test.

Table 4. 10: Multicollinearity Test

Determinant	Tolerance	VIF
Administrative structures	0.986	1.014
Regulatory structures	0.978	1.023
Resource allocations	0.980	1.021
Operational processes	0.982	1.019
Citizen participation	0.965	1.036

4.6.2 Autocorrelation Tests

An autocorrelation test was conducted on the study using the Durbin-Watson statistic as discussed under subsection 3.11 (c). Verbeek (2004) and Gujarat (2009) suggested that as a rough rule of thumb, if the Durbin-Watson value is less than 1.0 or greater

than 3.0, there may be cause for concern. Verbeek (2004) concluded that the closer to 2 the value is the better. In the case of this study, the result of the autocorrelation test shows that there was no cause for concern since the Durbin –Watson value is 1.0 and it lies between 1 and 2 hence the residuals are independent from each other. Figure 4.6, also, shows that the study residuals do not form any unique pattern; thus reinforcing the assertion that there is no autocorrelation in the variables investigated in the study.
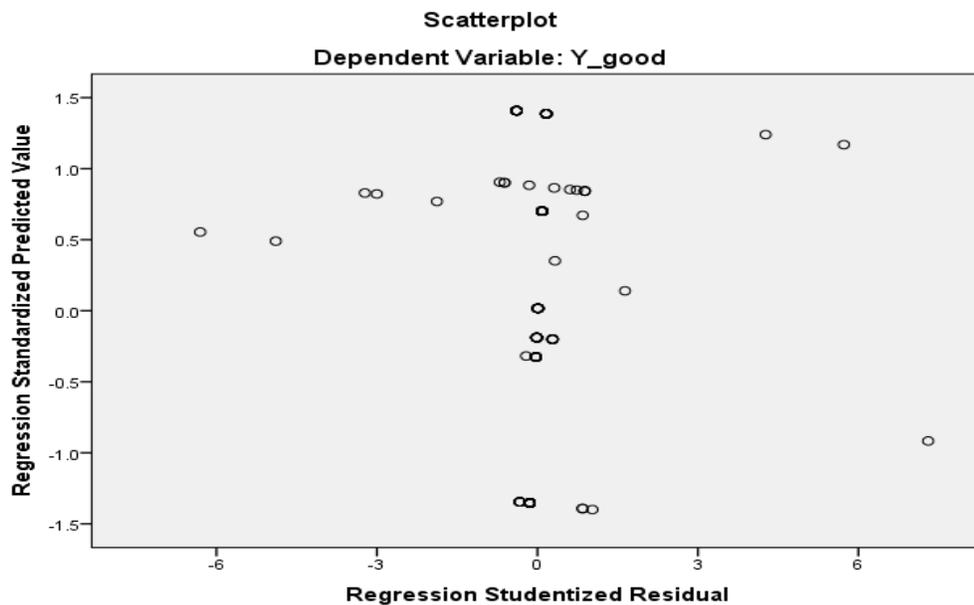
Figure 4. 6: Scatter Plot for Auto Correlation

4.6.3 Normality Test

As earlier discussed in section 3.11 of this thesis, it is always important for a research of this nature, to assume a normally distributed dependent variable in order to make inferences from the analysis. One of the methods used to check for normality is the Q-Q test. A Q-Q test is therefore a plot of percentiles of a standard distribution against the corresponding percentiles of the observed data (Royston, 1982). When a

Q-Q test is carried out, the resulting plot should show an approximately straight line with a positive slope as a sign of normality.

The test for normality of the dependent variable (Quality of law enforcement) performed on this study generated the results presented in Figure 4.7. From this figure, the data plot shows an insignificant deviation of observations from the normal line thus a high level of normality. This, means that inferences on assumption of normality can be made on the dependent variable.
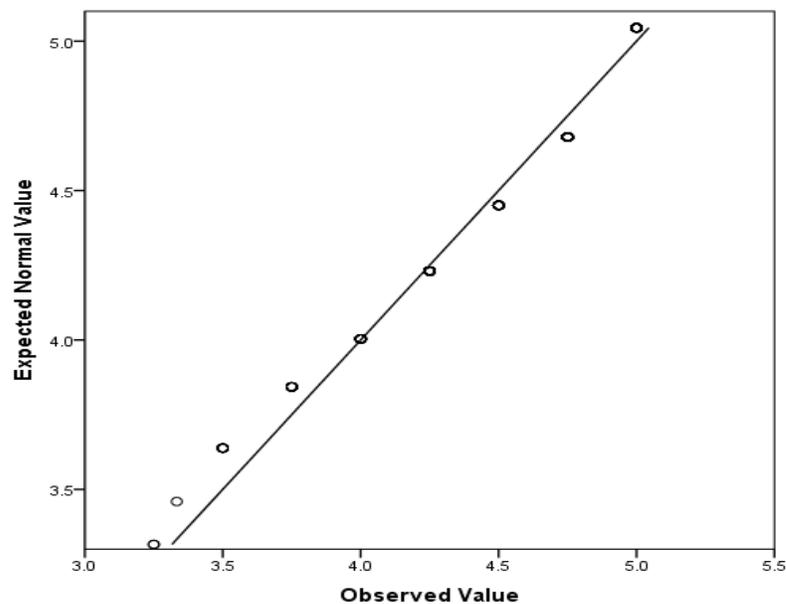
Figure 4. 7: Normality Test

4.6.4 Test for Homoscedasticity

As discussed in Chapter three of the study, a test for homoscedasticity was carried out in order to ascertain if the variance of errors was the same across all levels of the independent variables. In this study, homoscedasticity was tested using the Levene's test.

Dependent Variable: Y_Quality of law enforcement in Kenya
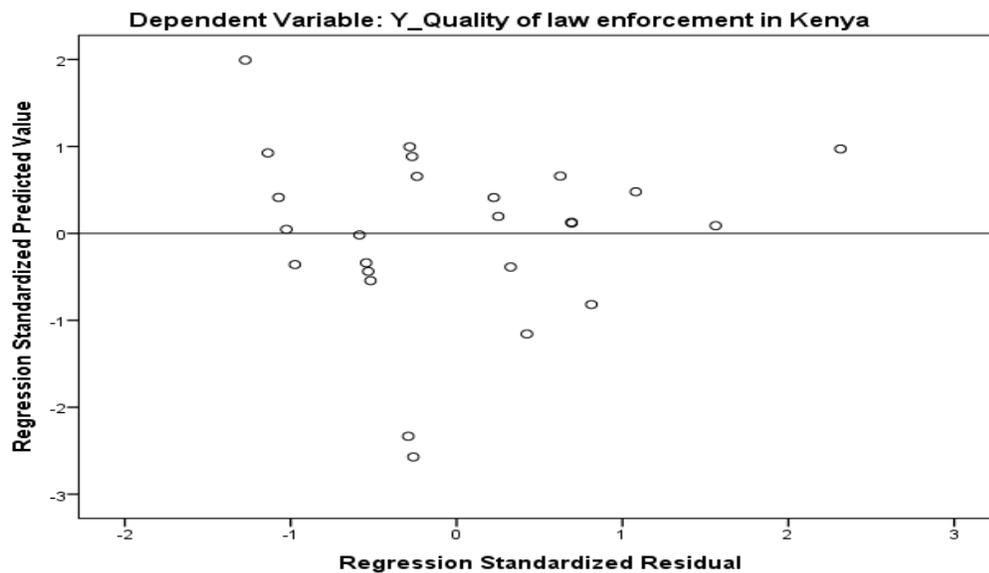
Figure 4. 8: Test for Homoscedasticity

The test proved that the residuals the difference between the obtained dependent variable and the predicted dependent variable scores residuals and the variance of the residuals were the same for all predicted scores. The figure 4.8 shows a random displacement of scores that take on a rectangular shape with no clustering or systematic pattern and the distribution line was approximately straight. The figure shows the assumption of homoscedasticity was met.

4.7 Inferential Tests

This section presents the Inferential tests for the variables of the study. Correlation analysis, Multiple regression analyses have been used to interprete the results that were obtained and to draw conclusions of the study.

4.7.1 Correlation Analysis

As discussed in chapter three of the study, a correlation analysis was carried out between the variables of the study using Pearson correlation coefficient. Correlation Coefficient was used to test whether there existed interdependency between independent variables and also whether the independent variables were related to the dependent variable Quality of law enforcement. Pearson's correlation coefficients were found to be appropriate for the variables. According to the results in Table 4.12, the maximum coefficient was between the Quality of law enforcement and citizen participation (0.835). The findings indicated a positive correlation on all the variables and the correlation coefficient was significant at the 0.05 level of significant level. These results provided preliminary evidence that all these variables were associated with the quality of law enforcement.

Table 4. 11: Pearson's Correlation Matrix for the variables

Variable		Quality of law enforcem ent (Y)	Administrat ive structures (X₁)	Regulato ry structure s (X₂)	Resourc e allocatio ns (X₃)	Operatio nal processes (X₄)	Citizen participati on (X₅)
Quality of law enforcement (Y)	Pearson Correlati on	1	.755**	.663**	.811**	.643**	.835**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	154	154	154	154	154	154
Administrat ive structures(X₁)	Pearson Correlati on	.755**	1	.670**	.742**	.544**	.687**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	154	154	154	154	154	154
Regulatory structures(X₂)	Pearson Correlati on	.663**	.670**	1	.568**	.431**	.623**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	154	154	154	154	154	154
Resource allocations (X₃)	Pearson Correlati on	.811**	.742**	.568**	1	.787**	.834**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	154	154	154	154	154	154
Operational processes (X₄)	Pearson Correlati on	.643**	.544**	.431**	.787**	1	.676**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	154	154	154	154	154	154
Citizen participatio n (X₅)	Pearson Correlati on	.835**	.687**	.623**	.834**	.676**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	154	154	154	154	154	154

** Correlation is significant at the 0.01 level (2-tailed).

From the Pearson's correlation matrix, the five independent variables had a positive and significant relationship with the dependent variable (see Table 4.12). Administrative structures, Regulatory structures, Resource allocations, Operational processes and Citizen Participation had a positive relationship with Quality of law enforcement(r = 0.755, p< 0.001; r = 0.663, p <   0.001; r= 0.811, p < 0.001 r= 0.643p < 0.001 and0.835, p < 0.001 respectively at 0.05 level of significance. The analysis showed that citizen participation had the strongest relationship with the quality of law enforcement since it had the highest positive coefficient of (r=0.835).Regulatory structures recorded the lowest level of relationship with the quality of law enforcement.

These results gave an indication that further statistical analysis such as regression analysis was required. The results also showed that some of the factors could still have higher influence on the quality of law enforcement, an indication that a balance between all the factors is necessary for optimal performance on the quality of law enforcement.

4.7.2 Regression Analysis

Regression analysis is a statistical process for estimating the relationships among variables. It helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held constant. Regression analysis was used to predict the variation in a dependent variable caused by the independent variables and was determined using the coefficient of determination R square. The larger the coefficient, the larger the effect of the independent variable on the dependent variable. According to Carver *et al* (2009), R square ranges between 0.000 up to 1.000, with 1.000 indicating a perfect fit and suggesting that each point is on the straight line. In this study, both the standardized and unstandardized coefficients are given in the multiple regression equations. However, the standardized coefficients are the ones used in the discussions.

i. Administrative Structures

This section presents the Coefficients of, the line of best fit, Regression Analysis and ANOVA for Administrative structures.

Coefficients of Administrative Structures

The coefficients of Administrative structures are presented in Table 4.13 which indicate that the model has a significant p-value =.000. The study at 95% confidence interval solved the first research question by indicating that the variable Administrative structures is statistically significant in the quality of law enforcement in Kenya.

Table 4.12: Coefficients of Administrative Structures

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.282	.268		1.052	.295
Administrative Structures(X_1)	.942	.066	.755	14.182	0.000

Using the summary of Coefficients presented in Table 4.13, a linear regression model of the form, $Y = \alpha + \beta Xi$ can be fitted as follows:

$Y = 0.282+0.755X_1$...Equation 1

Line of best fit for Administrative structures

As a key indicator of the predictive accuracy of the model (Anderson et al., 2002), a line of best fit was drawn in order to determine how well the model fits the data in question. Figure 4.9 indicates that, although some observations are seen to lie away

from the line of best fit, there is a general trend illustrating a positive linear relationship between the independent variable Administrative structures and the quality of law enforcement in Kenya (dependent variable).
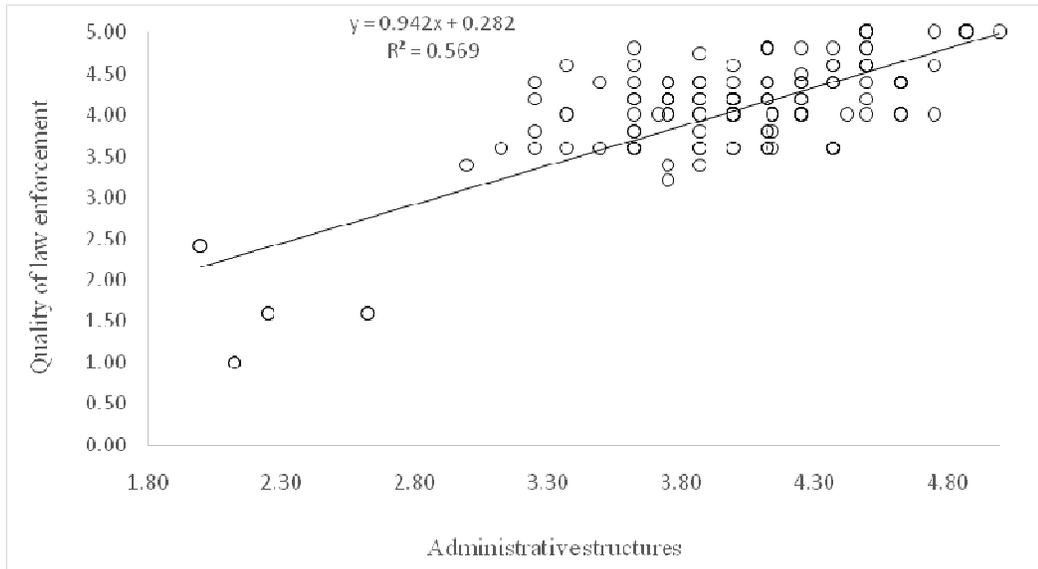
Figure 4. 9: Line of best fit for Administrative Structures

Regression Analysis for Administrative Structures

Regression analysis was performed in order to determine whether the independent variable, Administrative Structures could be reliable for explaining the change in the dependent variable, Quality of law enforcement in Kenya. The coefficients obtained indicate that the correlation coefficient (R) between the independent variable and the Quality of law enforcement in Kenya was 0.994 which is a positive correlation relationship. Table 4.14 shows a coefficient of determination (R^2) of0.570, which means that this variable alone can explain up to 57.0% of the variations in the dependent variable, Quality of law enforcement in Kenya.

Table 4. 13: Model fitness for Administrative Structures

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755	0.570	0.567	0.471636

ANOVA for Administrative Structures

The results of an ANOVA test performed on the variable Administrative Structures are summarized in Table 4.15 which shows that the variable has a P-value equal to0.000, indicating that the model is statistically significantin explaining the change in the dependent variable, considering that the P-value is less than 0.05 at the 95% level of confidence. Therefore, based on the empirical results presented in Table 4.15, the Alternative Hypothesis $H_1$is acceptedand the null Hypothesis ($H0_1$) is rejected and a conclusion reached that, at5% level of significance, Administrative Structures significantly influence the Quality of law enforcement in Kenya.

Table 4. 14: ANOVA for Administrative Structures

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	44.740	1	44.740	201.134	0.000
Residual	33.811	152	.222		
Total	**78.551**	**153**			

ii. Regulatory Structures

This section presents the Coefficients of, the line of best fit, Regression Analysis and ANOVA for Regulatory structures.

Coefficients of Regulatory Structures

The correlation coefficients of Regulatory structures are presented in Table 4.16which indicate that the model has a significant p-value =0.000. The study therefore, at 95% confidence interval solved the second research question by indicating that Regulatory structures are statistically significant in the quality of law enforcement in Kenya.

Table 4. 15: Coefficients of Regulatory Structures

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.171	0.267		4.387	0.000
Regulatory Structures(X_2)	.766	0.070	0.663	10.919	0.000

Using the summary of Coefficients presented in Table 4.16, a linear regression model of the form, $Y = \alpha + \beta Xi$ can be fitted as follows:

$Y = 1.171+0.663X_2$...Equation 2

Line of best fit for Regulatory Structures

According to Anderson et al. (2002), in order to determine how well the model fits the data in question, a line of best fit is drawn. It was therefore deemed necessary to draw a line of best fit since it is a key indicator of the predictive accuracy of the model. Figure 4.10 shows that there is, generally, a positive linear relationship betweenRegulatory structures and the Quality of law enforcement in Kenya.

y = 0.766x + 1.171
R² = 0.439
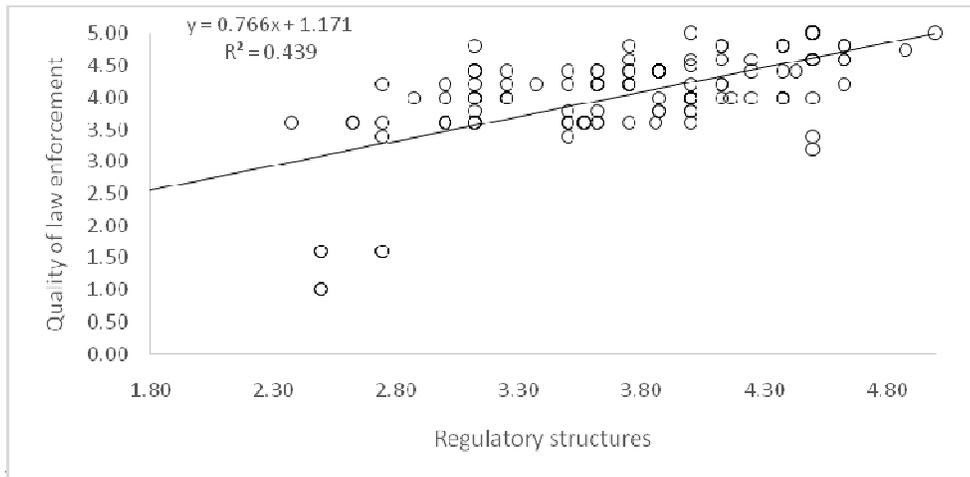
Figure 4. 10: Line of best fit for Regulatory Structures

Regression Analysis for Regulatory Structures

Regression analysis was carried out in order to determine whether the independent variable, Regulatory structure can be relied on in explaining the change in the dependent variable, Quality of law enforcement in Kenya. The coefficients that were obtained illustrated that the correlation coefficient (R) between the independent variable and the Quality of law enforcement in Kenya was 0.663 which was a positive correlation relationship. Table 4.17 shows a coefficient of determination (R^2) of 0.440, which means that this variable alone can explain up to 44.0% of the variations in the dependent variable, Quality of law enforcement in Kenya.

Table 4. 16: Model fitness for Regulatory Structures

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.663	0.440	0.436	0.538171

ANOVA for Regulatory Structures

The results of an ANOVA test performed on the variable Regulatory structures are summarized in Table 4.19 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. Based on the empirical results presented in Table 4.18, the Alternative Hypothesis $H1_2$ is accepted and the null Hypothesis ($H0_2$) rejected, and a conclusion reached that, at 5% level of significance, Regulatory structuressignificantly influence the Quality of law enforcement in Kenya.

Table 4. 17: ANOVA for Regulatory Structures

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.528	1	34.528	119.214	0.000
Residual	44.023	152	.290		
Total	**78.551**	**153**			

iii. Resource Allocations

This section presents the Coefficients of, the line of best fit, Regression Analysis and ANOVA for Resource Allocations.

Correlation Coefficients of Resource Allocations

The correlation coefficients of Resource Allocations are presented in Table 4.19indicating 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 4. 18: 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 4.19, a linear regression model of the form $Y = \alpha + \beta Xi$ can be fitted as shown in equation 3.

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

Table 4.19shows 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.

Line of best fit for Resource Allocations

In order to determine how well the model fits the data in question, it was deemed necessary to draw a line of best fit which is a key indicator of the predictive accuracy of the model (Anderson et al., 2002). Figure 4.11 shows that there is, generally, a positive linear relationship between Resource Allocations and the Quality of law enforcement in Kenya.
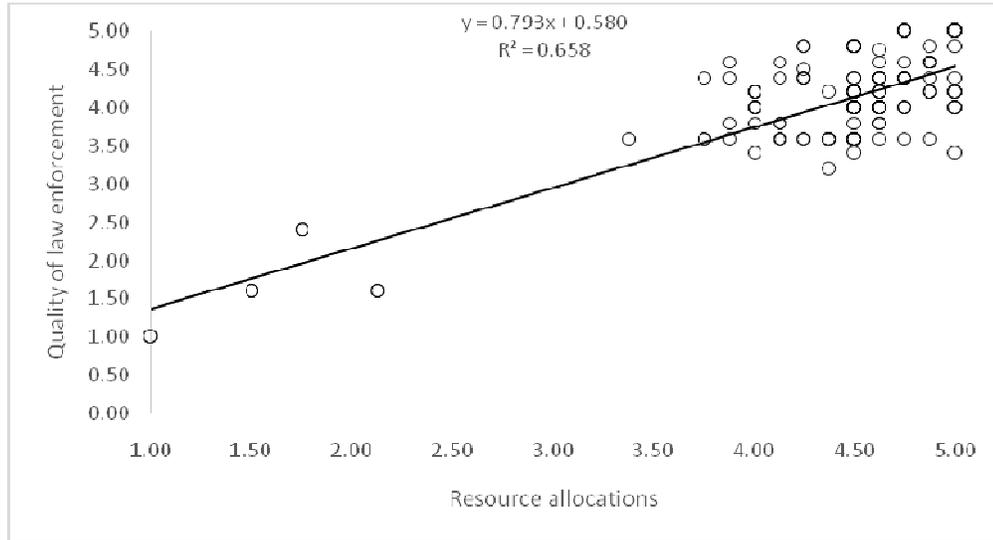
Figure 4.11: Line of best fit for Resource allocations

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 4.20) 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 4. 19: 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 4.21 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 empiricalfindings presented in Table 4.21, 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. 20: 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**			

iv. Operational Processes

This section presents the Coefficients of, the line of best fit, Regression Analysis and ANOVA for Operational processes.

Correlation Coefficients of Operational Processes

The correlation coefficients of Operational Processes are presented in Table 4.22indicating that the model has a significant p-value = 0.000.The study at 95% confidence interval solved the third research question by indicating that Operational Processes are statistically significant in the Quality of law enforcement in Kenya.

Table 4. 21: Correlation Coefficients of Operational Processes

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.892	.213		8.889	.000
Operational processes(X_4)	.510	.049	.643	10.348	.000

Using the summary results presented in Table 4.22, a linear regression model of the form $Y = \alpha + \beta Xi$ can be fitted as shown in equation 4.

$Y = 1.892 + 0.643X_4$.. Equation 4

Table 4.22 shows a positive correlation between Operational processes and the quality of law enforcement in Kenya. As already discussed, these findings support arguments that Operational procedures are an important guide for operations in which safety plays a crucial role. In the operational procedures the limits of the operations are defined together with response in the event of an eventuality. Since the 1980s, police organizations in advanced liberal democracies have undergone a series of strategic and managerial reforms that were designed to improve their core service delivery and operational transparency (Heyer, 2009).

Line of best fit for Operational Processes

In order to determine how well the model fits the data in question, it was deemed necessary to draw a line of best fit which is a key indicator of the predictive accuracy of the model (Anderson et al., 2002). Figure 4.12 shows that there is, generally, a positive linear relationship between Operational Processes and the Quality of law enforcement in Kenya.
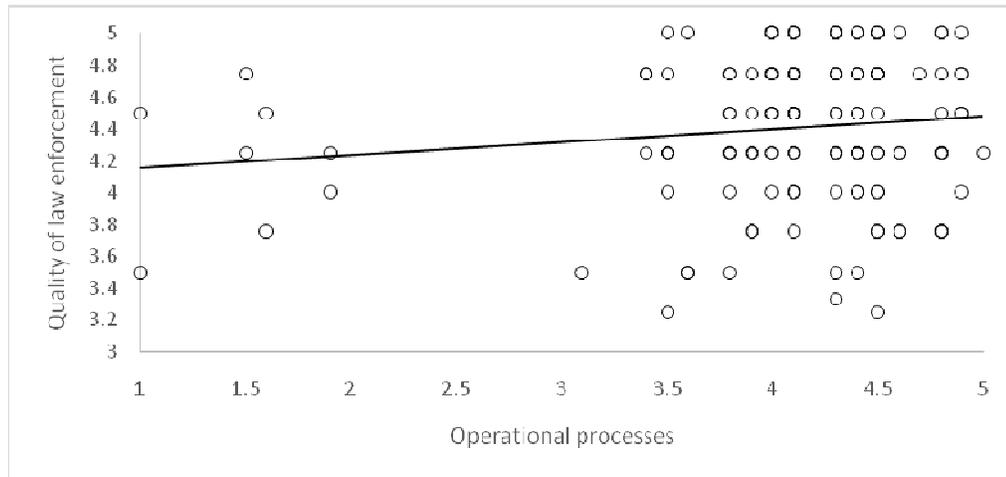
Figure 4. 12: Line of best fit for Operational Processes

Regression Analysis for Operational Processes

A regression analysis was performed in order to determine whether the independent variable, Operational Processes 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 Operational processes can explain up to 41.3% (Table 4.23) of the change in the Quality of law enforcement in Kenya. This study, therefore, established that there is need to ensure proper operational processes to the law enforcement agency Kenya police service for quality law enforcement in the country.

Table 4. 22: Regression Analysis for Operational Processes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643[a]	.413	.409	.550620

ANOVA for Operational Processes

The results of an ANOVA test performed on the variable Operational Processes are summarized in Table 4.24 which shows that the variable has a P-value equal to

90

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. Therefore, based on the empirical results presented in Table 4.24, theAlternative Hypothesis H1$_4$is accepted and the null Hypothesis (H0$_4$) rejected and, and a conclusion reached that, at 5% level of significance, Operational Processessignificantlyinfluencesthe Quality of law enforcement in Kenya.

Table 4. 23: ANOVA for Operational Processes

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.467	1	32.467	107.089	.000^b
Residual	46.084	152	.303		
Total	**78.551**	**153**			

v.   Citizen Participation

This section presents the Coefficients of, the line of best fit, Regression Analysis and ANOVA for Citizen Participation.

Coefficient for citizen participation

The coefficients of Citizen Participation are presented in Table 4.25 which indicate that the model has a significant p-value =0.021. The study at 95% confidence interval solved the fourth research question by indicating that Citizen Participation is statistically significant in the quality of law enforcement in Kenya.

Table 4. 24: Coefficient for citizen participation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.922	0.170		5.423	0.000
Citizen participation(X_5)	0.745	0.40	0.835	18.725	0.000

Using the data presented in Table 4.25, a regression model of the form $Y = α + βXi$ on Citizen Participation can be fitted as shown in equation 5.

$Y = 0.922 + 0.745X_5$.. Equation 5

Table 4.25 indicates positive correlation between Citizen Participation and the Quality of law enforcement in Kenya. As already discussed, these findings support arguments by various scholars that citizen participation in law enforcement activities are crucial to the performance of any law enforcement agency. Terpstra (2005); King, Feltey and Susel (1980; Putnam (1995) and Arnstein (1969) all argued in support of the encouragement of enhanced citizen participation because of the numerous benefits. For these scholars, the interaction levels, the feedback mechanisms and the frequency of these interactions between the law enforcement agency and the citizens are crucial elements in enforcement.

Line of best fit for Citizen Participation

A line of best fit was fitted to determine how well Citizen Participation fitted the data in question. According to Anderson et al. (2002), a Line of best fit is one of the key indicators of the predictive accuracy of a model. Figure 4.13 shows that there

is, generally, a positive linear relationship between Citizen Participation and the Quality of law enforcement in.
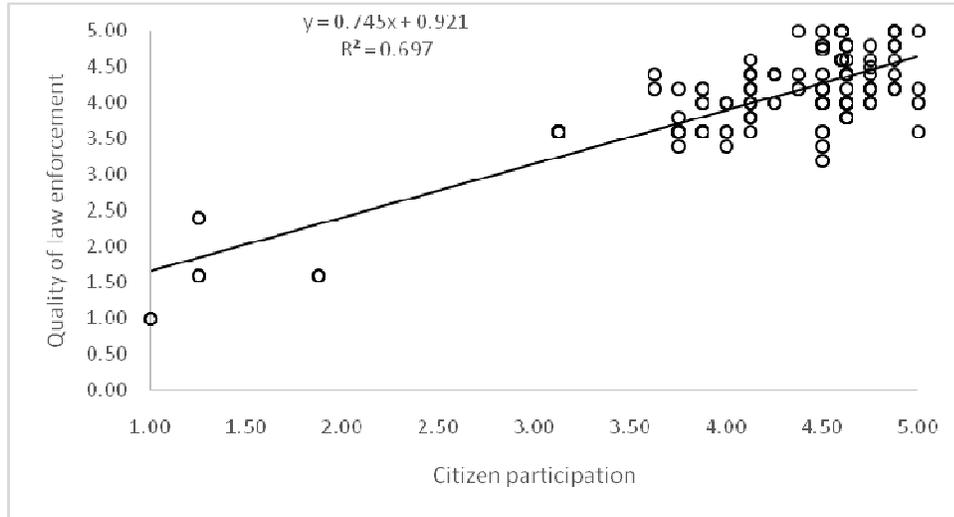
Figure 4.13: Line of best fit for Citizen Participation

Regression Analysis for Citizen Participation

Regression analysis was performed in order to determine whether the independent variable, Citizen Participation could be reliable for 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 Citizen Participation could explain up to 69.8% (Table 4.26) of the change in the Quality of law enforcement in Kenya. This study, therefore, established that there is need to ensure that the Kenya police service has effective citizen participation to achieve quality law enforcement hence a safe Kenya for investment and economic growth.

Table 4. 25: Model fitness for Citizen Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.835	0.698	0.696	0.395322

ANOVA for Citizen Participation

The results of an ANOVA test performed on Citizen Participation are summarized in Table 4.27 which shows that the variable has a P-value equal to .000, indicating that the model is statistically significant considering that the P-value is less than 0.05 at the 95% level of confidence. Therefore, based on the empirical results presented in Table 4.27, theAlternative Hypothesis $H1_5$ is accepted and the null Hypothesis ($H0_5$) rejected and, and a conclusion reached that, at 5% level of significance, Citizen Participationsignificantlyinfluencesthe Quality of law enforcement in Kenya.

Table 4. 26: ANOVA for citizen participation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.797	1	54.797	350.632	0.000
Residual	23.755	152	0.156		
Total	**78.551**	**153**			

4.7.2 Multiple Regression Analysis

Mugenda and Mugenda (2003), states that, although a correlation coefficient indicates a relationship between variables, it does not indicate the strength of the relationship between them hence the need to do further statistical analysis like regression analysis which enables the researcher to understand the nature of the relationship. The dependent variable of this study was Quality of law enforcement in Kenya and the independent variables were; Administrative structures, Regulatory structures, Resource Allocations,Operational Processes and Citizen participatin.The study adopted multiple regression analysis to determine the specific determinants of the quality of law enforcement in Kenya. The multiple regression analysis was consistent with previous studies like Kribat et al., (2013 and Hasan (2014). The data collected was used to fit the proposed regression model ; $Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta$

$_3X_3+ \beta_4X_4+\beta_5X_5+\varepsilon$ in determining the statistical significance of the five independent variables.

Model of the study

Table 4.28shows the model summary of the quality of law enforcement in Kenya. The study findings indicated that the value of R was 0.884 and the values for R square were 0.781. The value of R which was 0.884 was an indication of a positive linear relationship between the independent variables and the dependent variable quality of law enforcement in Kenya. The adjusted R square was an indication of the explanatory level of the independent variables towards establishing the relationship with the dependent variable which was 78.1%. This means that the five independent variables of the study could explain up to 78.1% of the quality of law enforcement in Kenya.The difference of 21.9% of the Quality of law enforcement can be said to be contributed to by other factors other than the study variables, Administrative structures, Regulatory structures, Resource allocations, Operational processes and Citizen Participation.

Table 4. 27: Model of the study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884[a]	.781	.774	.340598

ANOVA for the Regression model of the study

Table 4.29 presents the results of the ANOVA for the regression model that was used in the study. The ANOVA indicated an F- value of 105.825 with a P-value of 0.000, which was less than 0.05. This was an indication that the coefficients fitted in the multiple regression were not equal to zero therefore the model was a good fit for the variables that were being tested.

Table 4. 28: ANOVA for the Regression model of the study

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	61.382	5	12.276	105.825	.000[b]
Residual	17.169	148	.116		
Total	**78.551**	**153**			

Coefficients of the study model

The Coefficients of the study model are presented in Table 4.30 indicating that from the model Administrative structures hasβ=0.204 and a significance of 0.002, Regulatory structures has β=0.133 and a significance of 0.015, Resource allocations a β=0.242 and a significance of 0.002, Operational structures has aβ= 0.018 and significance=0.012 and Citizen participation has a β=0.410 and significance=0.000.

Table 4. 29: Coefficients of the study model

Model	Unstandardized Coefficients	Std.	Standardized Coefficients	t	Sig.
	B	Error	Beta		
(Constant)	-.118	.202		-.583	.561
Administrative structures-X_1	.255	.080	.204	3.184	.002
Regulatory structures-X_2	.154	.063	.133	2.457	.015
Resource allocations-X_3	.237	.075	.242	3.149	.002
Operational processes- X_4	.114	.051	.018	2.290	.012
citizen participation-X_5	.366	.066	.410	5.568	.000

a. Dependent Variable: Quality of law enforcement (Y)

4.8   Summary of Hypothesis Testing

The results of the multiple regression analysis presented in Table 4.31presents a summary of the results of hypotheses testing.

Table 4. 30: Summary of Hypothesis Testing

Objective	Hypothesis	Actual sign and beta	Status of the Hypothesis
Objective 1: To determine the influence of administrative structures on the quality of law enforcement in Kenya.	$H1_1$: Administrative structures significantly influence the quality of law enforcement in Kenya.	(+) $\beta = 0.204$	$H1_1$ Supported
Objective 2: To establish the influence of regulatory structures on the quality of law enforcement in Kenya.	$H1_2$ Regulatory Structures significantly influence the quality of law enforcement in Kenya.	(+) $\beta = 0.133$	$H1_2$ Supported
Objective 3: To analyse the influence of resource allocations on the quality of law enforcement in Kenya.	$H1_3$ Resource allocations significantly influence the quality of law enforcement in Kenya.	(+) $\beta = 0.242$	$H1_3$ Supported
Objective 4: To determine the influence of Operational structures on the quality of law enforcement in Kenya.	$H1_4$ Operational structures significantly influence the quality of law enforcement in Kenya.	(+) $\beta = 0.018$	$H1_4$ Supported
Objective 5: To establish the influence of Citizen participation on the quality of law enforcement in Kenya.	$H1_5$ Citizen participation significantly influences the quality of law enforcement in Kenya.	(+) $\beta = 0.410$	$H1_5$ Supported

4.8.1 Hypothesis 1: Administrative structures

The study findings revealed that the beta coefficient on Administrative structures was 0.204 with a t-statistic of 3.184. The p-value of Administrative structures was 0.002 which was less than 0.05. Administrative structures also had an R^2 of 0.570, suggesting that Administrative structures bore significant influence of 57% on the quality of law enforcement in Kenya. The stated Alternative Hypothesis that Administrative structures influence the quality of law enforcement in Kenya was accepted.

The positive significance of the Administrative structures on the quality of law enforcement in Kenya was in support of Gakure et al. (2012) who argued that if and only if an institution's structure improves then does its performance become better. These findings further supported East and Kaustine (2014) who observed that for facilitation of effective decision making to be meaningful, structural designs and associated police procedures of governance must be driven by purpose.

4.8.2   Hypothesis 2: Regulatory Structures

Findings from the study indicated that the coefficient on the variable Regulatory structures was 0.133 and a t-statistic of 2.457. The p-value for Regulatory structures was 0.015 which was less than 0.05 and R^2 of 0.440, anindication that regulatory structures had a significant influence of 44% on the quality of law enforcement. The Alternative Hypothesis that Regulatory structures influence the quality of law enforcement in Kenya was therefore accepted.

The findings showed that Regulatory structures that were in place in the Kenya police service influenced the quality of law enforcement in Kenya which supported Murphy and McKenna (2007) who found a positive relationship between law and police work. Regulatory structures should have both internal and external mechanisms all aimed at ensuring accountability by the police in performance of their duties and prevention of illegitimate interference in policing.

4.8.3 Hypothesis 3: Resource allocations

The beta coefficient on the variable, Resource allocations was 0.242 and a t-statistic of 3.149. The p-value of Resource allocation was 0.002 which was less than 0.05. Resource allocations also had an R^2 of 0.658, an implication that it had a significant influence of 65.8% on the quality of law enforcement. The Alternative Hypothesis that resource allocations influence the quality of law enforcement in Kenya was accepted.

These findings agreed with findings from a study by Makokha (2013) who established that resource availability and allocation has a positive influence on the performance of police officers. The findings were also consistent with prior studies such as McKinsey Global Institute (2014) and Stephen Hall, Dan Lovallo and Reiner Musters (2012) who argued that if resource endowments are identified and strategically managed, they could lead to high economic growth rates. Police organizations need sufficient and timely resource allocations for efficiency and effectiveness. The positive influence of resource allocation on the quality of law enforcement concur with the recommendations by the Handbookon police accountability, oversight and integrity (2011) that the police need to be well-prepared and equipped to carry out their functions in a professional way, and need to be assured of proper working conditions.

4.8.4 Hypothesis 4: Operational processes

The study findings indicated that the beta coefficient of Operational processes was 0.018 and a t-statistic of 0.290. The p-value of Operational processes was 0.012 which was less than 0.05, an indication that Operational processes did influence the quality of law enforcement. The Alternative Hypothesis that Operational processes influence the quality of law enforcement in Kenya was accepted.

The findings which showed that Operational processes influence the quality of law enforcement in Kenya were in tandem with the findings by Murray (2000) who observed that the procedures adopted by any police operation determine the quality

of service delivery. The overall findings demonstrated that Operational processes had a 41.3% positive influence on the quality of law enforcement in Kenya. These findings illustrated that coordination of police operations is important for effectiveness and therefore improving communication and inter-agency coordination would be useful in improving the quality of enforcement.

4.8.5   Hypothesis 5: Citizen Participation

The study findings revealed that the beta coefficient on Citizen Participation was 0.410 with a t-statistic of 5.568. The p-value of Citizen Participation was 0.000 which was less than 0.05, suggesting that Citizen Participation had influence on the quality of law enforcement in Kenya. The Alternative Hypothesis that Citizen Participation influence the quality of law enforcement in Kenya was therefore accepted.

The findings on the influence of citizen participation on the quality of law enforcement in Kenya resonated with Karn (2013) who points out that partners are a crucial component of problem-oriented policing in the delivery of problem-solving interventions. He observed that effective community engagement is central to any locally-based approach to crime reduction because the right problems are addressed holding to account the police and their partner agencies for their actions. Given that police organizations need information and that citizen involvement guarantees that information, interaction should be encouraged to produce more efficiency to the rest of society. Enhanced citizen participation should be encouraged because often than not, the benefits of the process are numerous. The outcome of this study therefore creates the imperative need for interaction between the Kenya police service and the members of the public.

4.9   The Optimal Study model.

Based on the analysis of the study, an optimal model of the study was formulated as

$$Y = -0.118 + 0.204X_1 + 0.133X_2 + 0.242X_3 + 0.018X_4 + 0.410X_5 + 0.202$$

Where Y=Quality of law enforcement in Kenya

From the study findings, there was enough evidence to suggest that there was a linear relationship between Administrative structures, Regulatory structures, Resource Allocations, Regulatory processes and Citizen Participation and, the Quality of law enforcement in Kenya.

The equation therefore shows that the quality of law enforcement in Kenya is reduced by 0.118 when Administrative structures, Regulatory structures, Resource allocations, Operational processes and Citizen Participation are all held constant or are equal to zero, and for every unit change in the Administrative structures, the quality of law enforcement in Kenya changes by 0.204 units. At the same time, for a unit change in Regulatory structures, the quality of law enforcement in Kenya will change by 0.133units.This equation further revealed that for a unit change in Resource allocations, the quality of law enforcement in Kenya changes by 0.242units. Further, the equation revealed that for a unit change in Operational processes the quality of law enforcement in Kenya changes by 0.018 units. The equation finally revealed that, for every unit change in Citizen Participation, the quality of law enforcement in Kenya would change by 0.040units.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study. It describes the role of Administrative structures, Regulatory structures, Resource allocations, Operational processes and Citizen Participation in ensuring that the country receives quality law enforcement for the benefit of the citizens. The study which had sought to establish the influence of security governance on the quality of law enforcement had specifically sought to; determine the influnce of Administrative structures on the quality of law enforcement in Kenya,to determine the influnce of Regulatoyy structures on the quality of law enforcement in Kenya, to analyse the influnce of Resourse allocations on the quality of law enforcement in Kenya, to establish the influnce of Operational processes on the quality of law enforcement in Kenyaand to establish the influnce of citizen participation on the quality of law enforcement in Kenya. The study draws conclusions from the findings and made recommendations on how governance could play an influential role in ensuring that the Kenya police service is effectively managed to ensure efficiency in delivering safety and security to all Kenyans. The chapter concludes by proposing areas for further research.

5.2 Summary of Findings

The provision of quality law enforcement is critical to the development of any nation. Literature reviewed indicates that a well-managed law enforcement agency bound by the rule of law, can in turn be vital for quality law enforcement especially with the role and function having become broader and more complex in recent times. This study was anchored on the fundamental reasoning that security governance is of paramount importance because of the role the law enforcement agencies play in ensuring safety and security for the development of the country.

The purpose of this study therefore was to establish the influence of security governance on the quality of law enforcement in Kenya. Thespecific objectives of the study were to determine the influence of administrative structures on the quality of law enforcement in Kenya; to establish the influence of regulatory structures on the quality of law enforcement in Kenya; to analyze the influence of resource allocations on quality of law enforcement in Kenya, to establish the influence of operational processes in Kenya and, to establish the influence of citizen participation on the quality of law enforcement in Kenya.

In this the study, a multiple regression analysis was performed to analyse the influence of security governance on the quality of law enforcement in Kenya. The overall model was significant at 0.5 significant level, an indication that the independent variables reliably influenced the dependent. The model's predictive power as measured by the adjusted R-square was also high at 78.1% an illustration that the independent variables of the study explained a variation of 78.1% in the dependent variable quality of law enforcement.

The study established that Administrative structures influence the quality of law enforcement in Kenya, the study also established that regulatory structures influence the quality of law enforcement in Kenya, the study revealed that Resource allocations influence the quality of law enforcement in Kenya, Operational processes were found to influence the quality of law enforcement in Kenya and Citizen participation was found to influence the quality of law enforcement in Kenya.

5.2.1 Administrative structures and the Quality of law enforcement

According to literature reviewed, Administrative structures are important in organizations because they lay down the duties responsibilities of each individual bringing order and laying down the foundations of good performance. This underscores the fact that Administrative structures are critically important in the performance of any organization. Therefore, the study sought to establish if Administrative structures influence the quality of law enforcement in Kenya.

The descriptive analysis indicated that a majority (76.1%) of the respondents supported the statement that Administrative structures had a strong role in the quality of law enforcement in Kenya. From the qualitative analysis, it was established that competence of the police leaders do not meet the public's expectations especially because their positions are politically influenced.

This supports the earlier argument that Administrative structures have a pivotal role to play in the quality of law enforcement. From the correlation analysis, there was a strong 75.5% positive correlation between Administrative structures andthe quality of law enforcement in Kenya. A positive linear relationship between Administrative structures and the Quality of law enforcement in Kenya was also established from the line of best fit. In the regression model analysis the results indicated that Administrative structures was statistically significant in explaining the change in the Quality of law enforcement in Kenya with p-value = 000. From the multiple regression analysis, Administrative structures was found to positively related to the quality of law enforcement in Kenya (β=.755).The findings therefore, show that the research which sought to establish the influence of Administrative structures on the Quality of law enforcement in Kenya was achieved because it established that Administrative structures positively and significantly influence the quality of law enforcement in Kenya.

5.2.2 Regulatory Structures and the Quality of law enforcement

Police functions, powers and procedures are usually defined and limited by statute because the law has always shaped and directed police work both as a source of power that assists them do their jobs, guiding, directing and even ensuring accountability which is one of the pillars of good governance. Therefore, this study sought to find out whether Regulatory Structures influence the Quality of law enforcement in Kenya.

From the descriptive analysis, it was established that on average (69.6%) of the respondents agreed that regulatory structures influenced the quality of law enforcement in Kenya. On average (19.4%) of the respondents indicated that they

disagreed that regulatory structures influenced the quality of law enforcement in Kenya. A further 11% of the respondents remained neutral as to whether regulatory structures influenced the quality of law enforcement in Kenya. The particular responses were unfavorable on influence with only (30.1%) indicating that the Independent oversight authority is effective in its oversight responsibilities.

From the qualitative analysis, majority of those interviewed (91%) indicated that the external regulatory structures were negatively influencing the working conditions and compromising discipline in the police service. In the correlation analysis, the results indicated that there was a strong 66.3% positive correlation between Regulatory structures and the quality of law enforcement in the country; From the indication from the line of best fit, a positive linear relationship between regulatory structures and the quality of law enforcement in Kenya was established; Regulatory structures was statistically significant in explaining the change in the quality of law enforcement in Kenya with a (β=.133). From the multiple correlation analysis, Regulatory structures was found to be significant with a p-value = 0.015 to the Quality of law enforcement in Kenya. These study findings concured with the literarture reviewed in chapter two and the systems theory.

5.2.3 Resource Allocations and the Quality of law enforcement

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 inchapter two of the study.

5.2.4 Operational processes

The study established that: a majority (79.9%) of the respondents supported the argument that operational processes influenced the quality of law enforcement in Kenya; there was a 13.5% positive correlation between operational processes and the quality of law enforcement in Kenya; a positive linear relationship was also established between operational processes and the quality of law enforcement in Kenya although that relationship was weak; From the analysis operational processes was statistically significant in explaining the change in the quality of law enforcement in Kenya. A majority of 79.9% the respondents pointed out that a variety of operational processes such as operations, coordination, functional units, communication, policy formulation, records management and inter-agency coordination exert potential influence on the quality of law enforcement in Kenya. The analysis from the interview guide questions also supported that operational processes influenced the quality of law enforcement in Kenya. The variable operational processes which had a positive correlation contributed 41.3% of the influence in the quality of law enforcement.

The findings also indicated that operational processes was significant at 0.05 significance level in the overall model with a beta value of 0.114 and a p-value of 0.012. These conclusions supported the literature that was reviewed in chapter two and the governance theory also discussed in the same chapter.

5.2.5Citizen Participation and the Quality of law enforcement

From the descriptive analysis, a majority (83.5%) of the respondents were in agreement on the importance of citizen participation for quality law enforcement in Kenya. From the qualitative statistics, 65% of the respondents indicated that the involvement of citizens in law enforcement would assist in crime reduction because the offenders are best known by the communities where they live. However, this was despite the fact that, from these analysis, the study established that the Kenya police service did not involve citizen in their day to day law enforcement activities because such structures did not exist and that the police service thoyght that the invlovement of the citizens was only to the benefit of the later. A positive linear relationship was also established between citizen participation and the quality of law enforcement in Kenya at an average of 83.5%; From the analysis citizen participation was statistically significant in explaining the change in the quality of law enforcement in Kenya with a p-value =0.000. A majority of 83.5% the respondents pointed out that various activities such as the interaction level, involvement of citizens in law enforcement, ensuring safer neighborhoods, interaction done at all levels, participation, initiation of interaction, and capturing of feedback influence reasonably on the quality of law enforcement in Kenya.

The findings resonate with the literature reviewed that the increased demands for safety require greater involvement of a wider variety of players and changes to social regulation mechanisms. These findings show that the research which sought to establish the influence of citizen participation on the Quality of law enforcement in Kenya was achieved because it established that citizen participation influence the quality of law enforcement in Kenya. The conclusions drawn therefore concured

with the study literature review in chapter two and was also in support of the governance theory discussed in chapter two.

5.3 Conclusions of the Study

The study reviewed both theoretical and literature and established that there was a relationship between the quality of law enforcement in Kenya and the five independent variables. The independent variables were Administrative structures, Regulatory structures, Resource allocations, Operational processes and Citizen participation. The study concluded that Administrative structures positivelyand significantly influenced the quality of law enforcement in Kenya.Based on the study findings, the regulatory structures of the Kenya police service influenced the quality of law enforcement in Kenya.Based on the study findings, the study established tha regulatory structures were significant to the quality of law enforcement resulting in the conclusion that establishing strong and clear regulatory structures is critical for efficiency, objectivity and reliability of the service and that this should be among the key areas of focus by the governance.

In reference to the study objective three which sought to determine the influence of resource allocations on the quality of law enforcement in Kenya, the study findings established a positive and significant relationship between resource allocations and the quality of law enforcement in Kenya. This led to the conclusion that because of its significance, the police service needs to identify the weak areas for a decision on where to allocate more and timely resourses. For the fourth study objective which sought to determnine the influnce ofoperational processes on the quality of law enforcement, the study findings revealed that operational processes play a significant role in determining the quality of law enforcement and, it was therefore concluded that operational processes are critical for the proper coordination of the law enforcement agency and the quality of law enforcement in Kenya.

Finally, the fifth research objective had sought to establish the influence of citizen participation on the quality of law enforcement in Kenya. It was established that citizen participation is significant to the quality of law enforcement in Kenya.This

then led to the conclusion that citizen participation did positively influence the quality of law enforcement in Kenya and without citizen participation, law enforcement cannot succeed.

5.4 Recommendations of the Study

Based on the findings of this study, and for governance to ensure safety and security to all Kenyan citizens, the study recommends that;

5.4.1Administrative structures and the Quality of law enforcement

The Kenya Police leadership in the Kenya police service should embrace good leadershippractices to enhance effectiveness of police officers since leaders have an influence on plethora of organizational factors which affect effectiveness. This study recommends continuous management capacity development so that these leaders can keep abreast with trends in people management to enhance an effective police service. Operational independence is also recommended for the service meaning that the police must have the autonomy to exercise impartial judgement in carrying out their duties.A policy and practical area that this research can be applied is in remuneration. It is hereby recommended that the Kenya police service should revise their training policies to ensure fairness and accountability in their implementation. It is also recommended that the government increase financial support for training to ensure that all officers are regularly and properly trained both locally and internationally to help them keep abreast with the best practices in their profession in meeting the challenges and good governance. Situations where officers undergo their initial training only to retire without ever undergoing any other form of training should be avoided. Promotion policy/criteria should be clear and well communicated to the officers. The criteria should outline clearly the stand of the institution on internal promotions versus the external appointments. The criteria/policy shouldbe revised to make it all inclusive so that it is not skewed in favor of some officers while ignoring others and also to reflect fairness.

5.4.2 Regulatory structures and the Quality of law enforcement

The Kenya police service should embrace both internal and external regulatory structures as a rule and as envisaged in the Kenyan Constitution 2010 for the effectiveness and accountability of the service. As both structures (Internal and external) seek to achieve the objectives of the constitution and government policy, it is important that they are able to work together. The Kenya police service needs to recognize the importance of the role that oversight structures can play in providing constructive recommendations and promoting public support. The oversight structure on the other hand, needs to recognize the important role of the law enforcement agency in promoting public safety and the real challenges facing police administrators and staff in achieving this task. Representatives should ensure transparency and accountability of the police through establishing effective and reliable monitoring systems. The systems that are laid down for accountability by the police service should also not only be acts of goodwill and policy reforms but should be ingrained in our laws to safeguard accountability not only in the present times but also in the future.

Resource Allocations and the Quality of law enforcement

The study recommends 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.

Operational structures and the Quality of law enforcement

The study recommends that operational processes of the Kenya police service should be taken seriously by establishing proper communication channels ensuring that information is flowing evenly both upwards and downwards. Effective inter-agency coordination withintegrated policing reinforces and facilitates the blurring of public and security policing because police and security agencies are part of the same policing network. Proper records management should be emphasized for the improvement of quality in service provision in the Kenya police serviceand finally, policy formulation aimed at guiding the service avoiding contradictory policiesshould be a practice thing.

Citizen participation and the Quality of law enforcement

This study recommends active citizen participation of both the Kenya police agency's officers and the civilians. This will lead to crime reduction, ensuring security always through the local dynamics of dialogue, partnership and closeness. The study as such recommends that the Kenya police agency must adopt the principle of acting for and with the local citizen and actually take the initial step towards the achievement. The Kenyan citizens should also play a fundamental role in the designing, implementing and monitoring of policies that are implemented to provide him a suitable and safe environment for living.

5.5 Scope for Further Research

A review of literature indicated that there has been limited amount of research on security governance and the quality of law enforcement in the Kenyan context. Thus, the findings of this study serve as a basis for future studies on the improvement on the performance of this vital organization that is mandated with the security of the

Kenyan citizens. If funds ever allow, it is important to carry out a study to establish why the Kenya police service being so critical to the long-term security and development of the country and which is vested with vast powers to protect the law and the people, has been misused by politicians and others in the pursuit of their own personal and illegitimate interests, and to subjugate the people to the will of the government in violation of the constitution.

On the same note, due to financial constraints, this study could not exhaust all the other areas of security governance influence the quality of law enforcement in Kenya other than those already reviewed in this study which accounted for 78.1% of the influence on the quality of law enforcement. Further research should be conducted to establish other governance issues that influnce the quality of law enforcement in Kenya. Such a research should be conducted including the recently enjoined Administrative police and probably the criminal investigation unit which when brought together form the Kenya National police service to establish their unique challenges so that harmonization can be realized. This study focused on the regular police force, more research is required for the security organs like the army among others who contribute towards law enforcement in the country.

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APPENDICES

Appendix I: Questionnaire

My name is Catherine Naomi Kamau, a PhD student at Jomo Kenyatta University of Agriculture and Technology (JKUAT). This questionnaire is aimed at collecting data for academic research purposes on " influence of Security Governance on the Quality of law enforcement in Kenya". You have been identified as a critical player in this field, and your input in this study would be most valuable. Please be assured that any information collected through this questionnaire will be used for research purposes only and will be treated with utmost confidence. Kindly, therefore, respond to these questions as honestly and precisely as possible. Thank you in advance for your time and cooperation. Please tick where appropriate or fill in the required information on the spaces provided.

SECTION I: PERSONAL INFORMATION

1. Name (Optional)_____ Region/Formation_____
2. For how long have you served in the Kenya police service?_____
3. Academic qualifications[ ] PhD [ ] Masters [ ] Bachelors [ ] Diploma [ ] Certificate [ ] O-Level [ ] Others (Specify)
4. Rank [ ] IG-S/AIG [ ] AIG-CP [ ] SSP-SP [ ] AS-SP

SECTION II: ADMINISTRATIVE STRUCTURES

1. Using the Likert type scale below, indicate how accurately the following statements describe the Administrative Structures in the Kenya police service. SA=Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree, SD= Strongly Disagree

	Questions	1	2	3	4	5
1	A well-developed organizational chart (organogram) showing working and staffing relationships is very important for the law enforcement agency					
2	The Administrative direction adopted by the law enforcement agency heavily depends on governance at the county					
3	The senior police officers often involve junior officers in decision making, problem solving and policy making in the law enforcement agency					
4	Political interferences can affect the quality of Law enforcement.					
5	Human resource management is an essential requirement of any law enforcement agency					
6	Administrators of the law enforcement agency should be able to act on issues that affect the quality of law enforcement					
7	Effective leadership of the law enforcement agency is crucial for quality performance					
8	Promotions, transfers and placements are fairly and well distributed.					

2. How is the top leadership in the police service attained?

_____

_____

3.

    a) Does the process of top leadership attainment affect the quality of law enforcement?

Yes [ ] No [ ]

    b) If your answer to question 1 above is YES, Please explain briefly how the process of top leadership attainment affects quality of law enforcement in Kenya?_____

_____

    c) What are the major responsibilities of the police service Administrators?_____

_____

4. What structures are in place for ensuring the welfare of the law enforcement officers including housing and remuneration?_____

_____

SECTION III: REGULATORY STRUCTURES

1. Using the Likert type scale below, indicate how accurately the following statements describe the Regulatory Structures in the Kenya police service.SA=Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree, SD= Strongly Disagree

	Questions	1	2	3	4	5
1	Regulatory structures are crucial in the day-to- day running of any law enforcement agency					
2	Law has always shaped and directed police work in the country					
3	Regulatory structures serve to guide, direct and even ensure accountability in law enforcement agencies.					
4	Internal controls in the Kenya police service and instruments for improving professional standards of the police include Training, inspection, supervision, reliable evaluation and recording performance.					
5	The regulatory structures of the Kenya police service do not interfere with the daily running activities of the police service.					
6	The independent police oversight Authority is effective in its oversight responsibilities					
7	The national police service act is effective in its mandate in regulation and guidance of the Kenya police service					
8	The Kenyan constitution adequately supports quality law enforcement in the country.					

2. Who is involved in formulation of the regulatory structures of the Kenya police service?

    _____

    _____

3. a) Are there any other stake holders involved, at what stages of law enforcement are they involved in the process of formulation of regulatory structures?Yes [ ] No [ ]

b) If the answer is Yes, name them_____

_____

4. What other arms of government (If any) influence the structure of Kenya police service? _____

5. How do the current regulatory structures influence the law enforcement agency? _____

SECTION IV: RESOURCE ALLOCATIONS

1. Using the Likert type scale below, indicate how accurately the following statements describe Resource Allocations in the Kenya police service. SA=Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree, SD= Strongly Disagree

	Questions	1	2	3	4	5
1	Quality and sufficient resource allocations improve the performance of law enforcement agencies.					
2	Financial allocations to the law enforcement agency should be adequate for quality law enforcement.					
3	Financial allocations to the law enforcement agency should factor in all requirements and needs for quality law enforcement					
4	The law enforcement agency requires good budgeting and budgetary control systems					
5	The law enforcement agency will benefit greatly from the implementation of sound procurement policies at all county levels					
6	Procurement procedures affect the quality of law enforcement					
7	Feedback from the users of equipment and resources is well done in effective law enforcement agencies.					
8	Feedback from the law enforcement officers to the management is always taken seriously for quality law enforcement					

2. How well is the Kenya police service equipped? Poorly [ ] Fairly [ ] Well [ ]
   Very well [ ]
3. Do resource allocations affect the quality of law enforcement? Yes [ ] No [ ]

   a. If YES, how in your opinion does resource allocation affect the quality of law
      enforcement? _____
   b. If No, explain why?_____

SECTION V: OPERATIONAL PROCESSES

1. Using the Likert type scale below, indicate how accurately the following
   statements describe the Citizen Participation in the Kenya police service.
   SA=Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree,
   SD= Strongly Disagree

	Questions	1	2	3	4	5
1	Any operation in a law enforcement agency determines the quality of service delivery.					
2	Coordination of operational processes determines the quality of service delivery in law enforcement agencies.					
3	Functional/departmental units of the law enforcement agency requires operational strategies clearly showing how they align with the overall strategy.					
4	Communication within the law enforcement agency flows freely and even with the surrounding					
5	Policy formulation is crucial in any law enforcement agency					
6	Policy-making arrangements that exist in the Kenya police service affect the quality of law enforcement					
7	Records management affect the quality of law enforcement					
8	Inter-agency coordination is important in ensuring quality law enforcement					

SECTION VI: CITIZEN PARTICIPATION

1. Using the Likert type scale below, indicate how accurately the following statements describe the Citizen Participation in the Kenya police service. SA=Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree, SD= Strongly Disagree

	Questions	1	2	3	4	5
1	A crucial element in any enforcement activity is the interaction level between the governor and the governed.					
2	Public involvement is a means to ensure that citizens have a direct voice in public decisions.					
3	Significant progress toward safer, friendlier neighborhoods cannot be made without citizen participation.					
4	Feedback from citizens on law enforcement is crucial in effectiveness of service delivery.					
5	Interaction of the law enforcement agency and the citizens is done at all levels of enforcement in the country.					
6	Citizen participation strengthens information gathering for the law enforcement agency					
7	Law enforcement agencies should initiate the interaction with citizens.					
8	Feedback from the members of the public should be captured well for action thus ensuring quality of law enforcement					

2. Are there any structures for engaging citizen participation by the Kenya police service? Yes [ ] No [ ]

3. If there are structures, what is the frequency of engagement with citizens in the Kenya police service operations? Frequently [ ] Rarely [ ] Never [ ] Always [ ]

4.

   a) In your opinion, should citizens be involved in police operations?

   Yes [ ] No [ ]

   b) If the answer above YES, why? _____

   _____

SECTION VI: QUALITY OF LAW ENFORCEMENT

Using the Likert type scale below, indicate how accurately the following statements describe Resource Allocations in the Kenya police service. SA=Strongly Agree, A= Agree, N= Neither Agree nor Disagree, D= disagree, SD= Strongly Disagree

	Questions	SD	D	N	A	SA
1.	Increased public safety and security are strong indicators of law enforcement in my Region/Formation					
2.	Accountability in the Kenya police service operations in my Region/Formation is an indication of quality law enforcement					
3.	Reliable police response in my Region/Formation is a demonstration of quality law enforcement in Kenya					
4.	Improved public confidence is the Kenya police service in my Region/Formation is an indicator of Quality law enforcement in Kenya					
5.	Attaining high levels of safety and security in my Region/ Formation is attributable to security governance					

2. Using the scale provided, what in your opinion is the overall effect of Administrative structures, Regulatory structures, Resource allocations, Operational processes, and Citizen Participation on the quality of law enforcement in Kenya.

[ ] 1 -25% [ ] 26-50% [ ] 51-75% [ ] 76-100%

Appendix II: Interview Guide

<u>**Administrative Strategies**</u>

1. How   is   the   Kenya   police   service   structured?
   _____
   _____

2. What structures are in place for recruitment into the Kenya police service that ensure representativeness and quality personnel are recruited to the law enforcement agency?_____

   _____

3.

   a) Are there structures to ensure that all officers are frequently trained to ensure that they are continuously updated with skills? Yes [ ] No [ ]

   b) If the answer above is YES, briefly explain what structures are there and how effective are they? _____

4.

   a) Are there any structures for development and upward mobility for officers in the Kenya police service? Yes [ ] No [ ]

   b) If the answer above is YES, how effective are they? _____

   _____

5. Are there any structures for transfers and deployments to special units?

a. Yes [ ] No [ ]

b. If Yes, name them _____

   _____

6. Political structures occasionally interfere with police functions, in what areas do political structures in Kenya affect the police service?

_____

_____

7. In your opinion, what areas of the Kenya police service Administrative structures do you think prevent quality law enforcement?

_____

_____

Regulatory Structures

1. IPOA is the National regulatory oversight body to regulate the Kenya Police service, in your opinion, how well does this body deal with police issues for effectiveness in the service?_____

   _____

2. How effective are the internal regulatory structures in ensuring the improvement on the professional standards through training, inspection and supervision? _____

   _____

3. How do the current regulatory structures influence the law enforcement agency? _____

   _____

4. The National police service Act is the Act that guides the membership of the service including the leadership. How well in your opinion does the Act ensure that there is efficiency in the service? _____

   _____

5. There are internal mechanisms in the police service for regulation, how well are they managed to ensure their effectiveness? _____

   _____

6. How well in your opinion is the Kenyan constitution useful in ensuring the effectiveness of the Kenya police service? _____

   _____

7. What areas in the current regulatory structures do you think would be improved for quality law enforcement?

_____

_____

Resource Allocations

1. What structures are there for resources allocations to the law enforcement agency? _____

_____

2. How are police resources allocated to different activities?_____

_____

3. How is the Police service budget done to ensure that it is in line with the needs of the service?

_____

_____

4. Who in the Police service ensures that the drawn budget has been achieved?_____

_____

5. If the budget falls short of the expected, what happens? _____

_____

6. What mechanisms are in place to ensure accountability for the available resources_____

_____

7. What in your opinion can be done to ensure that there is sufficient resource allocation to the police service?_____

_____

8 What feedback mechanisms are there from the users of any equipment or tools procured for the Kenya Police Service? _____

_____

Operational Procedures

1. What operational procedures are there in the law enforcement agency Kenya police? _____

_____

2. In the particular county/Formation you are currently serving, what operation procedures are in place when there are inter-agency operations? _____

_____

3. In the event of changes in the operational procedures, what processes are there to ensure that the same is communicated to all concerned officers?

_____

_____

4. What situations could cause overlaps during operations?_____

_____

5. When there are overlaps, during operations, how are they dealt with?

_____

_____

6. How are records managed in the Kenya police service?
_____

_____

Citizen Participation

1. In your opinion at what levels should citizens be involved in law enforcement?

_____

_____

2. What law enforcement activities would fail without citizen participation?

_____

_____

3. What feedback mechanisms from the citizens are there on law enforcement?

_____

_____

4. How is information gathering carried out in the Kenya police service?

_____

_____

5. What mechanisms are in place for information gathering from members of the
public? _____

_____

6. Why is it necessary to increase the intensity of cooperation within and outside the organization? _____

_____

7. In your opinion, what areas of operational structures hinder quality law enforcement   in   the   Kenya   police   service? _____

_____

THANK YOU FOR YOUR PARTICIPATION AND CO-OPERATION

Appendix III: Reliability Analysis

    a. **Reliability-Administrative structures**

Scale statistics

Mean	Variance	Std. Deviation	N of Items
158.40	470.750	21.697	40

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.768	8

Item statistics

	Mean	Std. Deviation	N
Organizational chart is important	4.40	1.155	25
Administrative direction depends on governance	3.56	1.356	25
Senior police officers often involve juniors	3.08	1.222	25
Political interferences can affect the quality of Law enforcement.	4.52	1.046	25
H r m is an essential requirement	4.48	1.159	25
Administrators of the agency should be able to act	4.28	1.308	25
Effective leadership is crucial	4.40	1.258	25
Promotions, transfers and placements are fairly and well distributed	2.52	1.194	25

Item total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational chart is important	26.84	24.890	.851	.675
Administrative direction depends on governance	27.68	29.893	.289	.777
Senior police officers often involve juniors	28.16	32.390	.154	.795
Political interferences can affect the quality of Law enforcement.	26.72	27.293	.699	.708
H r m is an essential requirement	26.76	24.857	.850	.675
Administrators of the agency should be able to act	26.96	25.040	.709	.695
Effective leadership is crucial	26.84	25.807	.675	.704
Promotions, transfers and placements are fairly and well distributed	28.72	37.793	-.218	.846

b. Reliability-Regulatory structures

Scale statistics

Mean	Variance	Std. Deviation	N of Items
31.24	36.023	6.002	8

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.697	8

Item statistics

	Mean	Std. Deviation	N
Regulatory structures are crucial	4.44	1.003	25
Law has always shaped and directed police	3.76	1.451	25
Regulatory structures serve to guide, direct	4.04	1.098	25
Internal controls and instruments	4.12	1.236	25
regulatory structures do not interfere	2.96	1.274	25
IPOA is effective	2.80	1.291	25
NPA is effective	3.28	1.242	25
Constitution is adequate	3.40	1.472	25

Item-Total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Regulatory structures are crucial	24.36	25.407	.643	.623
Law has always shaped and directed police	25.04	22.123	.636	.600
Regulatory structures serve to guide, direct	24.76	27.273	.387	.669
Internal controls and instruments	24.68	23.643	.645	.608
regulatory structures do not interfere	25.84	27.807	.259	.696
IPOA is effective	26.00	33.250	-.134	.774
NPA is effective	25.52	26.343	.394	.666
Constitution is adequate	25.40	24.500	.429	.658

c.   Reliability-Resource allocations

Scale statistics

Mean	Variance	Std. Deviation	N of Items
28.80	32.917	5.737	8

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
.857	8

Item statistics

Statement	Mean	Std. Deviation	N
Quality and sufficient resource allocations	4.20	1.155	25
Financial allocations to the agency	4.28	1.339	25
Financial allocations to the agency should factor in all requirements and needs	4.24	1.300	25
agency requires good budgeting and budgetary control	4.36	1.319	25
agency will benefit greatly from sound procurement policies	4.28	1.137	25
Procurement procedures affect quality	4.12	1.201	25
Feedback from the users of equipment	3.28	1.173	25
Feedback from fficers to the management	3.20	1.384	25

Item-Total statistics

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Quality and sufficient resource allocations	27.76	38.690	.715	.827
Financial allocations to the agency	27.68	34.643	.879	.803
Financial allocations to the agency should factor in all requirements and needs	27.72	36.543	.767	.819
agency requires good budgeting and budgetary control	27.60	37.833	.660	.832
agency will benefit greatly from sound procurement policies	27.68	37.977	.786	.820
Procurement procedures affect quality	27.84	41.057	.506	.850
Feedback from the users of equipment	28.68	44.310	.295	.872
Feedback from officers to the management	28.76	43.273	.280	.879

d. Reliability-Operational processes

Scale statistics

Mean	Variance	Std. Deviation	N of Items
31.96	50.290	7.092	8

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excludeda	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.885	8

Item statistics

Statement	Mean	Std. Deviation	N
Any operation in a law enforcement agency determines	4.04	.978	25
Coordination of operational processes	4.20	1.258	25
Units of the law enforcement agency require operational strategies	4.24	1.165	25
Communication within the law enforcement agency flows freely	3.12	1.130	25
Policy formulation is crucial	4.36	1.150	25
Policy-making arrangements that exist	3.92	1.222	25
Records management affect	4.24	1.091	25
Inter-agency coordination is important	4.40	1.155	25

Item-Total statistics

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Any operation in a law enforcement agency determines	28.48	38.343	.595	.876
Coordination of operational processes	28.32	32.143	.896	.843
units of the law enforcement agency require operational strategies	28.28	33.793	.839	.851
Communication within the law enforcement agency flows freely	29.40	47.667	-.156	.941
Policy formulation is crucial	28.16	33.723	.858	.849
Policy-making arrangements that exist	28.60	33.500	.814	.853
Records management affect	28.28	36.960	.630	.872
Inter-agency coordination is important	28.12	33.443	.879	.846

e. Reliability-Citizen participation

Scale statistics

Mean	Variance	Std. Deviation	N of Items
32.52	46.510	6.820	8

Case processing summary

		N	%
Cases	Valid	25	100.0
	Excluded	0	0.0
	Total	25	100.0

Reliability statistics

Cronbach's Alpha	N of Items
0.921	8

Item statistics

Statement	Mean	Std. Deviation	N
A crucial element is the interaction level	4.20	1.258	25
Public involvement is a means	4.28	1.137	25
Significant progress toward safer, friendlier neighborhoods	4.40	1.155	25
Feedback from citizens on law enforcement is crucial	4.40	1.041	25
Interaction of the law enforcement agency and the citizens	3.28	1.429	25
Citizen participation strengthens	4.48	1.159	25
Law enforcement agencies should initiate	4.48	.963	25
Feedback from the members of the public	4.36	1.186	25

Item-Total statistics

Statement	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A crucial element is the interaction level	29.68	43.310	.712	.913
Public involvement is a means	29.60	42.000	.909	.897
Significant progress toward safer, friendlier neighborhoods	29.48	41.177	.957	.892
Feedback from citizens on law enforcement is crucial	29.48	44.177	.826	.904
Interaction of the law enforcement agency and the citizens	30.60	49.417	.260	.955
Citizen participation strengthens	29.40	42.083	.882	.899
Law enforcement agencies should initiate	29.40	47.667	.609	.920
Feedback from the members of the public	29.52	41.343	.914	.896

Appendix IV: Multiple Regression Analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755[a]	.570	.567	.471636

a. Predictors: (Constant), X_1-Administrative structures
b. Dependent variable: Y-Quality of law enforcement

Anova[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.740	1	44.740	201.134	.000[b]
	Residual	33.811	152	.222		
	Total	78.551	153			

a. Dependent Variable: Y-Quality of law enforcement

b. Predictors: (Constant), X_1-Administrative structures

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.282	.268		1.052	.295
	x1-Administrative structures	.942	.066	.755	14.182	.000

a.   Dependent Variable: Y-Quality of law enforcement

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663[a]	.440	.436	.538171

a. Predictors: (Constant), X_2-Regulatory structures

b. Dependent Variable: Y-Quality of law enforcement

Anova[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.528	1	34.528	119.214	.000[b]
	Residual	44.023	152	.290		
	Total	78.551	153			

a. Dependent Variable: Y-Quality of law enforcement

c. Predictors: (Constant), X_2-Regulatory structures

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.171	.267		4.387	.000
	x2_Regulatory structures	.766	.070	.663	10.919	.000

a. Dependent Variable: Y-Quality of law enforcement

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811[a]	.658	.656	.420123

a. Predictors: (Constant), X_3-Resource allocations

b. Dependent Variable: Y-Quality of law enforcement

Anova[a]

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	51.723	1	51.723	293.042	.000[b]
	Residual	26.828	152	.177		
	Total	78.551	153			

A. Dependent Variable: Y-Quality Of Law Enforcement

B. Predictors: (Constant), X_3-Resource Allocations

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.580	.205		2.826	.005
	x3-Resource allocations	.793	.046	.811	17.118	.000

a. Dependent Variable: Y-Quality of law enforcement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643[a]	.413	.409	.550620

a. Predictors: (Constant), x-4 operational processes

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.892	.213		8.889	.000
	x4 operational processes	.510	.049	.643	10.348	.000

a. Dependent Variable: Y-Quality of law enforcement

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835[a]	.698	.696	.395322

a. Predictors: (Constant), X_5-citizen participation

b. Dependent variable Y-Quality of law enforcement in Kenya

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.797	1	54.797	350.632	.000[b]
	Residual	23.755	152	.156		
	Total	78.551	153			

a. Dependent Variable: Y-Quality of law enforcement

b. Predictors: (Constant), X_5-citizen participation

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.922	.170		5.423	.000
	x5-citizen participation	.745	.040	.835	18.725	.000

a. Dependent Variable: Y- Quality of law enforcement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884[a]	.781	.774	.340598

a. Predictors: (Constant), X_1-Administrative structures, X_2-Regulatory structures, X_3-Resource allocations, X_{4-} operational processes, X_5-citizen participation.

Anova[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.382	5	12.276	105.825	.000[b]
	Residual	17.169	148	.116		
	Total	78.551	153			

a. Dependent Variable: Y-Quality of law enforcement

b. Predictors: (Constant),X_1-Administrative structures, X_2-Regulatory structures, X_3-Resource allocationsX_4, operational processes, X_5-citizen participation.

Coefficients of the study model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.118	.202		-.583	.561
Administrative structures-X_1	.255	.080	.204	3.184	.002
Regulatory structures-X_2	.154	.063	.133	2.457	.015
Resource allocations-X_3	.237	.075	.242	3.149	.002
Operational processes- X_4	.114	.051	.018	2.290	.012
citizen participation-X_5	.366	.066	.410	5.568	.000

a.   Dependent Variable: Quality of law enforcement (Y)

Appendix V: Letter of Introduction

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

KQ PRIDE CENTRE

P.O. Box 62000-00200 CITY SQUARE, NAIROBI, KENYA. TELEPHONE: 0719828131/0735015175/0206422832

Office of the Associate Chair

Email: chairjkuat-kqpridecentre@jkuat.ac.ke

Our Ref: JKU/16/006 - HD419-3312/2014   DATE : 29th March, 2016

TO
THE DEPUTY INSPECTOR GENERAL
KENYA POLICE SERVICE
P.O BOX 30083,
NAIROBI

Dear Sir/Madam

RE: CONFIRMATION OF CATHERINE NAOMI KAMAU.

The above subject refers.

This is to confirm that Catherine Naomi Kamau is a bona fide student of Jomo Kenyatta University of Agriculture and Technology pursuing a Doctoral degree (PhD) in Leadership and Governance at our centre, KQ Pride Centre.

The student has successfully completed course work; a mandatory three (3) semesters of class attendance, assignments, sitting of CATs and examinations and passed. The student can now proceed on for thesis which should take twenty four (24) months on the "Influence of security governance on the quality of law enforcement in Kenya".

Any assistance accorded to her will be highly appreciated.

For any further enquiries, please do not hesitate to call us.

Thank you.

Yours faithfully

DR. JANE W. GATHENYA, PhD.
ASSOC. CHAIR, KQ PRIDE CENTRE
/ikt   2 9 MAR 2016

JKUAT is ISO 9001:2008 and ISO 14001:2004 Certified
Setting Trends in Higher Education, Research and Innovation

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Appendix VII: Research Permit

THIS IS TO CERTIFY THAT:
MS. CATHERINE NAOMI KAMAU
of JOMO KENYATTA UNIVERSITY OF
AGRICULTURE & TECH, 60000-200
Nairobi, has been permitted to conduct
research in All Counties

on the topic: INFLUENCE OF SECURITY
GOVERNANCE ON THE QUALITY OF LAW
ENFORCEMENT IN KENYA

for the period ending:
15th April, 2017

Permit No : NACOSTI/P/16/39687/10674
Date Of Issue : 21st April, 2016
Fee Recieved : ksh 2000

Applicant's
Signature
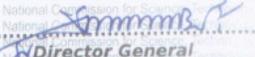
Director General
National Commission for Science,
Technology & Innovation