



SECURITY RESOURCE ALLOCATION AND PERFORMANCE OF NATIONAL POLICE SERVICE IN KENYA

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ABSTRACT

The general objective of the study was to assess the effects of security resource allocation on police performance. The research was grounded on Resource-Based View Theory. A positivist research philosophy guided the study, utilizing descriptive and correlational research designs. A systematic random sampling approach was applied to select 384 officers from a target population of 9,998 officers who had undergone leadership and command training within the NPS. Primary data was collected through questionnaires, with 271 officers responding. Data analysis involved descriptive and inferential statistics, including ANOVA, t-tests, Pearson correlation, and multiple regression analysis. The study concluded that Effective resource deployment in national police service will enable it to respond promptly and appropriately to security threats. It was concluded that effective resource allocation aligned with operational priorities is crucial for enhancing police service delivery and community trust. It was also concluded that adequate provisions for personal welfare contribute to higher retention rates and attract qualified candidates to join the police force, reducing turnover and ensuring a stable, experienced workforce and this enhances adequate performance within the national police service. It was also concluded that National Police Service should invests in the deployment of technological solutions such as CCTV cameras, biometric systems, and digital crime databases to enhance surveillance capabilities, forensic analysis, and data-driven decision-making in order to impact the overall performance. It was further concluded that national police service should invest in the development and maintenance of police infrastructure, including police stations, training facilities, and forensic laboratories, to provide a conducive environment for effective law enforcement operations to improve the overall performance. Based on the findings, the study recommends that the government should ensure that it allocate sufficient budgetary resources to the National Police Service to ensure adequate staffing, training, equipment, and infrastructure.

Key Words: Security Resource Allocation Practices, Performance of National Police Service

Background of the Study

In Kenya, the National Police Service (NPS) has faced longstanding criticisms regarding inefficiency, corruption, and human rights violations. These issues have contributed to public distrust and hindered the institution's ability to effectively maintain law and order (Transparency International, 2021). Despite various reform initiatives, including the enactment of the National Police Service Act of 2011 and the establishment of the Independent Policing Oversight Authority (IPOA), challenges persist. Poor resource allocation, lack of intra-agency coordination, and minimal accountability mechanisms have been identified as critical barriers to optimal performance (Muigua, 2019).

Accountability practices within the NPS have often been undermined by weak oversight structures and a lack of transparency. Reports of misconduct and corruption among officers have eroded public confidence, while ineffective disciplinary measures have failed to curb unethical behaviors (IPOA, 2022). Intra-agency coordination, a cornerstone of effective security governance, has also been a significant challenge for the NPS. Fragmented operations and lack of communication between different units have led to delayed responses and duplication of efforts (Akech, 2021). Enhanced coordination practices, including standardized protocols and integrated communication systems, could improve operational efficiency and foster a culture of collaboration within the service.

The National Police Service (NPS) in Kenya is constituted under Article 243 of the Constitution of Kenya (2010) and the National Police Service Act of 2011. It comprises the Kenya Police Service and the Administration Police Service. Article 244 of the Constitution outlines the objectives and responsibilities of the NPS, which include promoting professionalism and discipline within the force, adhering to constitutional standards and fundamental freedoms, preventing corruption, promoting transparency and accountability, and ensuring that staff are trained to meet competency and integrity standards while fostering positive relationships with the community.

Prior to the formation of the NPS, policing in Kenya was carried out by two separate entities: the Kenya Police Force and the Administration Police Force, each with distinct but complementary roles. According to Ouko (2022), the creation of the NPS was driven by a need for improved performance, as recommended by the 2008 Kriegler Report. This report called for comprehensive reforms, including an audit of police structures, policies, practices, extensive consultations with national and international stakeholders, exploration of international capacity-building opportunities and the establishment of a modern Code of Conduct and an Independent Police Conduct Authority.

The Kenya National Commission on Human Rights (2019) reports that crime rates fell between 2002 and 2014, but surged again in 2017 and have continued to rise, indicating that the NPS's security services are deteriorating. This decline suggests weaknesses in the NPS's security governance practices, highlighting the need for a critical assessment of these practices in relation to police performance (Kimolo, 2022). Consequently, this study examined the influence of Security resource allocation on performance of the National police service in Kenya.

Statement of the Problem

The objective of this study was to examine security governance practices and performance of National Police Service (NPS) in Kenya. As noted by UNODC (2023), global efforts to enhance police services are driven by the aspiration to create a professional force that is approachable, responsive, effective, and efficient. These efforts emphasize equipping police forces with the necessary skills to safeguard citizens and their property while respecting fundamental human rights. Smith and Jones (2023) observed a growing emphasis on the effectiveness and efficiency of policing, reflecting a global trend towards improving security

services for sustainable development. In Kenya, the government has significantly invested in the NPS over recent years, implementing various performance initiatives aimed at improving effectiveness, efficiency, responsiveness, and productivity (Waweru & Maina, 2019).

Despite substantial investments in recruitment and training, Sultana and Noor (2014) noted a persistent 3% to 4% increase in crime and continued corruption perceptions within the NPS. Waweru and Maina (2019) added that, despite various transformation initiatives such as institutional strengthening, improved staff capacity building, legal and structural changes, and enhanced operational preparedness the NPS continues to face performance challenges. These challenges include inefficient service delivery, corruption, poor working conditions, reduced public confidence, lack of citizen satisfaction, insufficient professionalism, inadequate police coverage, and increased social costs of policing (Kivoi & Mbae, 2013; Mwaeke, 2019).

According to the NPS Annual Report (2021), there were 81,272 recorded cases from January to December 2021, marking a 16.7% increase from 69,645 cases in 2020. This rise can be attributed to the lifting of COVID-19 lockdown measures and nationwide curfews that had been in place since March 2020. The NPS Internal Affairs Unit (IAU) (2020) reported receiving 1,043 complaints from the public, including 821 against the Kenya Police Service, 144 against the Directorate of Criminal Investigations, and 53 against the Administration Police Service. Additionally, 430 complaints were related to the NPS's non-responsiveness to public complaints.

The effectiveness and efficiency issues within the NPS are evident from its handling of 266 cases, of which only 84 were resolved, leaving 182 cases still under investigation and highlighting inefficiencies. This inefficiency has contributed to increased customer dissatisfaction, as evidenced by 777 unresolved complaints in 2020 (IPOA, 2020). The number of complaints from both internal and external stakeholders has risen, covering issues such as police inaction, negligence, human rights abuses, and abuse of office (IAU Annual Reports, 2017 & 2018; Ronald, 2014).

In 2021, there was a 38% increase in complaints about police performance. Of the 1,250 complaints received by the Internal Affairs Unit, 470 were from Nairobi County and 780 from other counties, indicating that 62% of complaints were reported in Nairobi (IAU Annual Report, 2021). Complaints about police inaction were the most common at 43.3%, followed by harassment at 23.4% and unresponsiveness at 6.5%. The IPOA Annual Report (2021) also highlighted that 35% of the 2,025 reported cases were related to police inaction and negligence.

Previous studies on security governance practices often examined components in isolation. For example, Adebajo and Whitfield (2021), Dillon and Thakur (2022), Muggah (2023), and Jackson and Smith (2020) focused on accountability practices as standalone variables. However, theorists like Moore (2023), Jensen and Meckling (2019), and Rhodes (2021) emphasize that intra-agency collaboration, administrative decisions, and resource allocation are integral to security governance.

Additionally, there is limited research on security reforms as a moderating variable in relation to security governance practices. While studies such as Robles and Coyne (2022) and Miller and DiLorenzo (2021) have explored security reforms, there is a gap in literature testing security reforms as a moderating variable. Most studies have focused on the private sector, with less attention given to public sector security governance (Kowalski & Reiner, 2021; Johnson & Martinez, 2020; Schneider & Burke, 2019). Studies on the NPS, such as those by Kanyinga (2020), Nyabuto (2019), and Karanja (2021), have explored the effectiveness of security governance practices, emphasizing the NPS's role in ensuring security and public trust. The study aimed at addressing these gaps by investigating the influence of Security resource allocation on performance of National Police Service in Kenya.

Specific objective

- i. To determine the influence of Security resource allocation on performance of National Police Service in Kenya.

Theoretical Review

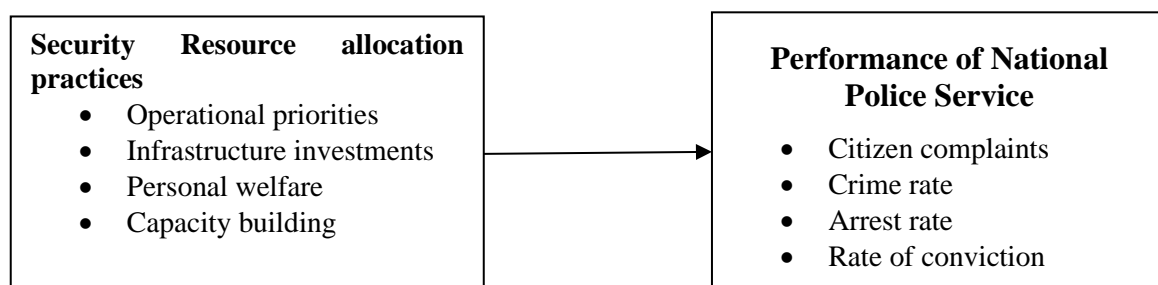
Resource-Based View Theory

The Resource-Based View (RBV) theory, proposed by Barney (2022), asserts that organizations gain competitive advantage and superior performance by possessing and exploiting valuable, rare, inimitable, and non-substitutable resources and capabilities. According to Kagoro (2019), security resource allocation involves distributing resources such as personnel, equipment, technology, and budgetary funds to different operational areas based on perceived needs and priorities. The RBV theory suggests that the effective allocation of these resources can contribute to enhancing the National Police Service (NPS) operational capabilities, responsiveness, and overall performance in maintaining law and order (Kagoro, 2020). The theory identifies different categories of resources that contribute to competitive advantage, including tangible assets such as vehicles, weapons, and technology, as well as intangible assets like reputation, expertise, human resources (skilled personnel), leadership, and organizational capabilities (Barney, 2022).

For the National Police Service in Kenya, critical resources may include well-trained personnel, modern equipment and technology for crime detection and prevention, effective communication systems, and strong community relations. Barney (2022) suggests that the NPS can achieve competitive advantage by strategically allocating resources to areas where they can create the most value and differentiation. In the context of security resource allocation, effective deployment of resources to high-crime areas, proactive community policing initiatives, and investment in crime prevention technologies can enhance the NPS's ability to combat crime and improve public safety (IPOA, 2019). The RBV theory also emphasizes the importance of sustainability in maintaining competitive advantage over time. Resources and capabilities that are valuable, rare, and difficult to imitate or substitute can provide long-term advantages (Barney, 2022). For the NPS, sustainable advantages may be achieved through continuous investment in accountability practices, upgrading equipment and technology, and fostering a culture of innovation and adaptability (Kimolo, 2022).

Conceptual Framework

Quinlan, Babin, Carr and Griffin (2019) define a conceptual framework as a structure of what has been learned, to explain best, the natural progression of a phenomenon that is being studied. In this study the independent variables were administrative decision and security resource allocation practices. On the other hand, the dependent variable was the performance of National police service in Kenya.



Independent Variable

Dependent variable

Figure 2.1 Conceptual framework

Security Resource allocation practices

Effective security resource allocation is a cornerstone of law enforcement efficiency and public safety worldwide. Across various countries, strategic allocation practices have been recognized as critical in addressing diverse security challenges, ranging from urban crime to cyber threats and terrorism. For instance, in developed nations like the United States and the United Kingdom, investments in advanced surveillance systems, forensic technologies, and data-driven policing strategies have significantly enhanced law enforcement agencies' capabilities to predict and respond to security incidents. In Africa, the allocation of security resources remains a critical factor in enhancing the operational effectiveness of law enforcement agencies amidst diverse and often complex security challenges. Many African nations face resource constraints, yet innovative practices and targeted investments have emerged as solutions to bolster policing efforts. Countries like South Africa and Kenya have introduced modern surveillance systems and community policing initiatives to combat high crime rates and improve public safety.

According to Oloo and Kibet (2021) effective resource allocation enhances the NPS's response capabilities by ensuring that personnel and resources are available and properly equipped to address security incidents promptly and effectively. They also noted security resource allocation practices in the national police service ensures that resources are strategically deployed to areas of greatest need, enhancing the National Police Service's ability to respond promptly and effectively to security threats hence improving their overall performance. Smith and Wanjala (2020) noted that operational priorities entail the allocation of resources in a manner that ensures the effective functioning of the National Police Service (NPS) in Kenya. He further asserts that operational priorities of targeting crime hotspots through allocating resources in the national police service such as patrol vehicles, personnel, and surveillance equipment to areas with high crime rates or where criminal activities are prevalent helps to deter criminal behavior and enhance public safety and this improve the performance.

Empirical Review

Security resource allocation practices and Performance of national police service

The allocation of resources to national police services is a critical factor in determining the efficiency and effectiveness of law enforcement worldwide. In global contexts, research has shown that the effective allocation of resources, including personnel, technology, and training, is essential for improving police performance and ensuring public safety. Koper and Lum (2016) highlighted that large-scale funding initiatives, such as the American Recovery and Reinvestment Act (ARRA) in the United States, led to increased police staffing and technology investments, which contributed to reductions in crime rates. In Europe, studies have demonstrated the importance of aligning police resources with operational priorities, such as addressing specific crime types or community needs, to optimize service delivery and public trust (Garcia & Martinez, 2020). However, there is also recognition of the challenges faced by police services globally, including budget constraints, political interference, and disparities in resource distribution that hinder the effective deployment of resources. Thus, global perspectives emphasize that equitable resource allocation, strategic planning, and capacity-building initiatives are key to enhancing police performance and public safety.

Africa faces unique challenges in police resource allocation, largely due to limited budgets, corruption, and political instability. Many African countries, including Nigeria and Kenya, struggle with the equitable distribution of police resources, which affects police performance and public trust. In Nigeria, Akintunde (2020) found that resource constraints and poor allocation practices hindered operational priorities, leading to inefficiencies in policing and compromised security outcomes. Similarly, Alemika and Chukwuma (2015) argued that despite ongoing capacity-building efforts in Nigeria, such as training programs and the

provision of equipment, challenges such as inadequate funding and political interference continue to undermine the effectiveness of the Nigerian police force. These issues are compounded by weak governance structures, which often prioritize political loyalty over merit, thus distorting the resource allocation process. In Africa, the challenge remains in striking a balance between increasing the capacity of police forces and addressing the socio-political challenges that prevent the equitable distribution of resources.

In Kenya, the allocation of police resources is influenced by both local and national priorities. Kamau (2019) noted that while there have been efforts to decentralize resource allocation in Kenya, political factors often interfere with the allocation process. Police resources are frequently distributed in a manner that reflects political interests rather than operational requirements, leading to disparities in service delivery. Despite these challenges, some reforms have been initiated to improve the allocation of resources. Kivoi and Mbae (2020) found that decentralized decision-making and community engagement have helped to improve resource utilization and foster better relationships between the police and the public. However, critics argue that these reforms have not been implemented uniformly, and inequalities in resource allocation remain a major obstacle to improving police performance across the country.

RESEARCH METHODOLOGY

Research Design

Descriptive research design was used to obtain pertinent and precise information concerning the status of phenomena and whenever possible to draw valid general conclusion from the facts discovered. This is because descriptive study is concerned with finding out the what, where and how of a phenomenon (Lune & Berg, 2021). This study adopted the positivism approach, which advocates for application of the methods of the natural sciences to the study on social reality and more. A positivist philosophy is premised on the belief that reality is stable and can be observed and described from an objective view point without interfering with the phenomenon being observed (Bell, Bryman & Harley, 2023).

Target Population

The target population of the study was of 9140 officers, who had undergone leadership and command training of the national police service by January 2021 and who cut across the ranks from corporal of police up to senior assistant inspector general and have been deployed in various department and units within the national police service in Kenya form where they share a common command and leadership platform (Police Personnel Data, 2021). The officers were selected from the various ranks and departments within the national police service because they have undergone leadership and command training of the national police service. This is illustrated in Table 1:

Table 1: Target Population

Rank	Number of Officers	Total Number
Senior Assistant inspector general	18	2580
Assistant inspector general	75	
Commissioner of police	287	2360
Senior superintendent of police(SSP)	550	
Superintendent of police(SP)	700	5058
Assistant Superintendent of police (ASP)	950	
Chief inspector	1150	5058
Inspector	1210	
Senior Seargent	1450	1950
Seargent	1658	
Corporal	1950	
Total	9998	9998

The sampling frame of the study was the list of all the police officers who had undergone leadership and command training of the national police service by January 2021 obtained from Police Personnel Resource Data.

Sample Size and Sampling Technique

This study used two stages of probabilistic sampling techniques to select the required sample from the target population of 9998 police officers, because of the populations' homogenous characteristics (Kothari, 2004).

The fisher's formula was used to determine the appropriate sample size of this study. The researcher assumed 95% desired level of confidence, which is equivalent to standardized normal deviate value of 1.96, and an acceptable margin of error of 5% (standard value of 0.05.).

$$n = \frac{z^2 pq}{e^2} = 384$$

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

The 384 sampling units was distributed to the conveniently identified population using the systematic stratified sampling technique using the formula

Table 2: Sample Size Distribution

Stratum	Total number	Sample Size (n)
Gazetted officers (GOs)	2580	99
Members of Inspectorate	2360	91
Non- commissioned officers(NCOs)	5058	194
Total	9998	384

Data Collection Instruments

Mertens (2014) define research instruments as tools for collecting data. The study collected both secondary and primary data. The secondary data was collected from the journals, books and published academic references. The study used primary data (qualitative and quantitative) which included questionnaires and interview guide. The questionnaires were used to collect data from different cadres of Police Officers in the National Police Service in Kenya.

The questionnaires items were classsified into three (3) sub sections; I contains statements background information of the police officers, section II on security resource allocation practices and section III on Perfomance of National Police Service. The questionnaires were pilot tested to ascertain the extent to which the instrument could collect the intended data and eliminate ambiguous questions, and improve on validity and reliability. The study further carried out interviews using interview guides for qualitative data (Appendix 3) for police officers, who had undergone leadership and command training of the national police service by January 2021.

Pilot Testing

Before a survey is carried out all aspects of the questionnaire as a survey instrument should undergo a pilot test (Yin, 2019). Pre-testing enables the researcher to modify and remove ambiguous items on instruments (Lune & Berg, 2023). A pilot test was conducted to detect weaknesses in design, instrumentation and to provide proxy data for selection of probability sample. Pilot test enables the researcher to identify and eliminate any problems that may exist in a questionnaire (Best & Kahn, 2023) and examine the reliability and validity for measures used in the questionnaire (Yin, 2019). A pilot study was conducted with 4% - 10% of the

sample population (Creswell & Clark, 2023). Thus, the pilot study comprised of 20 respondents that was 5% of the sample size from Nairobi region.

Data Analysis and Presentation

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision-making (Creswell & Poth, 2019). All the data collected through the questionnaires were edited for completeness and consistency to validate the initial field findings. Data was analyzed in a designed SPSS version 20 template through variable definition files generated from the questionnaires. Quantitative data was analyzed using descriptive and inferential statistics. Qualitative data was analyzed by the use of content analysis. Content analysis involves grouping topics into meaningful segments, coding and analyzing them into categories.

Qualitative data was summarized by editing, paraphrasing and summarizing so as to get meaning from it. Using content analysis technique, qualitative data was coded and then the data was categorized and analyzed depending on their categories. The study used both descriptive and inferential statistics to analyse the quantitative data. Descriptive statistics describe and summarize the data in a meaningful way using charts, tables and bars while inferential statistics draw conclusions on the analyzed data thus helping in generalization. Therefore, charts, tables and bars formed part of the analysis for presentation of results. Predictions based on the results of the analysis were made and the results generalized on the population of study given that the test sample was part of the population.

To test the combined influence of security resource allocation on the dependent variable, a multiple regression model was fitted. The model sought to estimate the joint influence of the independent variables on performance of National Police Service in Kenya. The multiple regression model is given by the equation below;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots \text{Equation (5)}$$

Where: β_1 are the regression coefficients of the predictors in the model.

SD – performance of National Police Service in Kenya

β_0 – The intercept of the equation (Constant term)

X_1 – Security resource allocation practices

ϵ – The error term

FINDINGS, ANALYSIS AND DISCUSSIONS

Descriptive Statistics

All the variables (Security resource allocation practices and performance of national police service) were measured using five-point Likert scale. Descriptive statistics were obtained through running the statements of each objective using descriptive custom table. The mean and the standard deviations were obtained through running the descriptive statistics.

Security resource allocation practices

The second objective of the study was to establish the influence of Security resource allocation practices on Performance of National Police Service in Kenya. The respondents responded to some statements on Security resource allocation practices. Then responses were rated on a five-points Likert scales as presented in the **Table 3**

The result indicated 3.0% of the respondent strongly disagreed, 6.6% disagreed, 17.7% were neutral, 45.8% agreed and 26.9% strongly agreed that Police deployments are made based on

operational needs. On the I'm adequately supplied necessary tools of work 1.8% strongly disagreed, 6.3% disagreed, 28.4% were neutral, 37.3% agreed and 26.2% strongly agreed with the statement. On the question of whether I'm well remunerated 1.1% strongly disagreed, 41.7% disagreed, 23.6% were neutral, 21.0% agreed and 12.5% strongly agreed.

On if issues of housing has been taken care of by NPS 1.8% strongly disagreed, 8.1% disagreed, 15.5% were neutral, 46.5% agreed and 28.0% strongly agreed. In the findings for I'm comfortable with NPS welfare 2.6% strongly disagreed, 5.5% disagreed, 23.6% neutral, 46.1% agreed and 22.1% strongly agreed. The findings for if police recruitment are informed by the national security needs 1.1% strongly disagreed, 59.8% disagreed, 18.8% neutral, 11.4% agreed with 8.9% strongly agreeing.

NPS observes not more than the Two-Thirds gender rule in police recruitments and promotions. 2.2% strongly disagreed, 7.4% disagreed, 21.8% neutral, 41.7% agreed and 26.9% strongly agreed. The NPS has modernized its records management system 3.0% strongly disagreed, 7.4% disagreed, 17.0% neutral, 42.1% agreed and 30.6% strongly agreed. For if NPS has incorporated use of IT in its operations 7.4% strongly disagreed, 8.9% disagreed, 34.3% neutral, 39.1% agreed and 10.3% strongly agreed. Findings for if police has acquired modern equipment such as drone for its security operations 2.6% strongly disagreed, 11.8% disagreed, 22.1% neutral, 40.6% agreed and 22.9% strongly agreed.

On a five-point scale, the average mean of the responses was 3.586 which mean that majority of the respondents agreed with the statements, however the answers were varied as shown by a standard deviation of 0.9983.

Table 3: Security resource allocation practices

	SD	D	N	A	SA	Mean	Std. Dev.
Police deployments are made based on operational needs.	3.0%	6.6%	17.7%	45.8%	26.9%	3.87	.982
I'm adequately supplied with necessary tools of work.	1.8%	6.3%	28.4%	37.3%	26.2%	3.80	.962
I'm well remunerated.	1.1%	41.7%	23.6%	21.0%	12.5%	3.02	1.085
Issues of housing have been taken care of by NPS.	1.8%	8.1%	15.5%	46.5%	28.0%	3.91	.960
I'm comfortable with NPS welfare.	2.6%	5.5%	23.6%	46.1%	22.1%	3.80	.935
Police recruitment are informed by the national security needs.	1.1%	59.8%	18.8%	11.4%	8.9%	2.67	1.003
NPS observes not more than the Two-Thirds gender rule in police recruitments and promotions.	2.2%	7.4%	21.8%	41.7%	26.9%	3.84	.979
The NPS has modernized its records management system.	3.0%	7.4%	17.0%	42.1%	30.6%	3.90	1.015
NPS has incorporated use of IT in its operations.	7.4%	8.9%	34.3%	39.1%	10.3%	3.36	1.030
Police has acquired modern equipment such as drone for its security operations.	2.6%	11.8%	22.1%	40.6%	22.9%	3.69	1.032
Average	2.66%	16.35%	22.28%	37.16%	21.53%	3.586	0.9983

Influence of Security resource allocation practices on Performance of National Police Service

Under the first objective, the study sought to determine the influence of Security resource allocation practices on performance of National Police Service in Kenya. The regression

analysis was used to test the amount of variance in performance of the National Police Service accounted for by Security resource allocation practices. It was hypothesized that:

H_{01} : *Security resource allocation practices has no significant influence on Performance of National Police Service in Kenya.*

To test this hypothesis, the model $Y = \beta_0 + \beta_1 X_1 + \epsilon$ was fitted. Where Y is performance of National Police Service in Kenya and X_1 is Security resource allocation practices. Regression model summary results in Table 4 indicate the goodness of fit for the regression between Security resource allocation practices and performance of National Police Service in Kenya was satisfactory in the linear regression model. An R squared of 0.679 indicates 67.9% of the variations in performance of National Police Service in Kenya are explained by the variations in Security resource allocation practices.

However, the model failed to explain at least 32.1% of the variation in performance of National Police Service in Kenya. This means that there are other factors associated with performance of National Police Service in Kenya which were not explained by the model. The correlation coefficient 0.824 indicates Security resource allocation practices have a positive correlation with performance of National Police Service in Kenya. The standard error of estimate (0.40522) shows the average deviation of the independent variables from the line of best fit.

Table 4: Model Summary for Security Resource Allocation Practices and Performance of NPS

R	R Square	Adjusted R Square	Std. Error of the Estimate
.824	.679	.677	.40522

The ANOVA results Table 5 shows that ($F(1,269) = 567.886, p < 0.05$) hence the model was statistically significant. The findings imply that Security Resource Allocation Practices were statistically significant in explaining performance of national police service in Kenya. Therefore, at $p < 0.05$ level of significance, the null hypothesis (H_{04}) which states that; “*Security Resource Allocation Practices has no significant influence on performance of national police service in Kenya*” was rejected implying that Security Resource Allocation Practices has a significant influence on performance of national police service in Kenya. This implies that a unit increase in Security Resource Allocation Practices would lead to improvement in Performance of National Police Service by 0.816 units.

Table 5: ANOVA Statistics for Security Resource Allocation Practices and Performance of NPS

	Sum of Squares	df	Mean Square	F	Sig.
Regression	93.247	1	93.247	567.886	.000 ^b
Residual	44.170	269	.164		
Total	137.417	270			

Regression of coefficients results in Table 6 shows that there is a positive and significant relationship between Security Resource Allocation Practices and Performance of National Police Service in Kenya. This was supported by the t values whereby $t_{cal} = 23.830 > t_{critical} = 1.96$ at a 95 percent confidence level which depicts that null hypothesis was rejected. Further, this confirms the positive effect of Security Resource Allocation Practices on Performance of National Police Service in Kenya.

The fitted equation is as shown below: $Y = 0.838 + 0.816X_3$ that is Performance of National Police Service in Kenya = $0.838 + 0.816$ Security Resource Allocation Practices. This implies that a unit increase in Security resource allocation practices would lead to improvement in Performance of National Police Service by 0.816 units. The results are in line with that of Oloo and Kibet (2021) who noted that effective resource allocation enhances the NPS's response

capabilities by ensuring that personnel and resources are available and properly equipped to address security incidents promptly and effectively. The results are also in line with that of Nyaga & Kimani, (2020) who argued that when resources are properly allocated in an organization they facilitate improved awareness by providing adequate personnel and equipment for surveillance, intelligence gathering, and analysis hence improving the performance of that organization.

Table 6: Regression Coefficients for Security resource allocation practices and Performance of NPS

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.838	.125		6.686	.000
Security Resource Allocation Practices	.816	.034	.824	23.830	.000

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concluded that Effective resource deployment in national police service will enable it to respond promptly and appropriately to security threats. It was concluded that effective resource allocation aligned with operational priorities is crucial for enhancing police service delivery and community trust. It was also concluded that adequate provisions for personal welfare contribute to higher retention rates and attract qualified candidates to join the police force, reducing turnover and ensuring a stable, experienced workforce and this enhances adequate performance within the national police service. It was also concluded that National Police Service should invests in the deployment of technological solutions such as CCTV cameras, biometric systems, and digital crime databases to enhance surveillance capabilities, forensic analysis, and data-driven decision-making in order to impact the overall performance. It was further concluded that national police service should invest in the development and maintenance of police infrastructure, including police stations, training facilities, and forensic laboratories, to provide a conducive environment for effective law enforcement operations to improve the overall performance.

Recommendations

The results indicated that Security resource allocation practices resulted to improved performance of National Police Service in Kenya. Government should ensure that it allocate sufficient budgetary resources to the National Police Service to ensure adequate staffing, training, equipment, and infrastructure.

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