

INFLUENCE OF ADMINISTRATIVE STRUCTURES ON THE QUALITY OF LAW ENFORCEMENT IN KENYA

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ABSTRACT

The central problem of this study is that despite the many government initiatives towards improving security in the country, actual law enforcement has been declining in the country. Influences to this low quality of law enforcement in the country have not been investigated nor understood, thus hindering effective and efficient law enforcement by the security officers in the law enforcement agency Kenya police service, who are mandated with law enforcement in the country. The consideration of the relationship between Administrative structures as the independent variable in this study and the quality of law enforcement as the dependent variable was sought. The purpose of this study was to determine the influence of Administrative structures on the quality of law enforcement in Kenya. The unit of analysis was the Kenya police. Service. The study used a descriptive survey design that was cross-sectional with the list of the Administrative officers of the Kenya police service as the sampling frame. The questionnaire and an interview guide were used to gather relevant information from the respondents. Data collected was analysed using both the descriptive and inferential statistics. The study established that Administrative structures have a positive significant influence on the quality of law enforcement in Kenya. The study recommended that the Kenya police service should embrace sound Administrative structure where leadership is effective and not influenced by politics, operational independence and good Human resource practices for quality law enforcement in the country.

Key words: Quality law enforcement, Administrative structures, police service, Influence

1.0 Introduction

1.1 Global Perspective of Law enforcement

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

Security governance is seen as a process through which security capacity can be strengthened through an 'effective governing' mechanism Liao (2011). 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 the good governance of security. Nevertheless, security governance being a relatively new concept (Hänggi, 2005), acknowledges that the functioning of law enforcement agencies requires them to be professional, service oriented and accountable to people.

Globally, the police are persons empowered to enforce the law, protect property and reduce civil disorder thus ensuring security. They are the most visible manifestation of government authority responsible for public security in any country (Bruce, 2014). The police as such are the gatekeepers of the criminal justice system because they are the first, and often the only

contact that members of the public will have with any justice system. They are the primary agency responsible for protecting civil liberties and, also responsible for turning the promise of human rights into reality (The commonwealth Human Rights Initiative, 2007). Police officers are called on to enforce the law, observe constitutional restraint on the exercise of government power, answer individual calls for help and also respond to community demands for safety (Barnett, 2004).

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

1.2: Kenyan 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 are essential components of an operational agenda (Bryden and Olonisakin, 2010). While recognizing that security is also a “shared” responsibility with other government and public agencies, the police nevertheless have a central role in its attainment. National security requires the police to operate as part of a shared, networked and ideally integrated system of agencies (Policing and (in) security in fragile and conflict affected settings, 2015).

The Kenya Police service is the national body in charge of law enforcement in the East African state of Kenya. It traces its foundation on the Imperial British East Africa (I.B.E.A.) Company, and a businessman Sir William McKinnon, who in the interest of his business found it necessary to provide some form of protection (security) for his stores along the coastline of Kenya between 1887–1902, (the Kenya police strategic plan 2003-2007). Since its inception up to 1907, the Kenya Police was organized along military lines and the training was military in nature until 1906, when it was legally constituted by a Police 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.

2.0: Statement of the Problem

The quality of law enforcement draws from the tenets of good governance of the state (Bryden, 2006). A study by Sachiko and Durwood (2011) found out that a critical characteristic of security governance is the quality of law enforcement which is the role of the institution of police in any government. This finding was reinforced by the World Bank (2015) which argued that security governance recognizes the respect for human rights, effective enforcement of the rule of law, and guarantees faster economic growth of a nation.

Despite these obvious relationships between security governance, law enforcement and development of a nation, it is notable from a study by Aronson (2010) that the East Africa region continues to experience challenges in law enforcement. The ICTJ (2010) notes the security governance challenges in Kenya play out in the local, regional and international levels. This is so with the major challenges being evident both in the rural and urban areas with an increase in the incidence and intensity, in persistent terror attacks, inter-community conflicts and violence targeting law enforcement officers as well as a big number of extra-judicial executions (Amnesty International, 2013). A report by the Commonwealth Human Rights Initiative (2014) also shows that Kenya has suffered from a number of internal security challenges that amount to weak law enforcement and administration.

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

The Commonwealth Human Rights Initiative (2014) notes that despite the many steps Kenya has taken towards reforming the security sector, there still exist many challenges relating to the quality of law enforcement in the country thus contradicting the arrays of empirical evidence that explains the relationship between security governance and law enforcement. Good security governance in any developing democracy calls for accountable law enforcement, where the exercise of police power is restrained, deliberate and cognizant of citizen rights (The Independent Commission for Good Governance in Public Services, 2004). Since the emphasis by the world development report (2011) is the strengthening of legitimate institutions through governance to provide citizen security, it is against this background that this study sought to examine the influence the quality of law enforcement in Kenya being an element of governance of the police service.

2.1: General Objective

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

2. 1.1: Specific Objectives

1. To determine the influence of Organization of the Kenya police service on the quality of law enforcement in Kenya
2. To determine the influence of Leadership in the Kenya police service on the quality of law enforcement in Kenya
3. To determine the influence of Human Resource Management in the Kenya police service on the quality of law enforcement in Kenya
4. To determine the influence of Political structures on the quality of law enforcement in Kenya

3.0 Rationale of the study

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

Specifically, the study will benefit the following;

Policy makers: The government, the International Community and other concerned stakeholders will utilise the knowledge gained from this study in assisting leadership and management to steer the same to the desired heights.

Administrative officers of the Kenya police service: The Kenya police service senior officers (Administrative officers) will benefit from the findings of this study since they will use it understanding the dynamics and mitigation of their administrative responsibilities.

Researchers and Scholars: The study will make empirical contribution to the field of Administration and particularly law enforcement in the security sector.

4.0: Theoretical review

This study adopted Structural contingency theory

Pennings (1987) approach of Contingency theory holds that for an organization (or its sub-units) to be effective there has to be goodness of fit between its structure and environment. Although the Structural contingency theory holds that there is "no one best way," meaning that no single structure or structural type is optimal for all organizations, instead, the structure that is most effective is that which fits certain factors, called contingencies. Thus the effectiveness of a structure depends on the degree to which it fits the contingencies. The Contingency theory belongs to a cluster of theories that embody some rational calculus in that they all stress some

optimizing adaptive approach to conditions in the organization's environment. The central view is that the organization is capable of adapting to the environment and that its managers have the discretion to ensure that this adapting takes place in the best way possible (Pennings, 1987). This adaptation is based on the idea that the organization and its leaders are rational and prepared and able to do whatever it takes for the organization to function as effectively as possible. Two types of behaviors proved to be especially typical of effective leaders. Consideration of leader behaviors that include building good rapport and interpersonal relationships and showing support and concern for subordinates and initiating structure leader behaviors that provided structure (e.g., role assignment, planning, scheduling) to ensure task completion and goal attainment.

Lack of congruence or fit will therefore result in reduced performance (Ngugi, 2012). 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 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. Law enforcement managers can use the Structural contingency theory to align their strategies within the operating environment such that they effectively plan for efficiency and effectiveness of their agencies.

5.0: Empirical Review

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. Structural designs of any organization according to Johnson, Whittington & Scholes (2011) describe the formal roles, responsibilities and lines of reporting in organizations and can influence the sources of an organization's competitive advantage, particularly with regard to talent development and management and that failure to adjust structures appropriately can fatally undermine strategy implementation and thus jeopardize organizational success. The organizational characteristics of an agency therefore serve as an indicator of the quality of police service.

A study by Maguire (2003) 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. According to Murray (2000) most police organizations are paramilitary in style and therefore structured as command and control organizations and tend to be hierarchical and highly centralized. 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). These sentiments are also shared by Gakure et al. (2012) who argued that if and only if an institution's structure improves then its performance becomes better.

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. Leadership in police organizations should be free of any political interference as observed by Joseph E. (1999) and Frank L. Perry (2001) 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). 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 maintenance 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).

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. This argument is supported by Wright, M., Dunford, B., & Snell, A (2001), who noted that to constitute a source of competitive advantage; the human capital pool must have both high levels of skill and willingness (motivation) to exhibit productive behavior. 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, including the 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 Administrative structures on what motivates organization members influence the quality of law enforcement.

6.0: Summary and Research Gaps

Based on the literature reviewed, it is evident that Administrative structures are indeed critically important in the law enforcement agency 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 Administrative structures on the quality of law enforcement in Kenya has not emerged from previous studies and what there is only covers the lower ranks of the police service that are not concerned with administrative duties and covers only segments of the Kenya police service (Makhoha, 2013)

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 has sound administrative structures that govern the service well ensuring the welfare of both the citizens and the law enforcers. A well governed law enforcement agency can adequately provide citizen security encouraging

development of the nation. More specifically, the study sought to address the link between Administrative structures and the Quality of Law Enforcement in Kenya, clearly indicating how the quality of law enforcement is affected by effective management practices.

7.0: Methodology of the Study

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

From a total population of 751 senior police officers, 254 were selected as the sample using Fischer's model, from where stratified and simple random sampling were applied to pick the particular officers. Questionnaires were administered and interview guides used to reinforce them. Cronbach's Alpha was used to check the reliability of the instrument. Statistical Package for Social Science (SPSS) was used to screen, code and capture the data. Regression analysis was computed to determine the relationship between Administrative structures and the quality of law enforcement in Kenya.

8.0: Findings and discussion

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. Of those interviewed, 56% had served in the police service, 35% had served between 31-40 years and only a few 9% had served the service for less than 20years. The respondents with Masters' degree were 5%, about 15% possessed Bachelor's degree 20% were diploma holders, 36% were "O" Level and another 18% were classified as others. These percentages show that most of the participants were knowledgeable enough about the research and therefore the quality of the data was good since most of them understood the questions. Table 1.1 shows the responses on the influence of Administrative structures and the quality of law enforcement in Kenya.

Table 1.1 Influence of Administrative Structures on the quality of law enforcement in Kenya

Statement	Strongly Disagreed	Disagreed	Neutral	Agreed	Strongly Agreed
	%	%	%	%	%

Organizational chart	2.6	1.3	2.0	26.8	67.3
Administrative Direction	13.0	24.0	5.8	31.2	26.0
Involving juniors	11.8	23.6	9.0	28.5	27.1
Political interference	6.2	4.1	2.8	31.0	55.9
HRM is essential	5.8	0.0	0.7	15.1	78.4
Effective leadership	2.8	2.8	2.1	32.9	59.4
HRM is critical	4.3	2.1	1.4	24.3	67.9
Promotions are fair	20.8	26.4	14.6	24.3	13.9
Average	8.4	10.7	4.8	26.9	49.2

The findings show that officers are of the view that Administrative structure makes positive contribution to the overall quality of law enforcement which includes enhancing public safety and security. The highest scores were for organizational chart, followed by leadership and Human resource practices while the worst scores were on the issue of promotions, placements and transfers an indication that the general Administrative structure of the police service was in dire need of change for the improvement of the quality of law enforcement.

8.1: Correlation

The correlation technique was used to analysis the degree of relationship between the variables Administrative structures and quality of law enforcement. The computation gave the Pearson Moment correlation coefficient r of 0.570 signifying a positive relationship between Administrative structure and quality of law enforcement. This means an improvement in administrative structure will lead to improved quality of law enforcement (Kothari 2008).

The test of significance revealed the p - value of 0.002 which is less than the level of significance of 0.05, hence the test is statistically significant. Findings of this study agree with those of other scholars: 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.

8.2: Regression Analysis

The coefficient of determination R^2 explains the extent to which variations in the dependent variable performance can be explained/predicted by the changes in the independent variable, Administrative structure. The R^2 in linear regression relationship also tells how the regression line fits the data. The regression gave a calculated R value of 0.755 and $R^2 = 0.570$ which means that 57.0% of the corresponding variation in the quality of law enforcement in Kenya can be explained by changes in Administrative structures. This is an important indicator of the predictive accuracy of the model equation fitted as shown below:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where Y = Quality of law enforcement

β_0 = Constant;

X1= Administrative structure;

e = Uncontrolled factors /Experimental errors,

β_1 ; = Is the model parameter

Tests in table 1.2 on the constant revealed that the constant is significant implying the Kenya police service officers have to perform their duties even when the Administrative structures are not favourable. This is explained by the fact that this is a disciplined service and so orders must be followed and all officers are accountable for how the day is spent. This is also attributed to the sensitivity of law enforcement which the country cannot be without even for a minute, hence even with poor Administrative strategies officers are obligated to serve the citizens .Observations by Gakure et al. (2012) indicate 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.

Table 1.2 Model fitness for Administrative Structures and the quality of law enforcement in Kenya

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

a. Predictors: (Constant), Administrative structures

Further tests on the beta coefficient of the resulting model suggested $\beta=0.942$ which is significantly different from 0 at p- value of 0.000 which is less than the level of significance of 0.05. The implication is that the coefficient β of the resulting model is significant. The constant $\alpha=0.282$ at the test of significance p - value of 0.00 is less than the level of significance of 0.05. This means that the constant in the resulting model is significant .This also means that the model fits the data/goodness of fit. The model performance $=\beta$ (Administrative structures) holds as suggested by the tests above .This confirms that there is a positive linear relationship between Administrative structures and the quality of law enforcement in Kenya.

Table 1.3.Coefficients of Administrative Structures and the quality of law enforcement in Kenya

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

a. Dependent Variable: Administrative structures

Table 1.4 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			

a. Predictors: (Constant), Administrative structures

b. Dependent Variable: Quality of law enforcement

9.0: Summary of findings

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. 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 and the 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 ($\beta=.755$).

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.

11.0: Recommendations

The study justifies that with sound Administrative strategies in place, issues of leadership attainment, Human resource management, political interference and the general organization of the Kenya police service can be solved leading to a positive step in effective service delivery to the Kenyan citizens.

Specifically, the study recommends that the leadership in the Kenya police service should embrace good leadership practices to enhance effectiveness of police officers since leaders have an influence on plethora of organizational factors which affect effectiveness. The competence of police leaders does not meet Kenya police service expectations especially so because they are politically influenced. While it is appreciated that leaders in the Kenya police service set up come from disciplined forces with experience and natural disposition, some have little or no formal training in leadership nor inter-personal skills. 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. Whereas it is clear the Kenya police service has no control over the basic salary and housing given to police

officers, the government can improve on financial incentives to supplement the inadequate salaries and ensure these are fairly awarded to officers. The government has a role in ensuring the salaries are competitive for police officers and also to harmonize them with those of the better paid public sector employees to avoid apparent disparities.

It is suggested 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 should be 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.

12.0: Areas for Further Research

Time and financial constraints in this study all the influences to quality law enforcement in Kenya could not be exhausted. Further research should be conducted to establish other influences that were not covered in this study which account for 75.5 % only. Such a research should be conducted among other law enforcement arms like the Administrative police service and the Criminal investigations Unit all which are part of the Kenya National police service so that the unique influences can be realized for harmonization.

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