

**AN INVESTIGATION INTO THE IMPACT OF BUDGET CUTS ON THE
OPERATIONAL PERFORMANCE OF THE NAMIBIAN POLICE: A CASE
STUDY OF OSHIKOTO REGIONAL HEADQUARTERS**

A THESIS SUBMITTED IN PARTIAL FULFILMENT

OF

THE REQUIREMENTS

FOR

**THE MASTER OF BUSINESS ADMINISTRATION PUBLIC SECTOR
MANAGEMENT DEGREE**

OF

THE UNIVERSITY OF NAMIBIA

BY

FRONDINA NAUKALA

201154250

MAY 2022

SUPERVISOR: DR. ANDREW JEREMIAH (NUST)

Abstract

The Internal Audit report of the Namibian Police (NAMPOL) for the 2018/19 Financial Year reported a reduction of the Namibian Police Force budget from N\$14.3 billion to N\$5.1 billion. Budget cuts differ across sectors of the economy as well as the magnitude of their impact on organisational performance. This study aimed at investigating the impact of budget cuts on the operational performance of Police in the Oshikoto Region. A sample of 150 participants from a population of 950 was selected using the stratified random sampling technique. The researcher had applied descriptive research design as it eliminates the constraints of rigorous academic methodologies, allowing researchers to see how others experience an event. The study adopted a quantitative approach which involved the use of closed ended questionnaires. The researcher's function in positivist studies was confined to data collection and objective interpretation. The strategy was based on reality's nature. Additionally, the data were analysed quantitatively using the excel spreadsheet package to generate tables and graphs. . The results of the study revealed that budget cuts lead to more crimes as Police is incapacitated in terms of mobility. This incapacitation could also be due to lack of vehicles and other important resources. Furthermore, top management in the Namibian Police Force is continuously faced with making difficult decisions on how to protect and serve their communities with fewer resources at their disposal. It was observed that, budget cuts had a negative impact on the operational performance of the police. It is therefore recommended that Oshikoto NAMPOL management should come up with policies which serve as a guiding principles to help with the operational performance of the Police.

Key words: *Budget, Budget cuts, Namibian Police Force, Management cadre, Operational performance of police, Training and Development, Stakeholders.*

Abbreviations 1

Acknowledgements 2

Dedications 3

Declarations 4

CHAPTER ONE 5

INTRODUCTION AND BACKGROUND OF THE STUDY 6

1.1 Introduction 7

1.2 Background of the study 8

1.3 Statement of the problem 9

1.4 Research objectives 10

1.5 Research questions 11

1.6 Significance of the study 12

1.7 Limitations of the study 13

1.8 Delimitations of the study 14

1.9 Organisation of the study 15

1.10 Summary 16

CHAPTER TWO 17

LITERATURE REVIEW 18

2.1 Introduction 19

2.2 Budgetary systems 20

2.3 Budgetary process 21

2.4 Types of budgets 22

2.4.1 Operating budget 23

2.4.2 Capital budgeting 24

TABLE OF CONTENTS

Abstract	i
List of Figures	vii
Abbreviations	viii
Acknowledgements	ix
Dedication	x
Declarations.....	xi
CHAPTER ONE	1
INTRODUCTION AND BACKRGOUND OF THE STUDY	1
1.1 Introduction	1
1.2 Background of the study.....	2
1.3 Statement of the problem	4
1.4 Research objectives	5
1.5 Research questions	6
1.6 Significance of the study	6
1.7 Limitations of the study.....	7
1.8 Delimitation of the Study	8
1.9 Organisation of the study	8
1.10 Summary	9
CHAPTER TWO	10
LITERATURE REVIEW.....	10
2.1 Introduction	10
2.2 Budgeting in governments.....	10
2.3 Budget Cuts	13
2.4 Types of Budgeting	17
2.4.1 Line Budgeting.....	18
2.4.2 Performance-based budgeting (PBB).....	21

2.4.3 Program budgeting	21
2.4.4 Activity Based Budgeting (ABB)	22
2.4.5 Zero based budgeting	23
2.4.6 Effect of budget cuts on police service delivery	24
2.5 Impact of budget cuts on police operational performance	25
2.6 Impact of budget cuts on end users of police services	29
2.6.1 Job Satisfaction	29
2.6.2 Organizational Stress	30
2.6.3 Scheduling.....	32
2.6.4 Overtime.....	32
2.7. The impact of budget cuts on motivation of staff.....	34
2.8 Impact of budget cuts on provision of infrastructure	40
2.9 Conceptual Framework	42
2.9 Summary	44
CHAPTER THREE.....	45
RESEARCH METHODOLOGY	45
3.1 Introduction	45
3.2 Research Design.....	45
3.3 Research Philosophy	45
3.4 Research Approach.....	45
3.5 Research Strategy	45
3.6 Target Population	45
3.6.1 Sampling and sample size	45
3.7 Research Instrument	45
3.8 Data collection procedure.....	45
3.9 Pilot Study	45
3.10 Reliability and Validity	45

3.10.1. Validity.....	45
3.10.2. Reliability.....	45
3.11 Data Analysis	45
3.12 Ethical considerations.....	45
CHAPTER FOUR.....	45
DATA PRESENTATION AND ANALYSIS	45
4.1 Introduction	45
4.2 Impact of budget cuts on the motivation of NAMPOL members of staff	45
4.2.1 The morale of personnel decreased due to budget cuts.....	45
4.2.2 Budget cuts resulted in challenges in personnel training	47
4.3 The Impact of budget cuts on the provision of infrastructure	48
4.3.1 Budget cuts affect the procurement of equipment within my organisation.....	49
4.3.2 Vehicles being scarce to attend crime-scenes	49
4.3.3 Budget cuts affect utilisation of technology or advanced systems in fighting crime.....	50
4.4 Effects of budget cuts on users.....	51
4.4.1 General increase in crime rate.....	52
4.4.2 Homicide rates have increased	53
4.4.3 Violent offences have increased due to budget cuts	54
4.4.4 Burglaries have increased due to budget cuts	55
4.4.5 A decrease in front liners	56
4.4.6 Police officers are now taking long to attend the crime-scene....	57
4.4.7 Conducting of crime prevention activities in partnership with community members.....	58
4.4.8 Arrest of suspects, minor crimes and disorder offences	59

4.4.9 Direct patrols in high-risk areas have decreased due to budget cuts	60
4.5 Summary	61
CHAPTER FIVE.....	62
CONCLUSIONS AND RECOMMENDATIONS	62
5.1 Introduction	62
5.2 Re-stated Research Questions	62
5.3 Summary of the findings	63
5.4 Conclusions	65
5.5 Recommendations	68
5.6 Areas for further research.....	70
5.7 Chapter Summary	71
REREFENCES.....	72
Appendix 1: Introduction and Questionnaire	83
Research Questionnaire	83

List of Figures

Figure 2.1 Conceptual framework.....	36
Figure 4.1 Personnel moral had decreased due to budget cut.....	45
Figure 4.2: Budget cuts had resulted to challenges of personnel training.....	46
Figure 4.3: Budget cuts had affected personnel staffing and hiring process.....	47
Figure 4.4: Budget cuts affect the procurement of equipment within my organisation.....	48
Figure 4.5: Due to budget cuts, vehicles are now scarce to attend crime-scenes.....	49
Figure 4.6: Budget cuts affect technology fighting crime.....	50
Figure 4.7: Budget cuts had caused general increase in crime rate.....	51
Figure 4.8: Due to budget cuts, homicide rates have increased.....	52
Figure 4.9: Violent offences has increased due to budget cuts.....	53
Figure 4.10: Violent offences has increased due to budget cuts.....	54
Figure 4.11: Budget cuts had caused a decrease in front liners.....	55
Figure 4.12 Police officers are now taking long to attend the crime-scene.....	56
Figure 4.13: There is a decrease in the conducting of crime prevention activities.....	57
Figure 4.14: decrease in arrest of suspects, minor crimes and disorder offences.....	58
Figure 4.15: Implement direct patrols in high-risk areas.....	59

Abbreviations

ABB	-	Activity Based Budgeting
FBI	-	Federal Bureau of Investigation
HRM	-	Human Resource Management
NAMPOL	-	Namibian Police
NPF	-	Namibian Police Force
PBB	-	Performance Based Budgeting
PERF	-	Police Executive Research Forum
RBV	-	Resource-Based View
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
UNAM	-	University of Namibia

ACKNOWLEDGEMENTS

The research journey is like a beginning without an end. It takes one through a multitude of emotions- of hope, excitement, despairs but finally accomplishment. It becomes even more challenging when you have to undertake research offshore, with full- time work responsibilities and missing the support of research peers.

First and foremost, I would like to thank the Almighty God for the health, strength and courage throughout the tough and trying times of this programme.

My utmost gratitude goes to my supervisor Dr. Andrew Jeremiah, who was patient, critically reviewed each stage of my work and offered immense guidance throughout. It would not have been practically possible to complete this thesis without his expert guidance and advice. Many thanks to the research coordinators and the research committee at UNAM for their commitment and valuable input and support during the proposal stage of this research journey.

My sincere gratitude also goes to my beloved family, who were there when I needed them during this challenging and difficult times.

Finally, my appreciation to the handful of close friends and colleagues who shared my research journey in some way or the other.

DEDICATION

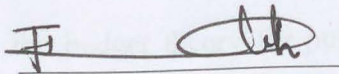
I dedicate this thesis to God Almighty for granting me the necessary wisdom and understanding to complete this thesis. Likewise, I dedicate this thesis to my late mother, Rachel Nghikelwa who taught me to trust in God, believe in hard work and that so much can be done with little. To my virtuous father, Matheus Naukala for earning an honest living for us and for supporting and encouraging me to believe in myself. To the most beautiful family that God has ever blessed me with; for their patience, love and unwavering support during this very demanding period. Finally, I would especially dedicate this thesis to my friends and colleagues for their love and prayers, you made it doable and worthwhile.

Declarations

I, Frondina Naukala hereby declare that this thesis is the result of my own investigation and research and that it has not been submitted in part or in full for any other degree or to any other University.

No part of this thesis may be reproduced, stored in any retrieval system, or transmitted in any form, or by means (e.g., electronic, mechanical, photocopying, recording or otherwise) without the prior permission of the author, or The University of Namibia on my behalf.

I, Frondina Naukala, grant The University of Namibia the right to reproduce this thesis in whole or in part, in any manner or format, which The University of Namibia may deem fit.



Signature

2022. 05. 13

Date

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

The Namibian Police Force's budget has been drastically cut in recent years. In support of this, the Namibian Police Force budget was reduced from N\$14.3 billion to N\$5.1 billion in the 2018/19 financial year (Lela, 2019). Despite budget cuts, police personnel play an important part in the country's economic and social development. NAMPOL's key responsibilities include maintaining public safety and conserving common property for community and society members (Angula, 2017).

However, the relationship between budget cuts and security agency service delivery has been widely examined in prior related research' literature (Angula, 2017). The early budget theory, the progressive theory of the public sector, and the budget theory for public administration and public administrators are all important theories in this relationship (Aman & Hildreth, 2020).

Hence, to investigate the impact of budget cuts on the operational performance of the Namibian police using Oshikoto Regional Headquarters, the study is made up of five chapters. Chapter one consists of an introduction, background which illustrates the link between budget cuts and operational performance. This is then followed by chapter two which covers literature review under-which various theories and scholars regarding budget cuts and operational performance of police. Chapter three then provides methodology which was adopted, the

sampling strategy to used, the research instrument and how data was collected. This is then followed by chapter four which present results from the study, while study ends with the conclusions and recommendations under chapter five. In addition to that there are appendices that confirm adherence to research protocols as expected by UNAM.

1.2 Background of the study

The Internal Audit report for 2018/ 19 Financial Year reported a reduction of the Namibian Police Force budget from N\$14.3 billion to N\$5.1 billion (Lela, 2019). Nevertheless, budget cuts differ across sectors and their magnitude impact on organisational performances. Hence, it is therefore imperative for this study to investigate the impact of budget cuts on operational performance of police in the Oshikoto Region.

The Namibian Police Force (NPF) is mandated to preserve Namibia's internal security, maintaining law and order, investigating any crime or alleged crime, preventing crime, and protecting life and property (Police Act 19 of 1990). Budget cuts have a significant impact on security agency responsibilities since they affect organisational operations (Aman, & Hildreth, 2015). Budget cuts, according to scholars such as Garfield (2018), Leon (2019), Tiwana (2015), and Tengpongsthorn (2017), have a negative impact on the Police's operational performance. Budget cuts, on the other hand, resulted in staffing imbalance and scarcity of equipment, both of which became roadblocks to efficient work

performance. Budget cuts were made across the board in all ministries at the national level (Gakure, 2012). It is vital to highlight that these budget cuts fluctuate across sectors in Namibia, and their level of influence on industry performance will also vary (Angula, 2017).

Furthermore, work efficacy is critical to every organisation's operational success (Angula, 2017). Organisations in the twenty-first century that take suitable measures to support and snowball the work effectiveness of their employees are likely to have a positive return on investment and achieve speedy, effective and long-term development (Tengpongsthorn, 2016). Employees who are ineffective, dissatisfied and incompetent to achieve the required work routine contribute to corporations' failure to take suitable supplementary and boosting of the effectiveness of internal personnel measures (Tiwana, 2015). The budget cuts in the Namibian Police Force came as a result of the severe economic recession that the whole world has been experiencing and this was exacerbated by the recent COVID-19 pandemic (Lela, 2020).

Even though there is no particular regular measure of the impact of the budget cuts on NAMPOL operations, the Police obligations and responsibilities to protect public safety, remain (Angula, 2017). As a result, police Chiefs are dissatisfied with the current situation and are constantly looking for methods to better their departments (Lela, 2019). Thus, Department Heads must have sufficient cash to execute their objective and future goals, and this financing is

obtained through the budgeting process (Gakure, 2012). Based on these observations budget cuts are suspected to be the cause of poor service delivery and a high crime rate in the Oshikoto region (Lela 2019). Hence, it is critical that this study looks into the impact of budget cuts on the operational performance of Police in the Oshikoto Region.

1.3 Statement of the problem

A recent series of provocative media reports, reported high crime rates in communities across the country. Lela (2019) revealed that budget cuts on the police budget have resulted in a rise in crime rates. Aggravated assaults have more than tripled in the Oshikoto Region, compared to the same period in 2015, while shootings have nearly doubled. This was partly, since, nearly half of the police force has been laid off owing to budget shortages. Summerton (2019) believes that the most crime-ridden town has gotten worse. The author further stated that, the country experienced a 65 percent surge in homicides following the widely known layoffs that resulted in the loss of roughly 15% of the police force at the end of 2018. In the Oshikoto Region, violent crimes such as homicide, shootings, and assault increased by 21% in the first quarter of 2019 compared to the same period in 2014 (Lela, 2019). In addition, in most circumstances, huge manpower shortages have major repercussions for crime prevention management (Lela, 2019).

Summerton (2019) on the other hand, claimed that gender-based violence, murder cases, illegal foreign residents and fraud charges have all increased in

Namibia. The author went on to say that in normal circumstances, police would have enough resources to conduct their tasks successfully, which would result in low crime rates and reduced civilian fear of crime-related incidents. However, in recent years, the Police Force has been unable to purchase new cars and other critical equipment, making it difficult for officers to get to crime scenes on time and this has resulted in an increase in crime rates (Angula, 2017). According to the author, NAMPOL has halted the recruitment of new police officers, which means that those who retired or died while serving in the force have not been replaced. As a result, it is necessary to look into the impact of budget cuts on the operational performance of the police.

1.4 Research objectives

The main objective of the study was to investigate the impact of budget cuts on police operational performance in Namibia. To achieve this objective, the following sub-objectives were formulated:

- To investigate the impact of budget cuts on the provision of infrastructure for the police.
- To assess the impact of budget cuts on the motivation of NAMPOL members.
- To determine the impact of budget cuts on the end users of NAMPOL services.

1.5 Research questions

The main research question of this study is: What is the impact of budget cuts on police operational performance in Namibia?

To further help solve the identified research problem, the following sub-research questions were formulated:

- What is the impact of budget cuts on the provision of infrastructure for the police?
- What is the impact of budget cuts on the motivation of NAMPOL members?
- What is the impact of budget cuts on the end users of NAMPOL services?

1.6 Significance of the study

This research is significant in that it aimed to identify solutions or alternative ways for ministries to survive in the face of budget cuts. The study was also expected to add to the amount of knowledge that previously existed. It was also an objective of the study to highlight knowledge gaps that could be filled by future research. The researcher was hoping to learn more on the impact of budget cuts on the Namibian Police operations and performance. The researcher is of the feeling that some of the project's recommendations will be valuable to the entire Ministry, and that they will be taken into account in the successful execution of budget reduction. NAMPOL may learn some of the cost saving techniques that

can be deployed to improve operational performance in spite of budget constraints.

The university could produce material to assist central authorities and government ministries in understanding the impact of budget reduction on operational performance. The university may be able to proffer the needed literature on the effects of budget cuts on the operational effectiveness of the Namibian Police, as there is a dearth of literature on the subject. The findings of this study may be used by future scholars in the country or region as a foundation for their own research. This study's research approach may be employed in other studies or present a challenge for future research.

1.7 Limitations of the study

COVID-19 presented data collection problem for this research. Staff members were stationed on patrols and at various checkpoints across the region to keep an eye on people's movements, making them inaccessible when the researcher needed them. This caused the study's completion to be delayed as the surveys were not completed and returned as quickly as they could be. However, in order to mitigate the impact of the delays and adhere to the COVID 19 requirements, the researcher visited participants on a regular basis to collect the completed questionnaires.

1.8 Delimitation of the Study

The study only investigated the impact of budget cuts on operational performance of police in Oshikoto region. The study was limited to Oshikoto NAMPOL Regional Headquarters in the Ministry of Home Affairs, Immigration, Safety and Security in Omuthiya.

1.9 Organisation of the study

This thesis is made up of a total of five chapters as summarised below:

The first chapter is the introduction. It covers the research backdrop, problem statement, research questions, study importance, and study organisation. The second chapter explores the literature on the study topic and establishes the study's theoretical framework. Different police and budgeting theories are discussed in the theoretical literature. This chapter reviewed the relevant research on the impact of budget cuts on NAMPOL's operational performance. The research design and methodology employed during the study are described in Chapter 3. It goes over the study design, sampling procedure, sample size, data collection process, restrictions, study period, and secondary data sources utilised in understanding the relationship between budget reduction and the Namibian police's operational performance.

The results from the analysed data from the original research are presented, interpreted, and discussed in Chapter four. The goal of this chapter is to describe the statistical analysis of data gathered from both primary and secondary sources

in order to produce useful results that can be comprehended by a variety of consumers. The chapter examines if the research questions identified in chapter one have been answered, while chapter five provides the summary of findings, concludes the research study and gives the recommendations for future research.

1.10 Summary

This chapter provided an overview of the content and structure of the entire research project. The research problems, as well as the research questions, were all covered in this chapter. The chapter continued with a discussion of the study's significance as well as a synopsis of all upcoming chapters. The following chapter goes over the literature that was used to compile this report.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature related to the study topic. The chapter covers the meaning and definitions of key concepts such as budgeting and training. It also looks into motivational theories that underpin this study.

2.2 Budgeting in governments

For all law enforcement agencies, budgeting is a critical task. All of the resources available to the police force are dictated and allocated by budgets. According to studies, line budgeting is the most traditional way of budgeting in law enforcement. Shane (2020) highlights a new type of budgeting that various chiefs around the country have had some success with, in his essay “Activity Based Budgeting (ABB) in the Federal Bureau of Investigation (FBI)”. The goal of activity-based budgeting is to create a budget that breaks down each resource and demonstrates how and where money is spent, as well as where expenditures could be reduced.

The goal of activity-based budgeting is to improve the effectiveness and efficiency of a department. Shane (2017) on the other hand, suggested that ABB is useful for arranging a department, by determining which specialty divisions are required. Another advantage of ABB is that it makes it much simpler for law enforcement officials to push for more money in their budget for the coming

fiscal year, because county boards and city councils can see where the money is going and where it is most needed (Shane, 2017).

The sole disadvantage of activity-based budgeting, according to Shane (2015) is that it takes more time. However, the author claims that the modernised budgeting method will provide many more benefits in the long run. Other countries have recognised the need to upgrade law enforcement activities as well. Mawby, Geoff Heath, and Lynn Walley (2016) conducted research on policing organisational reform in England and Wales.

The study sought to determine whether job specialisation and the use of civilians in some of the department's posts saved money. According to the findings, ABB, community policing, and job specialisation all assisted the department in saving money. The study was prompted by a plan to increase civilian and contracted staff in law enforcement agencies so that officers can focus more on preventing and solving crime.

A study by Mawby *et al.* (2016) revealed that integrating non-police workers to law enforcement organisations was an excellent approach to save money and establish a more successful law enforcement agency, resulting in cost savings of \$250,000. Support personnel boosted managerial professionalism and expertise of police officers, which was a crucial finding.

Finally, Mawby *et al.* (2016) discovered that through better business practices, workforce modernisation improves the efficiency of the police department. The

ABB procedures used in the United States were fairly similar to the modernising practices used in England and Wales. Both of the methods focused on breaking the budget down into specific activities to improve budgeting practices.

The US Department of Justice initiated a study to uncover best practices among law enforcement agencies. The Police Executive Research Forum was the name of the program (PERF). The goal of PERF was to develop effective budgeting strategies. 490 surveys were sent out by PERF researchers to law enforcement agencies that serve a population of 50,000 or more people. A total of 297 agencies responded, revealing that line-item budgeting is the most widely utilised budgeting method.

Only 10% of organisations surveyed, employed program-based budgeting, while only 5% used performance budgeting (PERF, 2012). PERF researchers, on the other hand, emphasized that strategic planning and budgeting should be done in tandem throughout the budgeting process. Other financial methods described by agencies include budget targets and getting cash from government and private grants. Overall, the study found that strategic goal setting and structured preparation are the keys to successful budgeting (PERF, 2012).

Researchers discovered that sheriffs and police chiefs use various approaches to dealing with anticipated budget cuts from the legislature. In a study on Sheriffs' and Police Chiefs' Leadership and Management Decisions in the Local Law Enforcement Budgetary Process: An Exploration, given by LaFrance and Placide (2014) it was revealed that sheriffs are far more likely than police chiefs to work

with boards of supervisors. Sheriffs and police chiefs in Illinois, Wisconsin, and Iowa were interviewed for the study (LaFrance & Placide, 2014). The sheriffs and police chiefs were given a scenario in which their law enforcement organisation was told that they needed to increase citation rates by 50% in the upcoming fiscal year or suffer budget cuts. The sheriffs and chiefs were then questioned on how they would handle the situation and how they would tackle the subject of budget reduction.

Sheriffs were shown to be the most willing to work with their council, whereas police chiefs were more inclined to go public, resign, or use leveraging to obtain and keep their budget (LaFrance & Placide, 2014). This, according to researchers, is due to the fact that sheriffs are elected politicians and police chiefs are appointed. Sheriffs frequently have people that can be counted on to press legislators to keep their budgets in place. Police chiefs, on the other hand, must argue and demonstrate to the council the reason why the money is required to provide the most effective policing in the area (LaFrance, & Placide, 2019).

2.3 Budget Cuts

The first theoretical discussion on budget cuts will center on budgeting theory. According to scholars, such as Gibran and Sekwat (2012) there is currently no theory that accurately portrays public budgeting. Over the years, scholars and policy-makers have focused on budgeting methodology without getting a comprehensive understanding of the wider situation (Gibran & Sekwat, 2019). Since the introduction of line-item budgeting in 1921, this lack of understanding

has resulted in a variety of budgeting strategies (Gibran & Sekwat, 2019). Other scholars have suggested that the rational choice theory was the best way to explain budgeting because it explicitly relates budgeting to managerial decision-making processes (Robinson, 2019).

Theorists began a breakdown of budgeting in the late 1800s, and with the passage of the Budgeting and Accounting Act of 1921 in Namibia, they pushed for administrative reform of public budgeting. The purpose of this act was to adopt line-item budgeting with the hope of reducing corruption and enhancing efficiency (Gibran & Sekwat, 2012). In 1949, the Hoover Administration modified budgeting once more, adopting performance-based budgeting because policymakers believed it would allow them to clearly correlate government actions with the expenses incurred in achieving their objectives (Gibran & Sekwat, 2012). In the 1960s, performance-based budgeting was superseded by program budgeting.

According to program-based budgeting theory, budgeting should be based on the goals and inputs required to achieve each goal (Gibran & Sekwat, 2012). The main goal of program budgeting is to improve the overall rationale of the budgeting process. Another innovation occurred in the 1970s, when zero-based budgeting was devised. This method of budgeting allowed policymakers to compare budgets and choose the one that best met their overall goals. This method of budgeting was extremely complicated, and it required governing bodies to act as if programs had no financing at all. Governing bodies found zero-

based budgeting to be too difficult. Researchers have continued to reform budgetary procedures and still there is no true theoretical framework to explain the budget process (Gibran & Sekwat, 2012).

Various techniques have been discovered by researchers in their pursuit for an optimum budgeting process. However, neither the theoretical justification for budgeting nor the reasons why one procedure is more effective than another has been addressed (Gibran & Sekwat, 2012). Some opponents of previous budgeting methodologies think that a theoretical framework is frequently insufficient because approaches are developed within a political culture that values logic (Worrall, 2013).

Politicians are worried about cost savings and demonstrating to the public that money is being spent properly rather than demonstrating why spending is necessary. There is also a slew of other factors that influence spending, so budgeting isn't just about dollars and cents. In reality, critics of present budget procedures blame the lack of a coherent or robust theory of budgeting on a lack of attention for non-rational components that affect budgeting. These components include: public opinion, politicians, the press, and intergovernmental relations (Gibran & Sekwat, 2012). These theorists claim that the high level of rationality in contemporary budgeting systems is what keeps theorists from delving deeper into the topic of why particular budgeting decisions are made (Gibran & Sekwat, 2012).

Open systems theory, in most circumstances, is an appropriate conceptual

starting point for coming up with a budget theory and methodology; and this is according to theorists who contend all components, both rational and non-rational are important. This group of theorists introduced open systems theory because they believe it connects the budgeting process to the organisation's aims.

Budgeting, according to the researchers, is a cycle. All of the components that affect budgeting, such as services, revenue, resources, demands, and costs, are considered inputs to the organisation (Gibran & Sekwat, 2015). Governing bodies should examine each component as well as the resources required to produce a product (i.e., the component). The outcome of how the resources were used tells what changes are required to improve the input's efficiency. Some argue that open systems theory is a good place to start because it considers an organisation as a whole and assumes adaptive behaviour that could lead to the management of non-rational components (Riley & Nwoke, 2017).

Some experts, on the other hand, believe that using a rational choice theoretical lens is the best method to describe the budgetary process. The budgetary process, according to these thinkers, is largely a decision-making process (LaFrance & Placide, 2014). Theorists of rational choice divide the decision-making process into several steps. The definition of the problem is the first step in the procedure. Once the problem has been established, it's time to consider the best approach to solving the problem and the inputs required (Fredrickson, George & Kevin, 2013). The procedure continues with the implementation of the best option found during the evaluation. Lastly, it is essential to evaluate whether the selected

alternative was the best solution for the defined problem (LaFrance & Placide, 2014).

To truly comprehend the rational-choice-theory, one must first comprehend optimisation. When an organisation makes a decision, it opts for the option that requires the lowest level of inputs while producing the highest level of output (Fredrickson, George & Kevin, 2013). This can be used in the budgeting process to determine which activities and services demand the most resources in solving a community problem. Some proponents of rational choice theory say it is the most effective method of establishing a public budget (Gibran, 2012).

2.4 Types of Budgeting

Along with gaining the community's perspective on what protection and services are required, government organisations frequently question on the resources required for the agency to be more effective and efficient. Having governing bodies ride alongside cops is one method a law enforcement agency may help them understand the requirements of the department and the community (Hess & Ortmann, 2012). Once everyone understands what the community wants and needs, a law enforcement agency can use the data acquired, as well as agency call statistics, to set goals for the agency. This will help organisations identify the areas that require the greatest funding, especially when resources are scarce and budget cuts are inevitable (Hess & Ortmann, 2012).

2.4.1 Line Budgeting

Budgeting is an important aspect of the law enforcement process. The total performance of a law enforcement agency can be determined by how management spends (Riley & Nwoke, 2017). A budget is defined as "a breakdown of likely spending and revenue over a specified time period, most commonly one year" (Hess & Ortmann, 2012). When preparing a budget for a law enforcement agency, law enforcement administrators must consider a variety of factors. Managers can readily organise budgets because to the simplicity of line-item budgeting. This is why law enforcement administrators prefer to employ line-item budgeting (Hess & Ortmann, 2012).

Each expense is assigned to a distinct category in line-item budgeting. The name comes from the way a budget is laid up, with each line indicating a department's expense. This method of budgeting was developed in the early 1900s and is still the most popular in the business world (Hess & Ortmann, 2012). A line-item budget compares prior years' budgets to the current budget proposal. This format enables governing bodies to quickly compare budget statistics (Whisenant & Ferguson, 2019).

It is critical for managers to divide spending into relevant categories when adopting a line-item budget structure (Whisenant, 2019). The author went on to say that a manager needs to think about a variety of costs while creating a budget. In most circumstances, a department's budget is divided into two categories: operating and capital. The operating budget is the complete picture of a

department's inputs and earnings and it is an estimate for income and expenses (Hess & Ortmann, 2012). A capital budget, on the other hand, is for larger purchases like a new vehicle or other expensive equipment (Hess & Ortmann, 2012). A capital budget differs from an operating budget in that it includes goods that are tangible assets with a useful life of one year or more and cost more than the department's minimum cost threshold (Hess & Ortmann, 2012).

The more lines in a line-item budget, the more thorough the budget is. Managers must divide the budget into categories based on the type of expense associated with each item. A line-item budget, for example, would have a line for salaries and earnings. Salaries and wages are classified as variable costs since the amount spent on them varies depending on the service supplied or the number of hours worked by each employee (Hess & Ortmann, 2012).

Fuels, repairs, and utilities are all variable costs, but each would be treated as a separate line item on a line-item budget (Whisenant, 2019). Equipment is included in both budgets and can be classified as a variable or fixed expense, depending on the type of equipment acquired and how frequently the department purchases it (Whisenant, 2019).

According to Hess & Ortmann (2012) an accurate budget completed by the management of a law enforcement organisation provides a quick and easy look at a department's budgetary position. However, this method of budgeting has flaws that undermine a law enforcement agency's overall efficacy and efficiency (Robinson, 2019). First, line-item budgeting isn't focused on achieving a specific

goal. It is primarily intended for the display of inputs, but it does not indicate whether or not the inputs were properly utilised by government agencies or citizens (Robinson, 2019).

Garfinkel (2018) looked at the economic repercussions of lower military spending in the United States during the previous 50 years by showing the implied discounted value of dividends diverted from military spending. The analysis revealed that increased private and state investment, as well as lower military spending, boosted economic growth, resulting in higher consumption and investment expenditures.

Following that, the study dismissed the idea that savings from reduced military spending should be used to reduce the public deficit, result in tax cuts, or be used for infrastructure development because it seemed premature. That is, given that firms and individuals are affected by what the scholars referred to as the "micro cost" of reduced defence spending.

Leon (2019) investigated the impact of contracting police services on services in the United States by conducting a cost-benefit analysis of hired police vs direct service delivery. Apart from that, five towns, including Bradbury, Cudahy, and Maywood, have contracted their police agencies, while other cities such as Monrovia and Sierra Madre have not. In comparison to Monrovia and Sierra Madre, the cities of Bradbury, Cudahy, and Maywood spent less money on providing police services to their communities. However, the study did not look

at the level of satisfaction with police performance, instead focusing on the cost-effectiveness of contracting police services.

2.4.2 Performance-based budgeting (PBB)

According to Orrick (2014) performance-based budgeting is similar to line-item budgeting in that it analyses whether the department is performing better than the prior year using comparable data. Some of the disadvantages of PBB include the necessity for a good departmental performance criterion and the fact that PBB is not always easily comprehended by regulatory authorities (Robinson, 2019). These two drawbacks, however, can be mitigated by clear fiscal presentation and open contact with the public and governmental authorities.

In contrast to line-item budgeting, PBB indicates the department's goals and has negative consequences if the goals are not realised. This differs from line-item budgeting because managers that use line-item budgeting often make a cut throughout the whole budget even if the law enforcement agency's performance is good.

2.4.3 Program budgeting (PBB)

Another type of budgeting is program budgeting, which requires the agency to set goals and allocate resources accordingly. The goals are based on the community's needs and desires, which gives the agency suggestions for what programs and services the community requires (Heath, Mawby & Walley, 2016). In some communities with high rates of adolescent criminality, the necessity for

a school liaison program may become more apparent. Other towns may believe that there is a problem with traffic violations at specific times of the day and that additional enforcement is required. The department can set goals and develop programs to fulfil the community's needs. Following the formation of the programs, the agency allocates cash depending on the resources required to ensure the program's success. The goal of this type of budgeting is to get decision-makers to focus on the program's need rather than the expenses of supply and equipment (Robinson, 2019).

A budget proposal for a program comprises a statement of need, legal authority for the program, a history of how it came to be, objectives, a work plan, a timeline for when the program will begin and end, and an explanation of money that will support the program (Robinson, 2019). This varies from line-item budgeting in that it gives governing bodies a detailed explanation of why financing is required and the resources required to make the program a success. Program budgeting necessitates participation from all levels of the department and holds officers accountable for the services they give to the public.

2.4.4 Activity Based Budgeting (ABB)

Activity-based budgeting is a goal-oriented budgeting technique that helps organisations to identify which activities require the greatest resources and allocate resources accordingly. Activity-based budgeting is a new type of program-based budgeting that is derived from activity-based costing (Hess & Ortmann, 2012; Shane, 2017). Activity-based budgeting connects calls for

service, patrol time, specialty positions, and all of the department's other responsibilities to the cost of funding these activities for the community. Managers may prioritise operations and identify which ones require the most resources on a visual basis. The law enforcement agency can convey the aims of the department and the governing body to the community by outlining the department's objectives and prioritising them using activity-based budgeting (Shane, 2017).

Activity-based budgeting improves efficiency and effectiveness by demonstrating to managers which activities are actually critical and most frequently used to protect and serve the public. It also identifies inefficient spending and activities that do not effectively use resources to benefit the community. This will ultimately benefit agencies amid budget cuts since they will be able to demonstrate to governing bodies, the importance and necessity of the operations that the law enforcement agency performs. Activity-based budgeting can help prevent the department from having to lay off officers by demonstrating the value of officer numbers not only when crime rates are high, but even when crime rates are low in the community (Shane, 2015).

2.4.5 Zero based budgeting

Zero-based budgeting is a type of budgeting that is similar to performance-based, program-based, and activity-based budgeting, although it has proven to be unsuccessful in many circumstances (Robinson, 2019). This method of budgeting requires law enforcement organisations to budget as if they have no money. They

must explain and justify why each of the prior year's allocations requires money (Hess & Ortmann, 2012). Although zero-based budgeting requires managers to explain resource requirements, it has been proven to be too time consuming and ineffective for agencies (Hess & Ortmann, 2012).

2.4.6 Effect of budget cuts on police service delivery

Robinson (2019) investigated what he dubbed "False Savings", concentrating on how slashing police expenditures and laying off cops in high-crime areas violates economic, social, and common-sense principles. The study employed a cost-benefit analysis methodology to assess the costs of significant crimes based on earlier high-quality economic and criminological studies. Furthermore, the author looked at and combined multiple ways of analysing the incremental impact of police staffing on crime in order to generate a realistic assessment of the influence of police employment levels on crime using government budgetary data.

The analysis discovered that the increased crime in the five cities studied surpasses the bogus savings obtained by decreasing the police budget. The analysis found that the estimated annual expenses to the community are substantially higher (US\$98.8 million) than the estimated savings (US\$9.5 million) from the police layoffs. The study concluded that laying off police officers in high-crime areas is unreasonable. As a result, the government must consider alternatives to withholding local resources in order to preserve public safety even in the most difficult fiscal circumstances.

Managers' primary goal in line-item budgeting is to save money and keep costs low. The issue is that this approach of budgeting does not look into whether the costs that have already been spent are being used efficiently to fulfill agency objectives (Maguire, 2018). Rather than looking at the budget as a whole to see where there is a need for an increase and where expenditure may be more effectively utilised, law enforcement administrators tend to make percentage increases across each line item (Orrick, 2014).

Despite the facts that line-item budgeting looks to be simple to understand, it actually requires at least four data sets: a budget summary that breaks down expenditures by department or program, a data set of work load indicators, a detailed data set of item and function, and all capital spending. If a data set is missing, a portion of the budget is missing, and the budget does not reflect the full picture of budgetary requirements (Bohre, Davis & Pinizotto, 2011).

2.5 Impact of budget cuts on police operational performance

Budget cuts result in poor police operational performance, which may be due to a lack of training (Angula, 2017). Without the best officers and the most up-to-date training, a department cannot function successfully and efficiently. White and Escobar (2018) made some good observations about what law enforcement managers should think about when hiring new recruits for their departments, as well as the training that follows. The researchers' first point is that while agencies should hire the best candidate for the position, they should concentrate their efforts on minorities and women. The goal is for a law enforcement agency to be

representative of the people it serves. White and Escobar (2018) also discussed the importance of having a college education in order to be hired by law enforcement agencies. White and Escobar (2018) observed that increasing college education requirements for law enforcement jobs will become a special requirement in the near future.

In addition, White and Escobar (2018) highlighted five areas of training that law enforcement organisations had never had to deal with until the last ten years. The researchers contrasted how the United States dealt with new recruitment challenges to how other countries dealt with similar issues. The first area investigated was community policing training. The United States is still making the shift from traditional policing to community policing, and it is not making as much progress as other countries.

However, the United States is substantially ahead in terms of technology because a big number of cops have access to computers in their squad cars (White & Escobar, 2018). Diversity training, counter-terrorism training, and changing pedagogy were among the other topics of training suggested. Departments will be well-rounded and ultimately more effective if they complete the recruiting diversification and training requirements, according to White and Escobar (2018).

When it comes to new recruit training, it's important to think about how to retain those officers on the job. The retention of law enforcement officers and the efficacy of law enforcement agencies should be properly investigated. It is

critical for law enforcement agencies to be able to determine what motivates people to become police officers and whether those incentives vary over time. In order to recruit and retain the best officers, a department should understand their motivations.

White *et al.* (2020) presented a study concerning new recruit motives and job satisfaction after six years on the street in *Motivations for Becoming a Police Officer: Re-assessing Officer Attitudes and Job Satisfaction after Six Years on the Street*, and whether their motivations change over a six-year period. To compare data, White, Cooper, Saunders and Raganella (2016) employed the same survey procedure and discovered that while overall motivations have not changed since Raganella and White's study in 2004, the ordering of motivations has.

The opportunity to serve people was ranked highest in Raganella and White's first survey. Job security was ranked highest in the second poll performed (White, *et al.*, 2016). Gender and ethnicity had roughly comparable reasons, but white males had the highest level of work unhappiness, according to the study (White *et al.*, 2016).

The study's goal was to see if there were any changes that needed to be made to law enforcement recruitment. The researchers discovered that while recruitment does not need to be altered, law enforcement agencies must keep in mind that candidates are searching for opportunities to progress in their careers. Recruits are also seeking for a solid salary and a stable career (White *et al.*, 2016). The

stress of budget cuts, layoffs, and inadequate training could deter qualified applicants from going into the field of law enforcement.

It's also important to think of how law enforcement officers are educated. Officers are now required to have not only technical skills, but also problem-solving abilities. White and Escobar (2018) proposed that the current form of paramilitary training that law enforcement personnel are required to undergo may not be the most effective way to train officers. Rather than the typical reactive type of policing, law enforcement officials are increasingly geared toward community policing, which is a more proactive approach of policing (Birzer, 2013). The theory is that if andragogy is used in police training, officers will be more effective in the community since this form of learning drives trainees to be self-directed and mission-oriented. This is comparable to how officers will be required to operate in the field once they have completed training (Birzer, 2013).

In addition to how officers are trained, law enforcement agencies must evaluate how officers retain information and maintain their skills. Vodde (2013) discussed the importance of continued training for law enforcement and some of the obstacles that make it difficult for law enforcement agencies to train veteran officers in their article *In-Service Training Older Law Enforcement Officers: an Andragogical Argument*.

Etter and Griffin (2011) stated that continuing training is not only a legal obligation for law enforcement agencies, but that law enforcement officers also

require continuing training because their jobs demand abilities that deteriorate if they are not exercised on a regular basis. For example, weapons and defensive tactics are not commonly used abilities, but officers rely on them to preserve their own lives or the lives of others (Etter & Griffin, 2011). They also emphasized that law enforcement trainers must be aware of and overcome hurdles in order to properly teach officers.

Negative attitudes toward educational activities, owing to expenditures, a lack of time, a sense that increasing education is underestimated, and a lack of awareness of educational activities were among the hurdles. Etter and Griffin (2011) discovered that law enforcement training should address both the organisation's and the officer's needs. If the challenges are addressed and the needs of both the agency and the officer are considered, agencies can have effective training (Etter & Griffin, 2011).

2.6 Impact of budget cuts on end users of police services

2.6.1 Job Satisfaction

Job satisfaction is one element of law enforcement that requires more examination (Aman, & Hildreth, 2015). Job satisfaction has a significant impact on a law enforcement agency's efficiency, and managers should be informed if policy adjustments are required to improve satisfaction and overall efficiency. Job satisfaction, according to Dantzler (2014) might show what a department needs to alter in order to boost productivity. Because no such tool had been

developed, Dantzler (2014) constructed a customized poll to precisely gauge the happiness of law enforcement officers. This researcher suggested that job satisfaction in the field of law enforcement cannot be measured in the same way as other fields.

The survey was carried out in six departments, and the results revealed that satisfaction was below average. The majority of officers in his study were dissatisfied with one or more of the 23 work aspects. White male cops are the most unsatisfied, while male Hispanic officers are the most satisfied, according to the research (Dantzler, 2014). According to the findings, departments should concentrate on specific concerns within their departments, such as satisfaction among officers aged 25 to 45. Also, concentrate on job satisfaction for current officers and new recruits, and as well as remuneration. Pay was the largest area of dissatisfaction. Dantzler (2014) suggested that managers should consider policy changes to create a more satisfied and efficient work-force.

2.6.2 Organizational Stress

Organizational stress induced by a lack of training led to the highest unhappiness and lack of motivation among officers in medium-sized police stations, according to a similar study conducted by Crank and Calderon in 1991. The study includes valid surveys from 40 to 100 policemen from various departments. According to the previous study, the greatest source of stress for officers is the threat or potential dangers of their jobs. On the contrary, according to this study, officers are concerned about the dangers of their jobs, but it does not produce

nearly as much stress as department supervisors, shifts, policy and other internal departmental difficulties (O'Hara & Violanti, 2015).

Officers were asked to make a statement on what stresses them out the most. Officer judgment was questioned, and policies were inconsistent, according to the study's findings. It's critical to treat stress-related issues because they might lead to a loss of motivation and resignation (Crank & Calderon, 2011). A lack of proactive policing is a significant hindrance to a department's efficacy and efficiency, and it should be addressed through improving policies and procedures.

Shane (2020) looked into the effects of budget cuts and organisational tensions that are common in law enforcement. Shane conducted surveys in two departments with similar demographics. The questionnaires contained a collection of questions about job stress. Coworker interactions, training and resources, leadership, supervision, bureaucracy, and accountability were all key stressors that had a significant impact on officers' effectiveness and the agency's overall efficiency (Shane, 2017). This is in line with other research that suggests a lack of training and bad leadership leads to budgetary concerns, which undermines the law enforcement organisation's overall efficacy and efficiency. Shane suggested that more research be undertaken within departments of various demographics and that the research might lead to departments focusing on ways to reduce the stress that affects agencies the most (Shane, 2020).

2.6.3 Scheduling

Another area of concern for budget cuts in departments, according to researchers, is scheduling. Researchers from the Police Foundation discovered a schedule that is most commonly followed by departments across the country in a nationwide study of police agencies done by the National Institute of Justice. The survey comprised 300 police departments from counties, townships, and municipalities. Two hundred and seventy-seven people responded to the survey, with the eight-hour shift being the most popular.

The majority of these organisations worked an eight-hour rotating shift. Larger agencies, on the other hand, adopted a compacted ten-hour schedule in 35% of cases (Dantzler, 2014). According to the data, the rotating shift is beneficial for the majority of agencies. Rotating shifts, on the other hand, have been shown in previous studies to be detrimental for officers and can lead to burnout. It's become clear that more organisations are moving to a more compressed timetable, which implies more hours worked per day but less days off. Officers found that this form of scheduling is more satisfying (Dantzler, 2014).

2.6.4 Overtime

Officers are obliged to work overtime when law enforcement agencies are understaffed due to budget cuts. Officers are forced to work extra for court, late shift arrests, or simply following up on paperwork even when funds are not tight. Officers may experience little or irregular sleep as a result of this, resulting in

weariness. Researchers discovered that weariness is extremely hazardous to police and, as a result, to the law enforcement agency as a whole.

Kalinich, Klofas & Stojkovic (2014) discussed the influence of weariness on officers and departments. Over the course of four to six months, 379 officers were interviewed and data was collected on their levels of weariness at work as well as after work-related accidents. Officers have lower sleep quality as compared to the general population, according to the findings of the study. The majority of officers required clinical assistance to treat a sleeping condition (Kalinich *et al.*, 2014).

Officers were also shown to be healthier on a compressed 12-hour shift with a consistent schedule than on an eight-hour shift, according to the study. Shift rotation is particularly unhealthy for officers, according to researchers, because the body must continually adjust. According to Kalinich *et al.* (2014) law enforcement administrators should be aware of how weariness affects their department's efficacy and responsibility. Managers should also develop strategies to deal with fatigue in the department to reduce culpability for accidents caused by exhaustion (LaFrance & Palacide, 2014).

A research conducted by Nebraska (2015) at the Lincoln Police Department found that 12-hour shifts enhanced officer satisfaction considerably. Officers said they felt more rested when they returned to work and the administration said they were happier with the quantity of coverage (Sundemeier, 2018). Sundemeier (2018) of the Lincoln Police Department raised concerns about

weariness, officers struggling to work longer than a 12-hour shift, and too much time between days off and days on the job. Some cops thought working longer than 12 hours was more difficult, however the majority of officers did not (Sundemeier, 2018).

The author further revealed that Officers were able to overcome some of the obstacles posed by the 12-hour shift by doing follow-up interviews in other locations, avoiding having to work for more than twelve hours (Sundemeier, 2018). They also overcome some of the difficulties by scheduling non-emergency calls for the next shift. Furthermore, the author stated that officers who had to work longer than 12 hours were no longer required to do so. A noteworthy finding of the study was that sick time was used less frequently. However, data could not always indicate if the department's output increased much. Overall, less sick time and higher satisfaction means that officers are less likely to leave the department which leads to decreased training and hiring costs (Terra, 2019).

2.7. The impact of budget cuts on motivation of staff

Maslow's categorisation of needs is in the shape of a pyramid. The pyramid's base represents a person's basic psychological needs, such as sustenance, food, drink, air, and warmth. This is used in the workplace to determine the base salary or working conditions. Wage decreases as a result of budget cuts, and if a person believes their salary is insufficient to sustain themselves or maybe a family, the position fails to meet the first basic requirement (Griffin & Moorhead, 2018).

Officers in a law enforcement agency can see a lack of a raise or the danger of being laid off as threatening this basic requirement. The failure of the department meeting the need could lead to an officer leaving the department.

Security requirements are the second tier of the pyramid. These requirements are centred on officer safety and security: housing, clothing, and a sense of relief from concern and tension (Griffin & Moorhead, 2018). The author unmasked that health insurance is also a source of anxiety for officers, especially in light of recent budget cuts. The safety needs, on the other hand, are a source of concern for law enforcement officers. If an officer believes his or her agency is not providing adequate security in the field while on patrol, he or she may believe the department is failing to meet their needs (Mowbray, Heath & Walley, 2016). Due to a lack of backup, the officer may believe that his or her safety is in jeopardy. When an officer's safety needs aren't satisfied while on duty, it might result in stress and a lack of motivation (Griffin & Moorhead, 2018).

The greatest socially motivated need is belongingness, which is the third rung on the pyramid (Griffin & Moorhead, 2018). This demand has a significant influence on law enforcement employees, as it leads to burnout and decreased productivity (Shane, 2020). The yearning to feel accepted is at the heart of belongingness. Officers may experience a loss of belonging if organisational stress generates organisational friction owing to differences of opinion on subjects. The field of law enforcement has traditionally been seen as a brotherhood. When police must rely on one other for survival in difficult

situations, if an officer feels ostracised from the group, it can cause major safety problems (Kaufmann & Beehr, 2019).

The second-to-last requirement is self-esteem. Individual needs for self-respect are covered by these needs. Since, law enforcement is often a thankless career, officers may feel disrespected (Henson & Livingston, 2013). If stress is not addressed, it can be fatal. Officers commit suicide at a higher rate than the general populace, according to studies (O'Hara & Volanti, 2015). Officers are eight times more likely to commit suicide than to be killed in a homicide (O'Hara & Volanti, 2015). Since, cops use drugs as an improper coping method, they are also more prone to have substance misuse problems (Finn, 2012).

Officers adopt negative coping mechanisms mostly because asking for help to deal with concerns such as stress can be perceived as negative (Benedicta, 2014). This is especially true if a counselor or mental health professional is sought for assistance. Managers must be aware of issues that create stress and encourage healthy coping mechanisms within their departments (Cooper, White, Saunders & Raganella, 2016).

Budget cuts induce eustress, which is common among law enforcement officers and is frequently responsible for police surviving dangerous situations (Shane, 2017). Distress, on the other hand, can cause a variety of illnesses, despair, and even suicide (Hess & Ortmann, 2012). Officers are likewise subjected to varying degrees of stress. When an officer is in a risky position, one level of stress is immediate and only lasts a short time. This is referred to as acute or traumatic

stress. If cops do not debrief after a distressing occurrence, this can be hazardous to them (He, Zhao, & Archbold, 2012). Chronic stress, also known as cumulative stress, is the more damaging type of stress that officers must face. Both chronic and cumulative stressors are less severe than acute stress.

Budget cuts cause law enforcement managers to lose a lot of control over their organisation's scheduling. Kenney, Morrison and Vila stated that officers usually work in shifts and are expected to work nights, days, weekends, and holidays as part of their duties. When officers are not on a regularly scheduled shift, they must often manage other commitments, such as personal or work responsibilities. Officers sleep at different times during the day and night as a result of this, resulting in irregular sleep habits (Shane, 2020). A law enforcement agency's efficacy and efficiency are harmed by an erratic sleep pattern, which generates harmful levels of exhaustion. A study revealed that 90 percent of officers reported being exhausted while on duty; another 85 percent reported driving while drowsy (Sundemeier, 2018).

Constant alterations in sleep patterns have a significant impact on the body's circadian clock. This is the biological timekeeper of the body. Because people are diurnal, they are biologically designed to be up during the day and asleep at night, officers who work nights are more affected (Hess & Ortmann, 2012). When an officer's sleep patterns must be changed on a regular basis, the circadian clock is disrupted, resulting in weariness. The circadian system is only supposed to be messed with for around an hour each day (Kenney, Morrison & Vila, 2012).

Officers, who stay awake for work or personal responsibilities after a scheduled shift, regularly throw off a sleep pattern by more than hour, which will lead to symptoms of fatigue (Hess & Ortmann, 2012).

Officers are obliged to react to a need for service only minutes after being awakened up from a sleep cycle in some situations when they are on call, in addition to failing to keep a constant sleep schedule. Officers then experience sleep inertia, which is defined as "grogginess, a period of hypo vigilance, and reduced cognitive and behavioural performance that occurs after waking up" (Hess & Ortmann, 2012). Officers can make poor decisions due to fatigue and sleep inertia, which has been compared to a person making decisions when legally intoxicated (Hess & Ortmann, 2012).

The stressful effects of weariness on personnel should be recognised by law enforcement managers. Managers should also be aware that stress, exhaustion, and sleep inertia all have a significant impact on officer work performance, which has a significant impact on an agency's overall efficiency and effectiveness. Officers who believe they have no control over their work schedule and are fatigued experience high levels of stress, which can contribute to officer burnout (Hess & Ortmann, 2012; Shane, 2020).

Overall, officer burnout is a problem that can have a significant impact on a law enforcement agency's efficacy and efficiency (Hess & Ortmann, 2012). Managers should be taught how to recognise stress and exhaustion in officers before it has a negative impact on the department. Managers can reduce these

pressures by addressing them quickly before they become incapacitating for officers and, eventually, the department (Shane, 2017).

It is critical for managers to notice when staff are doing a good job and to express their gratitude in some way. The employee must have a sense of competence, accomplishment, and self-assurance (Mohammed-Abdulla, 2019). Managers in law enforcement can assist officers in meeting their esteem needs by granting promotions or awards based on performance (Griffin & Moorhead, 2010).

Self-actualisation is the final requirement at the top of the pyramid. This requirement is critical for employee motivation, and it revolves around employees' desire to be challenged. Then, once the issue has been solved, it is crucial that employees feel a sense of accomplishment (Finn, 2012). The urge for self-actualization was highlighted in a study conducted by Shane (2017) which indicated that officer burnout might be connected to officers' lack of training and a sense of not being pushed by their jobs. Law enforcement managers can capitalize on fulfilling this need of officers by providing training that challenges officers while giving them a much wider skill set for performing job related tasks (Maguire, 2013).

Maslow's hierarchy of needs can be used by law enforcement administrators as a framework for increasing officer motivation. There will be less organisational stress as a result of giving officers the opportunity to meet demands, which will result in less officer burnout (O'Hara & Violanti, 2015). If organisational stressors are addressed, a law enforcement agency's performance will improve.

This is because officers will feel that their needs are being satisfied.

2.8 Impact of budget cuts on provision of infrastructure

Tengpongsthorn (2017) looked into the aspects that influence police performance. Questionnaires and in-depth interviews were utilised as research instruments in the study, which included both quantitative and qualitative research. The basis of a recruit officer's training is critical, but continuing to build on that foundation is equally important, and it is often forgotten during budget crises (Maguire, 2013). Officers have a very diversified job that demands them to be informed in a variety of areas, including the law, new equipment technology, department policy and procedure, issue solving, conflict resolution, and the list goes on if the officer works in a specialized role (Maguire, 2013). A police enforcement agency's failure to offer proper training can result in a loss of productivity, greater civil liability, and officer fatigue (Meese & Ortmeier, 2018; Shane, 2017).

Training and education will be merged for the purposes of this study and referred to just as training. Officers must have the technical skills necessary to handle a firearm effectively, as well as awareness of the rules governing the use of force. When it comes to ensuring that an officer knows how to conduct their job properly, training and education go hand in hand. The volume and quality of training provided by departments has a direct impact on their efficiency and effectiveness (Meese & Ortmeier, 2018).

Infrastructure for a training program is one of the most important reasons a law enforcement organisation should maintain. Since, training is typically seen as a luxury, it is one of the first areas to be hit by budget cuts (Hess & Ortmann, 2012). Cutting training money, on the other hand, can result in highly costly legal action.

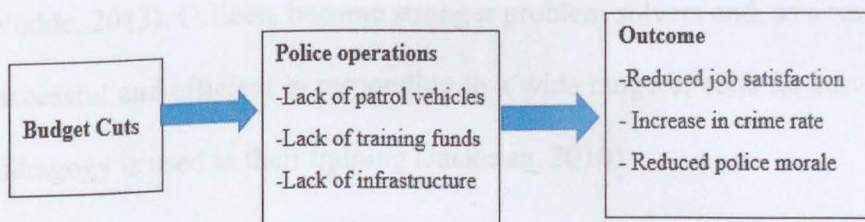
Liability training failure can occur at any level of an organisation. If a mistake is made and an agency is unable to provide the appropriate training documents to show that personnel received adequate training to avoid mistakes, the law enforcement agency may be held civilly liable (Nwoke & Riley, 2017). This could lead to the agency being forced to pay money as a result of compensatory or punitive damages. Agencies must pay expensive attorney fees in addition to paying for damages. Agencies have paid over a million dollars in damages and attorney fees in some circumstances (Hess & Ortmann, 2012). Since, these are the most typical areas where lawsuits emerge, police enforcement agencies should provide training on use of force, vehicle operations, arrests, search and seizure, and other specialist trainings.

Finally, law enforcement administrators must maintain a training program for officers for a variety of reasons (Terra, 2019). Officers are expected to not only be skilled in the technical abilities required for the position, but also to have a broad knowledge base in order to aid the community through problem-solving strategies (White & Escobar, 2018). Technical talents are perishable, and managers must keep this in mind. If the officer's training is not continued after

he or she has mastered the skill, the officer may lose it.

When a cop is unable to perform a function due to missing a skill when it is most needed, lives are put in jeopardy (Etter & Griffin, 2018). A department losing millions due to a failure to train lawsuits can be detrimental to the department. However, imagine being the manager that has to live with the fact a fellow officer died because training was not maintained due to budget cuts (Worrall, 2013).

Personnel expenditures, transportation, and utilities, according to Angula (2017) are the key spending drivers in NPF that are most significantly affected by budget reductions. Construction of police barracks, as well as national and regional police headquarters, is the primary driver of capital spending (Riley & Nwoke, 2017). The author went on to say that one of the biggest issues the Namibian police force suffers when the country is confronted by an economic crisis is retaining or attracting skilled investigators or detectives, forensic scientists, as well as aged infrastructures.



2.9 Conceptual Framework

Fig 2.1 Conceptual framework

Source: Researcher's Own Construct from literature

Budget cuts, as shown in Fig. 2.1, will have an impact on police operations due to a lack of patrol cars, training due to lack of funding, and infrastructure. As a result, job satisfaction will suffer, levels of crime will rise, and police morale will suffer. However, it is difficult to recommend a single theory that adequately addresses the most effective method of training for law enforcement agents (Terra, 2019). In most situations, the present approach to police enforcement training is militaristic, especially at the recruit level. The whole culture of law enforcement is based on a chain of command, subordination, and responsibility, similar to how the military trains and organises (Henson, 2013).

Managers in law enforcement should be aware of the type of training provided to police and whether it is aligned with the department's objectives. Cops spend 90% of their patrol time responding to calls for service that involve critical thinking to solve a problem in the community (Escobar & White, 2018). Officers are expected to identify answers to problems that members of the general public are experiencing, and many of these issues are not related to criminal offenses (Vodde, 2013). Officers become stronger problem solvers and, as a result, more successful and efficient in responding to a wide range of calls for service when andragogy is used in their training (Jackman, 2010).

2.9 Summary

This chapter looked at the research on the influence of budget cuts on police operational performance. Budget cuts have been connected in the literature to factors such as a reduction in training, bad infrastructure, and poor remuneration packages. Budget cuts are not only threatening law enforcement officers' careers, but also their lives and livelihood and some of them are no longer motivated to perform their tasks because of their wage package. This has resulted in bad service to and Namibia has been no exception to this. Furthermore, allocating enough financial resources to state security services through the budget process improves service quality.

CHAPTER THREE

RESEARCH METHODOLOGY

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the findings of the study on the impact of budget cuts on operational performance in Namibia. With the help of SPSS V.20, descriptive approach was used to present the findings in form of tables and bar charts for easy comparison and interpretation thereafter. The findings were interpreted and discussed linking the results with literature review where applicable to gain a full understanding of the results.

4.2 Impact of budget cuts on the motivation of NAMPOL members of staff

4.2.1 The morale of personnel decreased due to budget cuts

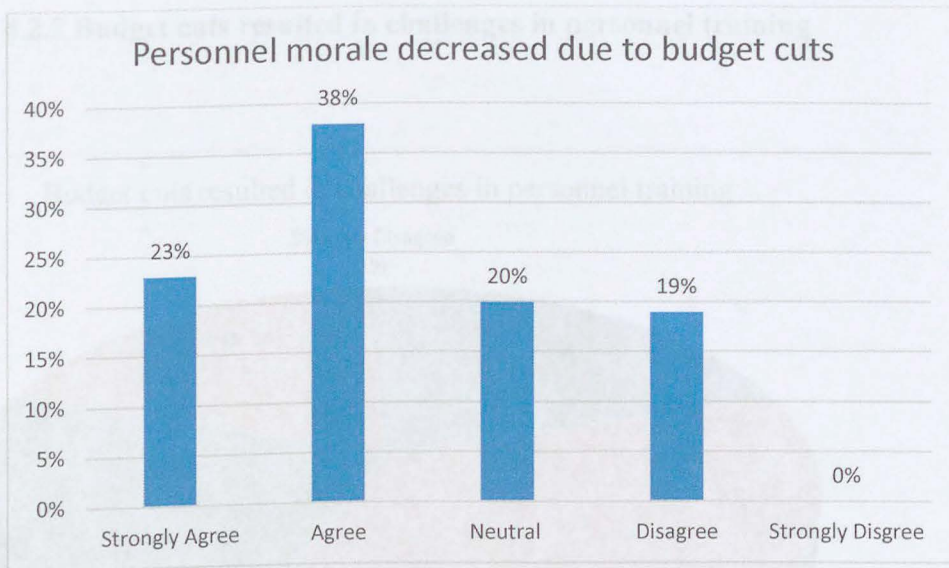


Figure 4.1: Personnel morale decreasing due to budget cuts

The results from fig 4.1 show that the majority (38%) of the participants agreed with the statement that personnel morale decreased due to budget cuts. This decision was followed by 23% of the participants who strongly agreed with the statement. 20% remained neutral, while 19% were disagreeing with the statement. However, none of the respondents indicated that they were in disagreement with the statement.

4.2.2 Budget cuts resulted in challenges in personnel training

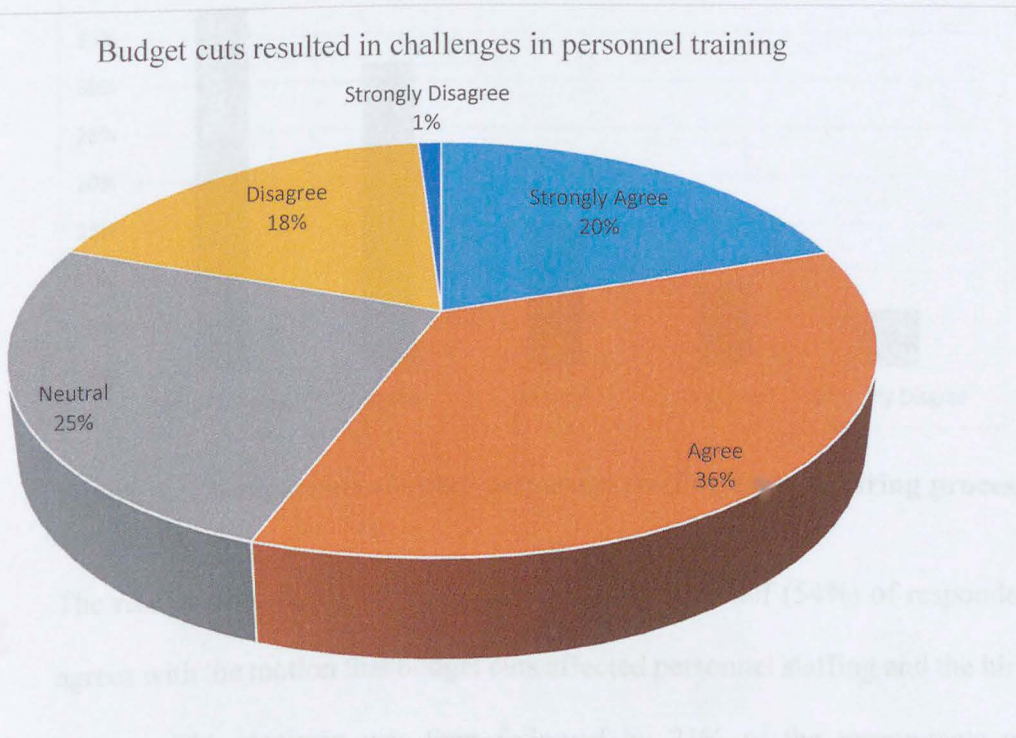


Figure 4.2: Budget cuts resulted in challenges in personnel training

Figure 4.2 shows that (36%) of the respondents agreed with the statement that budget cuts resulted in challenges regarding personnel training. With 25% of the respondents deciding to remain neutral regarding the statement, 20% indicated that they strongly agree with the statement. However, the least response was obtained from 1% of the respondents who indicated that they strongly disagree with the statement that budget cuts resulted in challenges relating to personnel training.

4.2.3 Budget cuts affected personnel staffing and the hiring process

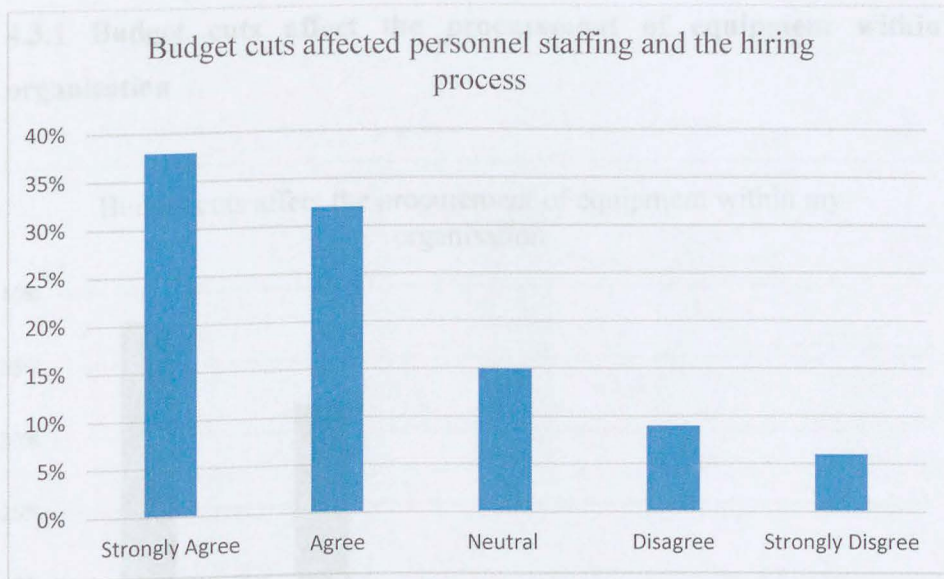


Figure 4.3: Budget cuts affected personnel staffing and the hiring process

The results from figure 4.3 indicates that more than half (54%) of respondents agrees with the motion that budget cuts affected personnel staffing and the hiring process. This decision was then followed by 21% of the respondents who indicated that they strongly agree with the statement. 18% of the respondents disagreed with the statement, while the least response was observed from 3% of the respondents who decided to remain neutral.

4.3 The Impact of budget cuts on the provision of infrastructure

The findings for this sub-heading were obtained through four questions meant to find out whether budget cuts affect the provision of infrastructure, which eventually affects operational performance of the police.

4.3.1 Budget cuts affect the procurement of equipment within my organisation

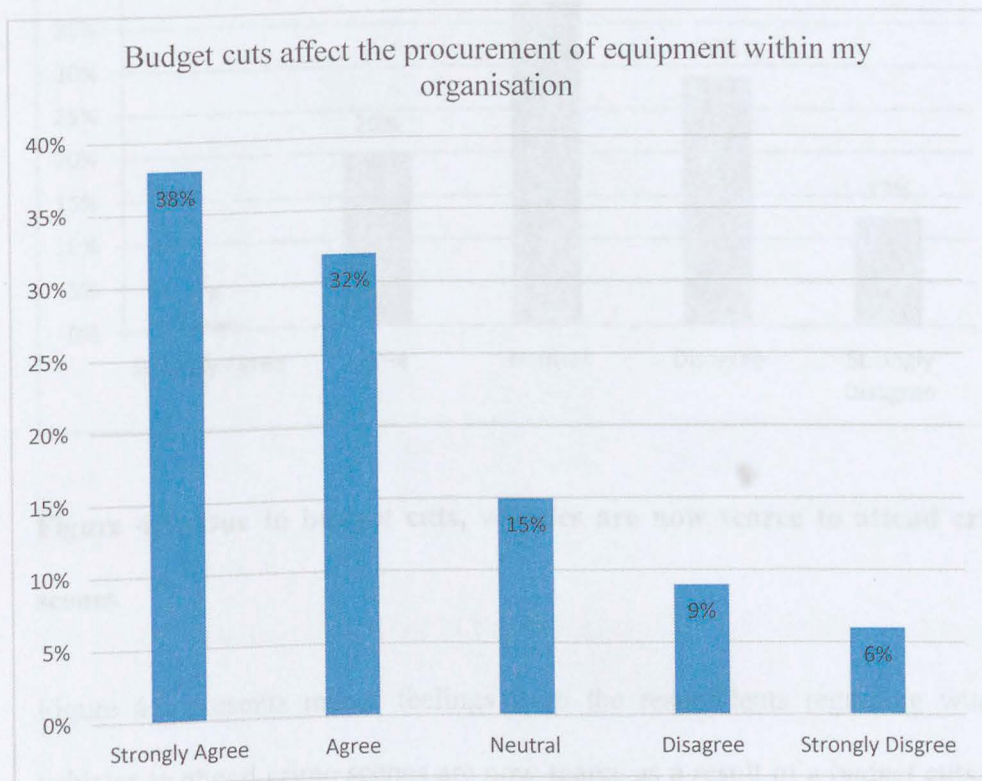


Figure 4.4: Budget cuts affect the procurement of equipment within my organisation

As shown in figure 4.4, results from the respondents indicate that budget cuts affect the procurement of equipment within the organisation. This is evidenced by 38% of the respondents strongly agreeing while 32% agreed with the statement. On the other hand, 15% of the respondents were neutral while the least response was from 6% who strongly disagree with the motion.

4.3.2 Vehicles being scarce to attend crime-scenes

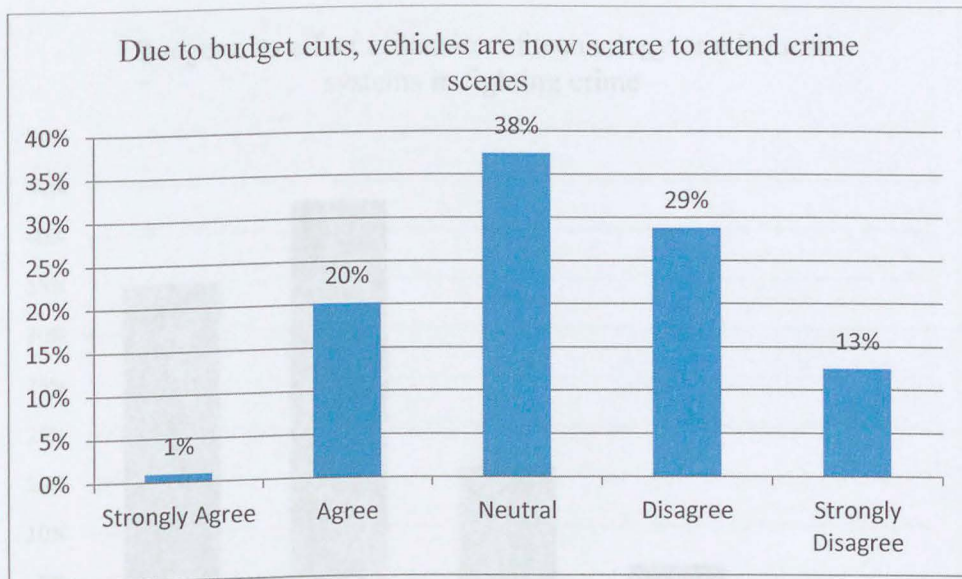


Figure 4.5: Due to budget cuts, vehicles are now scarce to attend crime-scenes

Figure 4.5 presents mixed feelings from the respondents regarding whether vehicles to attend crime scenes are now scarce as a result of a budget cuts. The highest response was obtained from 38% of the respondents who decided to remain neutral as they were more likely not to be sure whether the vehicles are now scarce to attend crime-scenes due to budget cuts. However, this was then followed by 29% of the respondents who disagree, while 20% were agreeing with the statement. However, the least response was obtained from those respondents who were strongly agreeing with the statement as they only constituted 1% of the respondents.

4.3.3 Budget cuts affect utilisation of technology or advanced systems in fighting crime

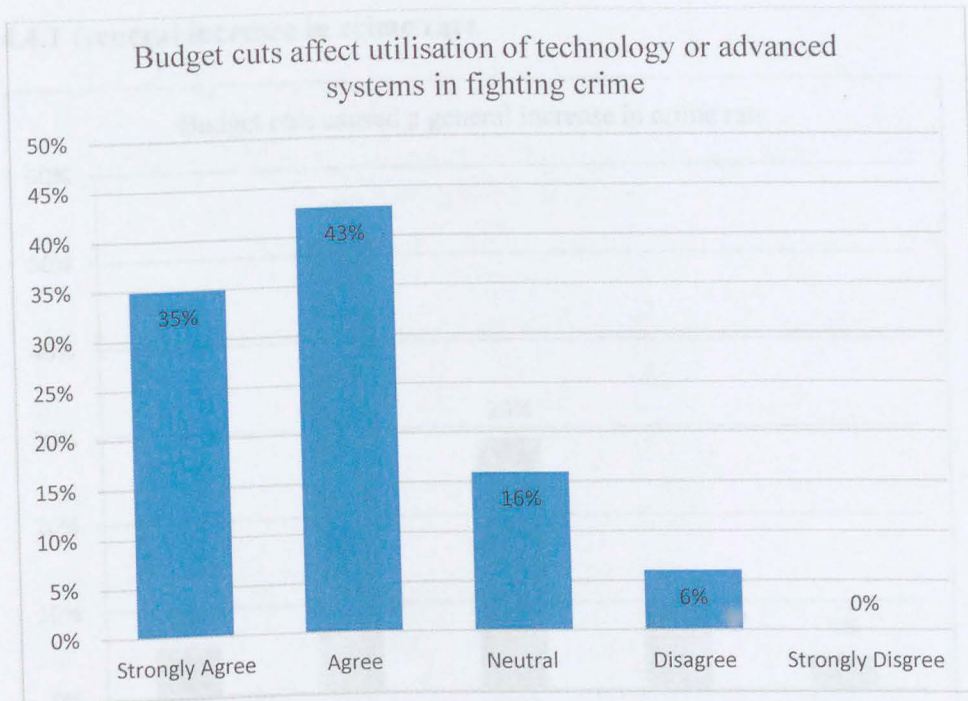


Figure 4.6: Budget cuts affect utilisation of technology or advanced systems in fighting crime

As shown in figure 4.6, 43% of the respondents agree with the statement that budget cuts affect utilisation of technology or advanced systems in fighting crime. This view was then followed by 35% who strongly agree with the statement. However, none of the respondents were strongly disagreeing with the motion, with only 16% being neutral.

4.4 Effects of budget cuts on users

The findings on this sub-heading were obtained through nine questions meant to find out the effects of a budget cut on the end users of NAMPOL services. The study assumed that operational performance is strong in relation to the services received by the end users.

4.4.1 General increase in crime rate

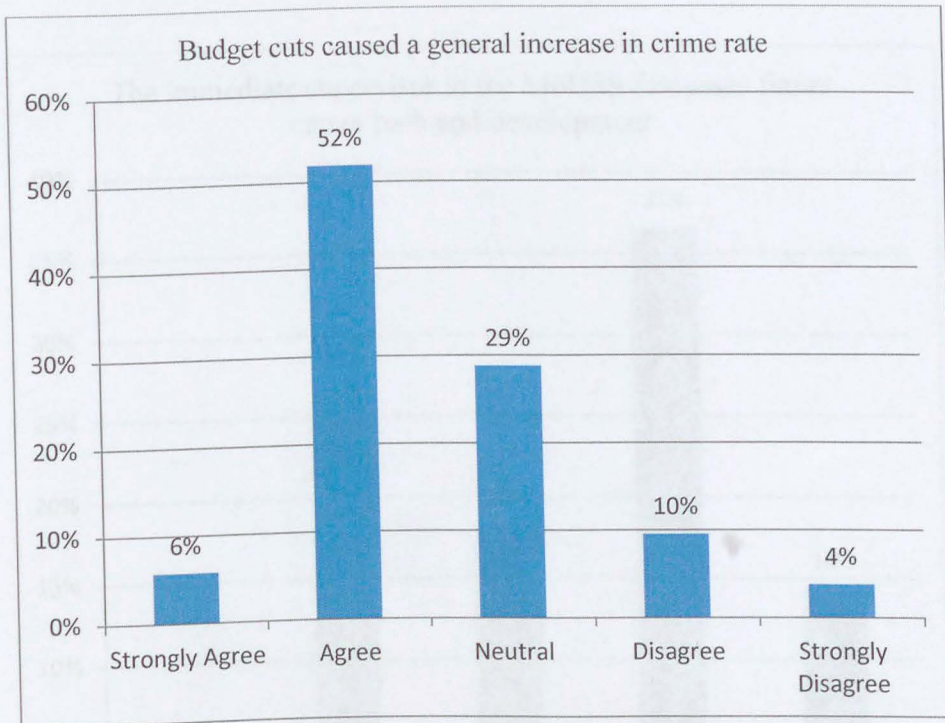


Figure 4.7: Budget cuts caused a general increase in crime rate

Results in figure 4.7 show that budget cuts caused a general increase in crime rate as more than half (52%) of the respondents agreed with the statement. Additionally, 6% of the respondents strongly agree with the statement while the least response was obtained from 4% of the respondents who strongly disagreed with the statement.

4.4.2 Homicide rates have increased due to budget cuts

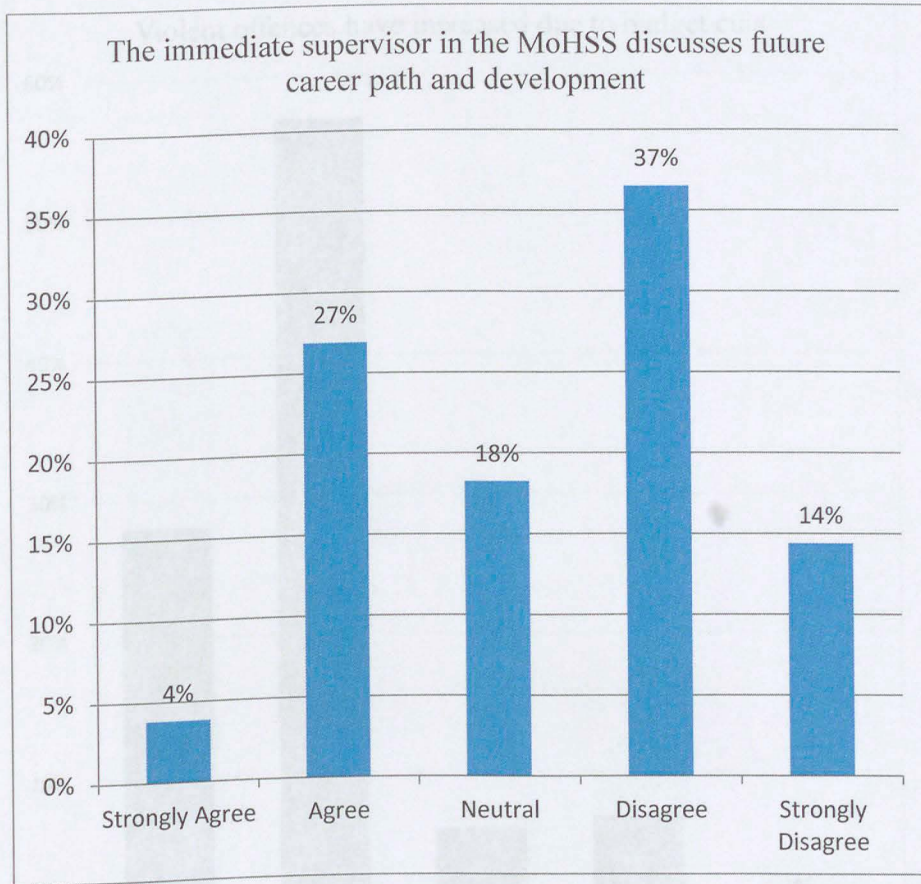


Figure 4.8: Due to budget cuts, homicide rates have increased

The results in the figure show that most 37% of the respondents disagreed with the statement that to budget cuts had caused an increase in homicide rates. This was then followed by 27% who were agreeing with the statement. However, 18% of the population under study had decided to remain neutral, while the least response was obtained from 4% who strongly agreed that budget cuts, had caused an increase in homicide rates in the country.

4.4.3 Violent offences have increased due to budget cuts

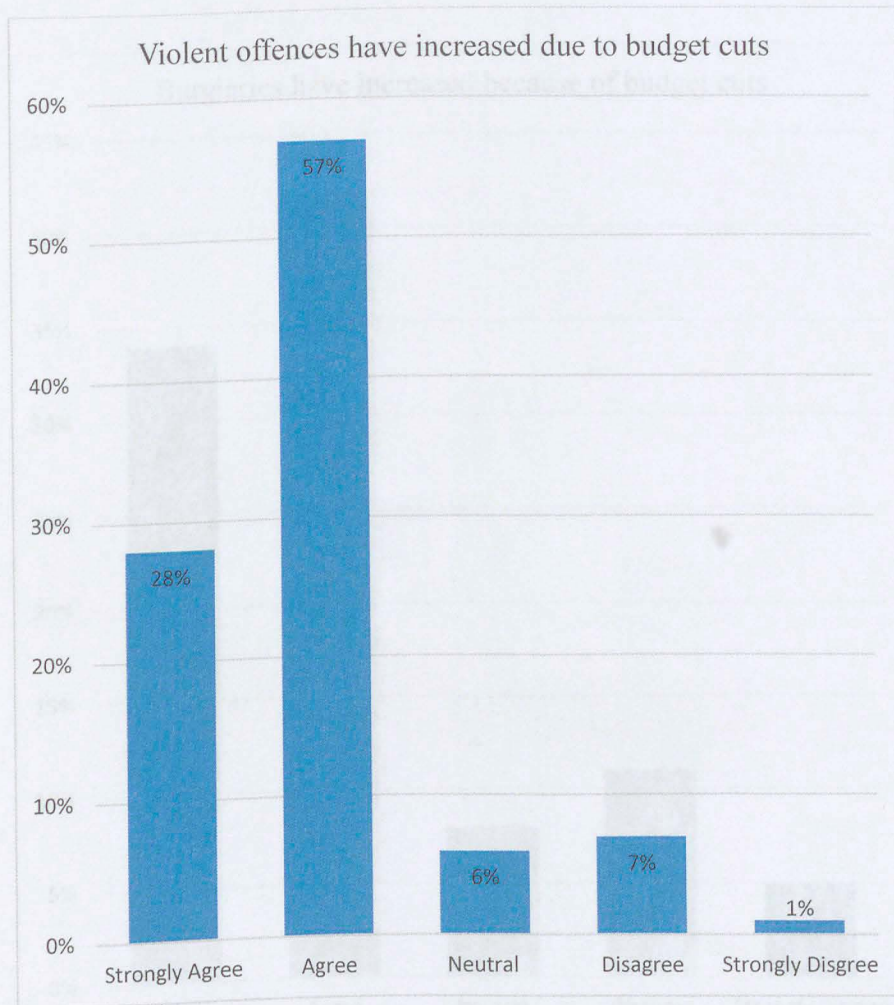


Figure 4.9: Violent offences have increased due to budget cuts

Results in figure 4.9 show that most (57%) of the respondents agreed with the statement that budget cuts caused an increase in violent offences. The decision was then followed by 28% of the respondents who strongly agree with the statement. However, 7% of the respondents disagreed with the statement, while the least response was obtained from only 1% of the respondents who indicated that they strongly disagree with the statement.

4.4.4 Burglaries have increased due to budget cuts

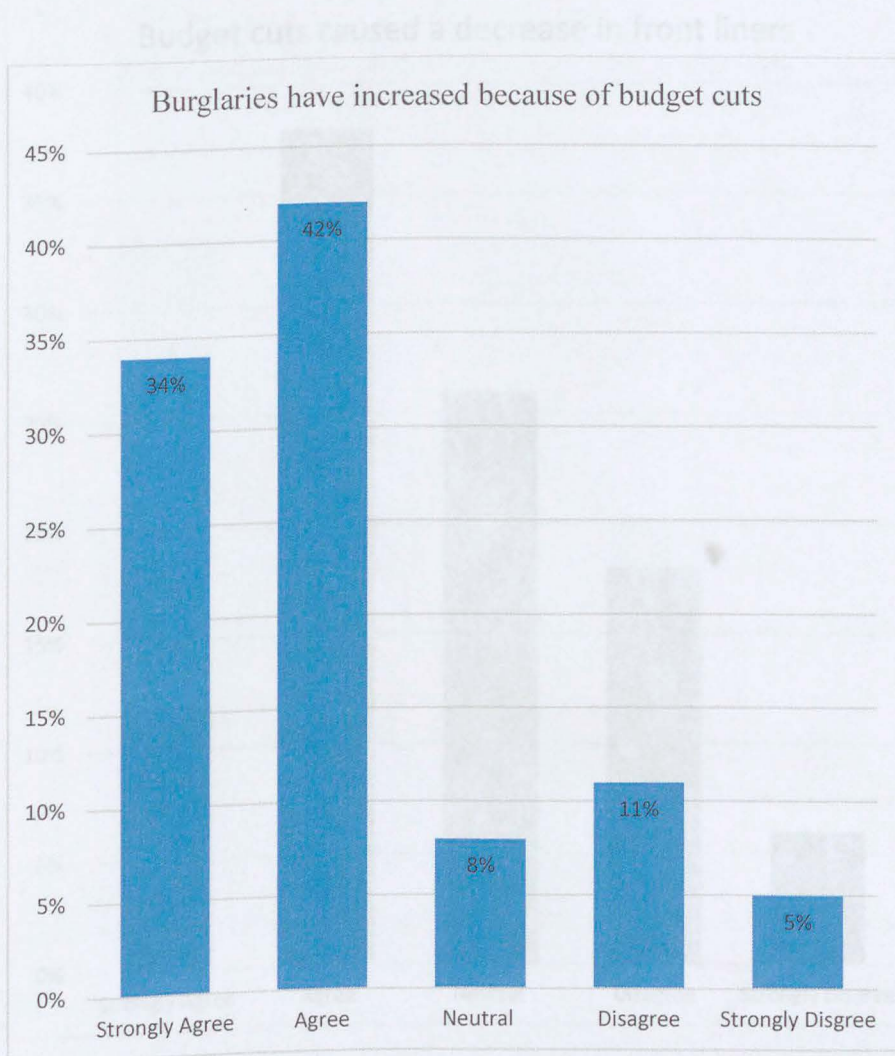


Figure 4.10: Burglaries have increased due to budget cuts

Results in figure 4.10 show that 42% of the respondents agreed with the statement that budget cuts caused an increase in burglaries. The decision was then followed by 34% of the respondents who agreed with the statement. 11% disagreed with the statement, while the lowest response was obtained from those who were disagreeing with the statement as they were only 5% of the sample under study.

4.4.5 A decrease in front liners

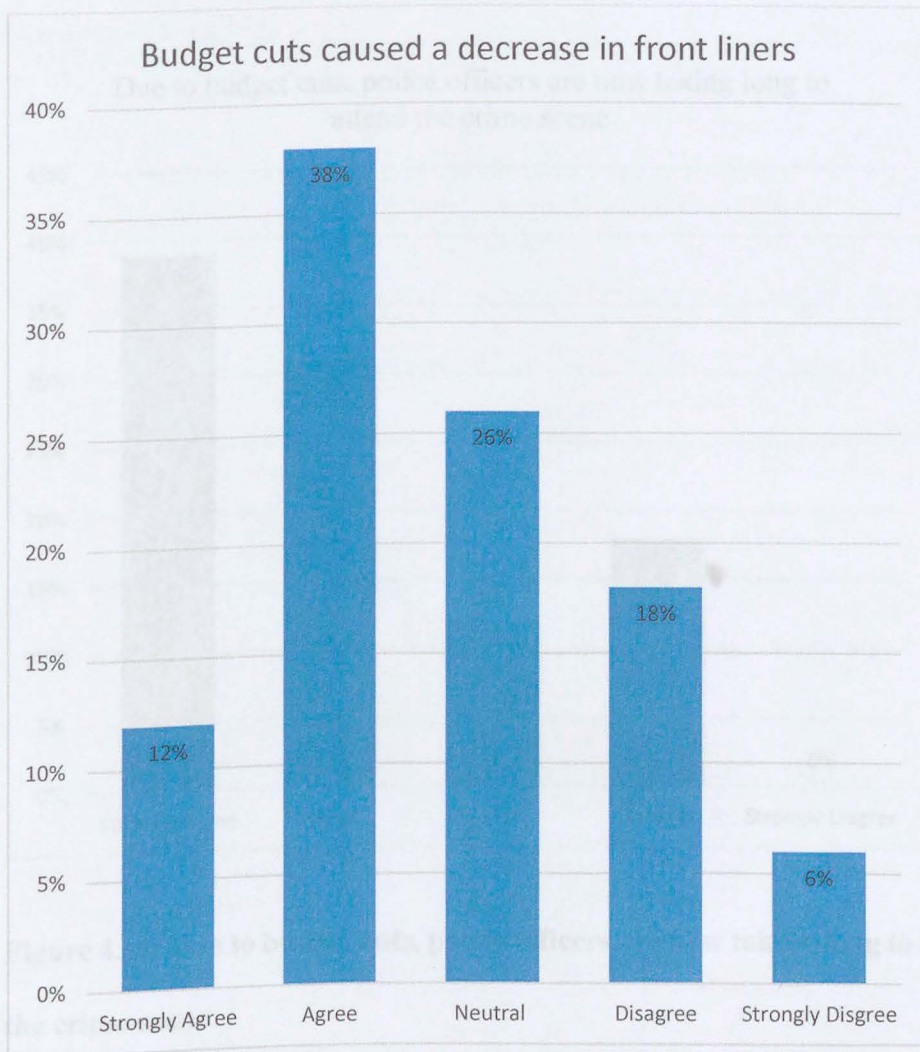


Figure 4.11: Budget cuts had caused a decrease in front liners

Fig 4.11 shows that 38% of respondents agreed with the statement that budget cuts had caused a decrease in front liners. However, this was then followed by 26% of the respondents who decided to remain neutral, while the least response was obtained from 6% who had indicated that they were in a strong disagreement with the statement.

4.4.6 Police officers are now taking long to attend the crime-scene

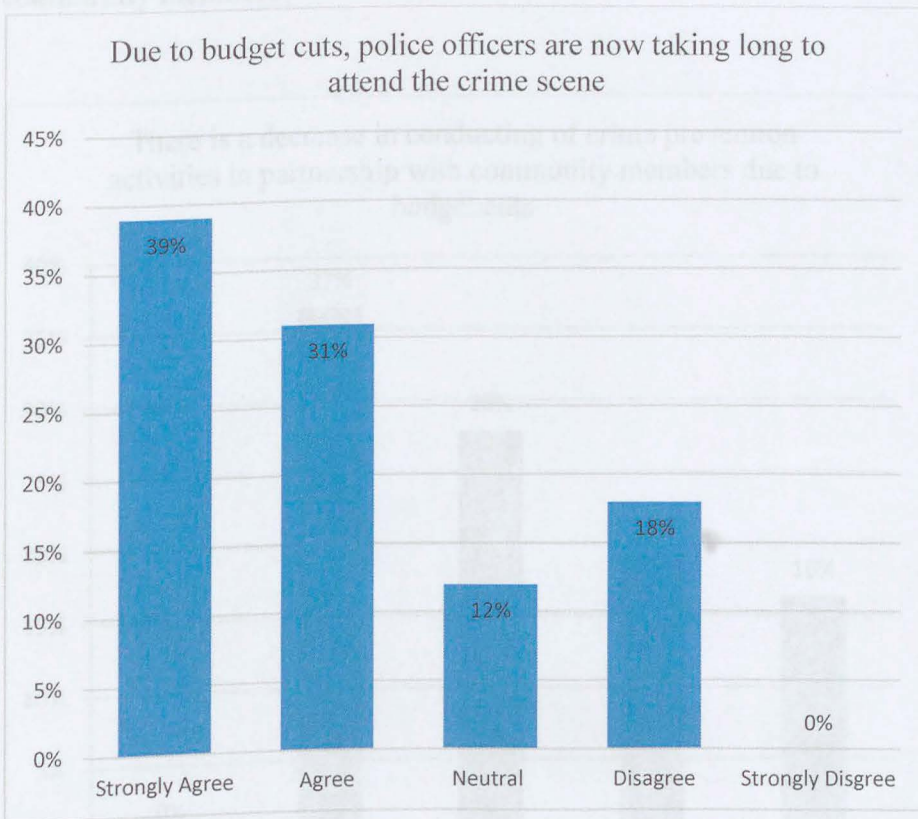


Figure 4.12: Due to budget cuts, police officers are now taking long to attend the crime-scene

As shown in figure 4.12, 39% of the respondents indicated that they strongly agree with the statement that budget cuts are causing police officers to take long to attend the crime-scene. The decision was then followed by 31% of the respondents who indicated that they were agreeing with the statement. 18% of the respondents disagreed while none of the respondents from the sample under study strongly disagreed that due to budget cuts, police officers are now taking long to attend the crime-scene as a top priority.

4.4.7 Conducting of crime prevention activities in partnership with community members

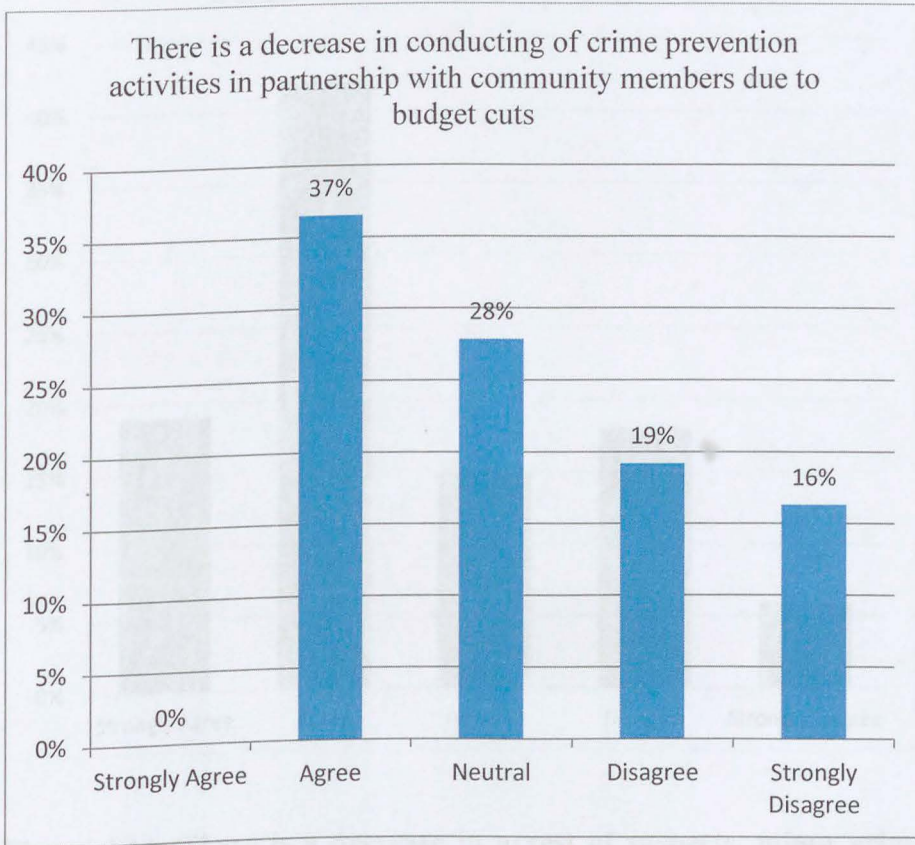


Figure 4.13: There is a decrease in conducting of crime prevention activities in partnership with community members due to budget cuts

Results from figure 4.13 shows that 37% of respondents agreed with the statement that there is a decrease in the conducting of crime prevention activities in partnership with community members due to budget cuts. 28% remained neutral, 19% disagreeing, while 16% had indicated that they strongly disagree with the statement. However, none on the respondents from the sample understudy had indicated that he or she strongly agree with the statement.

4.4.8 Arrest of suspects, minor crimes and disorder offences

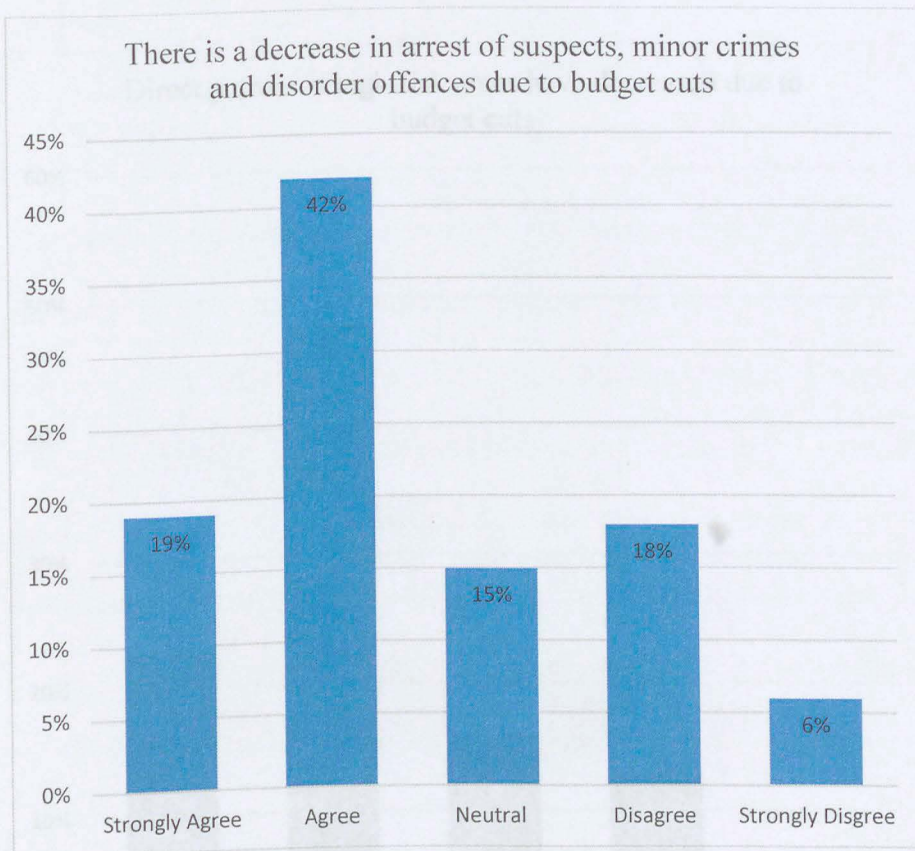


Figure 4.14: There is a decrease in arrest of suspects, minor crimes and disorder offences due to budget cuts

From figure 4.14, 42% indicated that they were agreeing with the statement that budget cuts resulted in a decrease in arrest of suspects, minor crimes and disorder offences. This was then followed by 19% of the respondents who indicated that they strongly agreed with the statement. However, 18% indicated that they disagree with the statement while the least response was obtained from 6% of the respondents who indicated that they strongly disagree with the statement.

4.4.9 Direct patrols in high-risk areas have decreased due to budget cuts

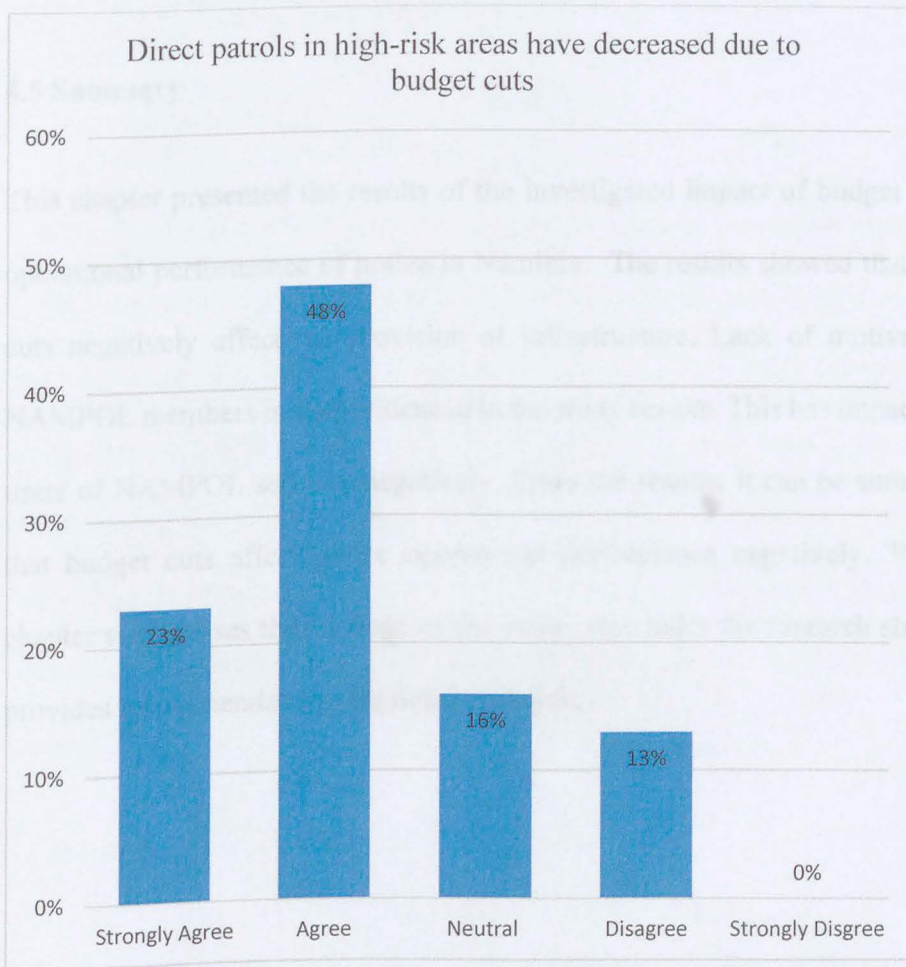


Figure 4.15: Direct patrols in high-risk areas have decreased due to budget cuts

Results in figure 4.15 shows that 48% of the respondents agreed with the statement that direct patrols in high-risk areas had decreased due to budget cuts. This was then followed by 23% of the respondents who strongly agreed with the statement. The figure shows that 16% of the respondents decided to remain

neutral, while none of the respondents indicated that they strongly agree with the statement.

CONCLUSIONS AND RECOMMENDATIONS

4.5 Summary

This chapter presented the results of the investigated impact of budget cuts on operational performance of police in Namibia. The results showed that budget cuts negatively affect the provision of infrastructure. Lack of motivation of NAMPOL members is also evidenced in the study results. This has impacted end users of NAMPOL services negatively. From the results, it can be summed up that budget cuts affect police operational performance negatively. The next chapter summarises the findings of the study, concludes the research study and provides recommendations for future research.

5.1 Re-visit Research Questions

The study was guided by the following research questions:

- What is the impact of budget cuts on the provision of infrastructure for the Namibian police?
- What is the impact of budget cuts on the motivation of NAMPOL members?
- What is the impact of budget cuts on the end users of NAMPOL services?

The purpose of this research was to investigate the impact of budget cuts on the operational performance of police: a case study of Oshana Regional Headquarters in Namibia. This study was conducted as respondents managed to

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The focus of the study was to investigate the impact of budget cuts on the operational performance of police using Oshikoto Regional Police Headquarters as a case study. The study was conducted with the aid of literature review, the use of secondary data and the primary data collected through a questionnaire with structured questions. The sample for the study was 150 NAMPOL employees. Following the results and findings in Chapter Four, this chapter presents the summary of findings, concludes the study and gives recommendations for further studies.

5.2 Re-stated Research Questions

The study was guided by the following research questions:

- What is the impact of budget cuts on the provision of infrastructure for the Namibian police?
- What is the impact of budget cuts on the motivation of NAMPOL members?
- What is the impact of budget cuts on the end users of NAMPOL services?

The purpose of this research was to investigate, the impact of budget cuts on the operational performance of police: a case study of Oshikoto Regional Headquarters in Namibia. This aim was achieved as respondents managed to

provide the information regarding the impact of budget cuts on operational performance of the Namibian police force. This chapter provides a summary of the findings, concludes the research study and recommends areas for future study based on the identified gaps in knowledge.

5.3 Summary of the findings

This section presents the findings based on the research question as restated above. Respondents provided the basic results of the study. From the respondents, the following effects of budget cuts on operational performance of the Namibian police force were revealed:

5.3.1 Provision of infrastructure for the Namibian police

This study discovered that in order for an agency to be successful in the financial process, the department's strategic goals and budgeting must work in tandem. Agencies should prioritise what the department and the public require and allocate resources accordingly (Whisenant, 2015). One of the numerous approaches to improve a law enforcement agency's efficiency and effectiveness has been recognised as training. Training facilities are critical, not only for enhancing job performance and job satisfaction, but also for avoiding costly failure and lawsuits for the department (Hess & Ortmann, 2012).

The issue with training infrastructure is that it is extremely expensive for law enforcement agencies. This is why, in many circumstances, it is the first line of defence when it comes to budget cuts (Hess & Ortmann, 2012). When agencies

cut training programs, it impacts the department's efficiency, effectiveness, professionalism, and productivity, which is why it's critical for agencies to figure out how to keep training programs going even when resources are short.

5.3.2 Budget cuts on the motivation of NAMPOL members

Poor job satisfaction has been linked to organisational stress. Officer burnout and decreased productivity are also linked to this. If an officer is dissatisfied with his or her employment, performance and productivity will suffer, and the department's overall effectiveness and efficiency will also be negatively affected as a result (Dantzler, 2014; Shane, 2017). Within the law enforcement agency, managers should be aware of how to spot stress and how to prevent it (Finn, 2013). According to researchers, lack of infrastructure is one of the primary causes of officer burnout, rather than stress associated with the law enforcement threat. Managers have the power to address stress within the department and make it a desirable place to work, which will increase officer retention and productivity through proper management of stress (Shane, 2017).

5.3.3 Budget cuts on the end users of NAMPOL services

Scheduling is one of the most common sources of officer dissatisfaction with law enforcement managers (Crank & Calderon, 2012; Finn, 2017). Officers' health and social lives are highly influenced by their schedules. Officers are expected to work a variety of shifts including days, nights, weekends, and holidays (Hess & Ortmann, 2012).

Many departments employ a rotating schedule, which has been proved to be detrimental to officers' health. In other circumstances, agencies have given officers the option of choosing their shifts, putting an end to rotating shifts. Overall, the output of these departments has increased (Finn, 2017). Officer fatigue has a significant impact on their attitudes and can cause a lot of stress, resulting in poor service delivery to customers. If an officer's schedule causes them to have a constantly fluctuating sleep pattern, it might lead to major health problems (Hess & Ortmann, 2012).

It's therefore, critical that supervisors recognise the toll that scheduling can have on officers. Managers should make an effort to be flexible and accommodate officers' professional, personal, and familial demands (Hess & Ortmann 2012). Overall, having a schedule that officers believe is in line with their lives will assist officers manage stress, thereby improving productivity, officer retention, and the department's efficacy and efficiency.

5.4 Conclusions

Based on primary and secondary research conducted for this study, law enforcement budget cuts not only affect the entire community, but also law enforcement agencies. Budget cuts could result in less enforcement, less officers, or lower-quality cops handling one of the most vital roles in the community: serving and protecting the community. Budget cuts are practically impossible to avoid entirely, especially when the economy is struggling. To provide the same level of service for less money, law enforcement agents must be prepared to use

additional cost-cutting techniques. The impact of budget cuts on police operational performance was the focus of this research.

The impact of budget cuts on the provision of police infrastructure was the first subject of investigation. The findings suggest that budget cuts have an impact on law enforcement infrastructure, leading to an increase in crime. Law enforcement officials are tasked with delivering the same level of security and services while working with less resources. As a result, law enforcement agents should consider alternate budgeting methods that prioritise programs and operations.

Activity-based, program-based, and performance-based budgeting methods offer governing bodies a clear picture of what services law enforcement organisations deliver and why the programs or services are important for keeping the community secure. Improving budgeting processes is a basic and straightforward strategy to uncover wasted spending and improve the effectiveness and efficiency of an organisation.

Budget cuts, on the other hand, have been associated with a lack of desire. As a result, budget cuts frequently result in a reduction in law enforcement personnel training. Training is seen as a luxury by law enforcement agencies, and training programs can be reduced to save money elsewhere in the budget. Cutting the training budget, on the other hand, has a detrimental effect on departments. Officers are being assaulted more frequently in law enforcement departments that have slashed training money.

To keep police safe, law enforcement agencies must provide proper training and guarantee that officers are prepared to adequately protect and serve the community. According to the research, if law enforcement agencies are found to be to blame for failing to train police, they face hefty litigation. Training is a critical component of every police enforcement agency, and decreasing the training budget, while some agencies believe it saves money, will ultimately harm the agency's overall efficacy and efficiency.

The final problem discussed in this study was poor service delivery. Cuts in the budget can induce organisational stress, which can lead to officer burnout. Organisational pressures are the major cause of officer burnout, according to case studies given in the research study. Officers recognise that their profession is perilous from the start and accept it. Officers, on the other hand, are not necessarily prepared to deal with law enforcement agencies' specific organisational environment. The majority of agencies are administered in a quasi-military manner.

In summary, it is critical for law enforcement management to seek strategies to improve their agency's efficacy and efficiency. Managers in law enforcement can do this by adapting their management approaches and finding more creative ways to use funding. Law enforcement managers who are aware of the community wants and needs, as well as the needs of cops, can arrange for the agency to meet both. The most crucial responsibility of keeping communities secure is entrusted to law enforcement agencies. Even in times of budget cuts, agencies can

accomplish this goal if managers use budgets effectively and efficiently and are aware of departmental and community needs.

5.5 Recommendations

Considering the gaps and challenges faced through the budget cuts on the operational performance of NAMPOL, the following actions are recommended:

- The study's context clearly states that NAMPOL is facing and affected by budget cuts. As a result of the budget cuts, a talented workforce is lost due to excessive personnel turnover, resulting in poor operational performance. However, in order to improve efficiency, it is suggested that the Oshikoto NAMPOL management cadre develop policies that serve as a guide for action and aid in police operational performance. This can be accomplished by prioritising employee growth through training and development, which must be coordinated with other stakeholders to discover more creative funding sources.
- Policymakers must adopt a Performance-Based Budgeting approach (PBB). The fact that agency funding is based on overall performance is a big incentive for managers who employ PBB. If the governing body believes the agency did not reach the department's previously defined goals, the resources assigned to it can be increased or cut. The goal is for managers to be more aware of their expenditure and to use funds more effectively and efficiently. Due to the fact that goal planning and

budgeting are both aimed at the same goal, this method of budgeting can be considered as a technique to budgeting successfully.

- Law enforcement managers can also save effective programs amid budget cuts that would not otherwise be saved using other budgeting methods. The researcher's function in positivist studies is confined to data collection and objective interpretation. The study outcomes in these types of investigations are frequently apparent and quantitative. The strategy is based on reality's nature his could be done by demonstrating to governing bodies that the community believes the program is needed. Program budgeting is disliked by certain governing bodies because it requires them to take risks. Risk management, on the other hand, can help organisations avoid implementing projects that are excessively risky.

- A law enforcement organisation should ask neighbourhood members what they need in terms of protection and services, because people are sometimes frightened to identify problem areas and neglect to alert the agency. Law enforcement organisations can employ a private firm to conduct a community survey to identify problem areas, or they can take a community policing approach. This could be done by forming a task-force made up of individuals from the agency. By polling the neighbourhood, residents can anonymously provide information on places where they would like to see more law enforcement involvement.

This can also be done through forming an advisory committee and including a representative from the different communities within the jurisdiction.

- Agencies should also keep in mind that activity-based budgeting necessitates a significant quantity of data collection. However, thanks to computer-assisted dispatching technologies, this is becoming easier for law enforcement agencies. Compared to line-item budgeting, which does not help agencies prioritise projects or illustrate the need for resources, activity-based budgeting can increase a department's efficacy and efficiency.

5.6 Areas for further research

While it is true that budget cuts are making life more dangerous for law enforcement personnel owing to a lack of equipment funds or money to hire Cops, training is the most visible financial casualty. Training expenditure appears to be one of the first budget line items to take a hit. It might be difficult to quantify the value of training, especially for the untrained eye that frequently controls the purse strings. However, studies of this sort are highly encouraged in all Namibian public sector organisations in developing answers on the impact of training on service delivery in all Namibian public sector organisations.

5.7 Chapter Summary

The research is brought to a close in this chapter. On the basis of the research objects, it discussed and analysed the findings of the results. The results of the investigation from both primary and secondary sources are analysed. The chapter then presented a conclusion to the study and recommendations based on the findings.

REREFENCES

Aman, K., & Hildreth, W. B. (2015). Budget theory in the public sector. London:

Quorum Books.

Amendola, K.L, Hamilton, E.E., & Wyckoff, L.A. (2016, March 24).

Law enforcement shiftschedules: Retrieved June 10, 2021 from

<http://www.policefoundation.org/pdf/ShiftScheduleSurveyResults.pdf>

Angula, A. (2017). An examination of budget cuts and service delivery in developing countries. A case study of public enterprises in Namibia. *Journal of Public Administration*, 3(2) 1-14.

Audi, T. (2011, September 9). Officer deaths rise despite drop in crime. *The Wall Street Journal*.

Retrieved June 8, 2021 from

<http://online.wsj.com/article/SB10001424053111904103404576559083222710682.html>

Awan, A., & Tahir, M. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. *European Journal of Business and Management*, 7(1) 329-34445.

Beck, C. (2011, September). Predictive policing: what can we learn from Wal-Mart and Amazon about fighting crime recession? *The Police Chief*,

Retrieved September 30, 2011 from

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1942&issue_id=112009

Benedicta, A., (2014). The Impact of training on employee performance: A case study of HFC Bank (GHANA) Ltd, 15-17.

Birzer, M. L. (2016). Police training in the 21st century. *The FBI Law Enforcement Bulletin*, Retrieved May 8, 2021 from http://findarticles.com/p/articles/mi_m2194/is_7_68/ai_55343320/

Birzer, M. L. (2013). The theory of andragogy applied to police training. *International Journal of Police Strategies & Management*, 26(1) 29-42.

Bohn, K. (2018, October 23). *Police face cuts as economy falters*. Retrieved April 9, 2021 from http://articles.cnn.com/2008-10-23/justice/police.economy_1_officer-jobs-police-chiefs-training-budget?S=PM:CRIME

Carpenter, M. & Fulton, R. (2010). *Law enforcement management: what works and what doesn't*. Loose-leaf Law Publication Inc. Flushing, NY.

Carter, D. L., & Sapp, A. D. (2011). The evolution of higher education in law enforcement: Preliminary findings from a national study. *Journal of Criminal Justice Education*, 1(1)59-85.

- Chappell, A. T. (2015). *Learning in action: Training the community policing officer*. (Unpublished doctoral dissertation, University of Florida) Retrieved May 8, 2021 from http://ufdcimages.uflib.ufl.edu/UF/E0/01/16/15/00001/chappell_a.pdf
- Crank, J.P., & Calderon, M. (2011). The production of occupational stress in medium-sized police agencies: a survey of line officers in eight municipal departments. *Journal of Criminal Justice*, 19, 339-349. Retrieved from Science Direct.
- Creswell, J.W. (2018). Research Design. *Qualitative, Quantitative, and Mixed Method Approaches* (4th Edition.) Thousand Oaks, California: SAGE Publication.
- David, H., B., (2014). *Police for future*. Oxford University, New York.
- Deresa, D. (2018). The impact of budget and Budgetary Control System on Effectiveness of Public Organisations: A case of East Wollega Zone Finance and Economic Development.
- Dantzler, M.L. (2014). Measuring job satisfaction in police departments and policy implications: an examination of a mid-size, southern police department. *American Journal of Police*, 13(2) 77-101.
- Enter, J.E. (2016). *Challenging the law enforcement organisation: proactive leadership strategies*. Narrow Road Press. Dacula, GA.

- Etter, G. W., & Griffin, R. (2011). In-service training of older law enforcement officers: A andragogical argument. *International Journal of Police Strategies & Management*, 34(2)233-245.
- Federal Bureau of Investigation. (2010). *2010 crime clock statistics*. Retrieved May 9, 2021, from <http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2010/crime-in-the-u.s.-2010/offenses-known-to-law-enforcement/crime-clock>
- Federal Bureau of Investigation. (2010, March 17). *Internet crime complaints on the rise*. Retrieved May 9, 2021 from <http://www.fbi.gov/news/stories//internet-crime-complaints-on-thr-rise>
- Finn, P. (2012). Reducing stress: An organisation centered approach. *The FBI Law Enforcement Bulletin*, Retrieved May 2, 2021 from http://findarticles.com/p/articles/mi_m2194/is_n8_v66/ai_19951340/?tag=content;coll
- Fink, A. (2017). *The Survey Research Handbook - How to Conduct Surveys: A Step-by-Step Guide*, Beverley Hills: No. 6, pp. 245-257.
- Frederickson, H. George., and Kevin B. S., (2013). *The Public Administration TheoryPrimer*. Boulder, CO: Westview Press.
- Gakure (2012). Influence of Budget cut on operation and service delivery in the Public Security Sector. *International Journal of Business and Social Science*, 3(23) 195-204
- Gibran, J. M., & Sekwat, A. (2012). Continuing the search for a theory of public

budgeting. *Journal of Public Budgeting*, 21(4) 617-644.

Griffin, R. W., & Moorhead, G. (2010). *Organisational behaviour: Managing people and organisations*. (9th ed.). Mason, OH: South-Western, Cengage Learning.

Grix, J. (2014). *The Foundations of Research*. New York: Palgrave Macmillan

Hananel, S. (2010, September 06). *Drug use higher than in nearly a decade, report finds use of meth, marijuana, and ecstasy rose sharply since last year, government report finds.*

Retrieved May 9, 2021 from

<http://www.msnbc.msn.com/id/39200536/ns/health-addictions/>

He, N., Zhao, J., & Archbold, A. (2011). Gender and police stress: The convergent and divergent impact of work environment, work-family conflict, and stress coping mechanism of female and male police officers In R. Dunham & G. Alpert (Eds.) *Critical Issues in Policing* (pp. 534-551). Long Grove, IL: Waveland Press Inc.

Henson, H. P., & Livingston, K. L. (2013). Law enforcement officers wanted: good people for a thankless job. *The FBI Law Enforcement Bulletin*, 72(4) 22-23.

- Hess, K. M., & Ortmann, C. H. (2012). *Management & supervision in law enforcement*. (6th ed.). Clifton Park, NY: Delmar, Cengage Learning.
- Jackman, T. (2010, September 29). *Police fear crimes increase as recession saps forces*. Retrieved May 9, 2021 from <http://www.washingtonpost.com/wpdyn/content/article/2010/09/29/AR2010092907447.html>
- Jonyo O. E. (2015). Effects of Budget theory on day-to-day police operations. *Journal of Management Science*, 17(6) 61-88.
- Kaufmann, G. M., & Beehr, T. A. (2012). Occupational stressors, individual strains, and social supports among police officers. *Human Relations*, 42(2) 185-197
- Kothari, C. R (2017). *Research methodology, methods and technique*, New Dhli. Wishwa Prakashan.
- LaFrance, T.C, & Placide, M. (2010). Sheriffs' and police chiefs' leadership and. *International Journal of Police Science & Management*, 12(2) 238-255.
- Lela, M. (2016). Retrieved April Tuesday, 2019, from lelamobile: <https://www.lelamobile.com/content/72642/Survey-rates-NamPol-s-service-poor/>

Maguire, E.R., (2013). *Organisational structure in American police agencies: context, complexity and control*. State University of New York Press, Albany, NY.

Mawby, R.C., Heath, G., & Walley, L. (2011). Workforce modernisation, outsourcing and the “permanent revolution” in policing. *Crime Prevention & Community Safety*, 11(1) 34-47. Retrieved from Palgrave Journals.

Maxwell, J. A. (2019). *Qualitative Research Design: An Interactive Approach*. Thousand Oaks: SAGE Publications.

Miller, L. (2015). Police officer suicide: Causes, prevention, and practical intervention strategies. *International Journal of Emergency Mental Health*, 7(2) 101-14.

Mohammed-Abdulla, J. (2009). *Determinants of job satisfaction among Dubai police employees*. (Unpublished doctoral dissertation, University of Glamorgan) Retrieved June 4, 2021 from <http://dspace1.isd.glam.ac.uk/dspace/bitstream/10265/336/1/abdulla2009.pdf>

Moll, J., & Hoque, Z. (2000). Rational choice theory. In Z. Hoque (Ed.) *Methodological Issues in Accounting Research: Theories and Methods* (pp. 7-17). London, England: Spiramus Press Ltd.

National Institute of Justice. U.S. Department of Justice, (2013). *Use of force by police overview of national and local data*. Washington, D.C.:

Retrieved June 4, 2021 from
<https://www.ncjrs.gov/pdffiles1/nij/176330-1.pdf>

O'Hara, A. F., & Violanti, J. (2015). Police suicide: A comprehensive study 2008 national data. *International Journal of Emergency Mental Health, 11*(1) 17-23.

Orrick, D. (2013). Avoiding turnover by recruiting the right officer. *Big Ideas for Small Police Departments*, Retrieved November 8, 2011 from
<http://www.theiacp.org/LinkClick.aspx?fileticket=+Y1bwyqWsv0=&tabid=727>

Ortmeier, P. J., & Meese III, E. (2018). *Leadership, ethics, and policing, challenges for the 21st century*. (2nd ed.). Upper Saddle River, N.J.: Pearson Education Inc.

Pinizotto, A. J., Bohre, S., & Davis, E. F. (2011). Law enforcement professionalism training is key. *FBI Law Enforcement Bulletin*, Retrieved September 9, 2011 from <http://www.fbi.gov/stats-services/publications/law-enforcement>

Police Executive Research Forum. (2012). *Police department budgeting: A guide for law enforcement chief executives*. Washington, D.C.: U.S. Department of Justice.

Police Executive Research Forum. (2020). *Daily COVID-19 Report*, Retrieved, April 29, 2020 from
<https://www.policeforum.org/coronavirus>.

- Riley, W., & Nwoke, S. (2017). *Review and analysis of quality improvement techniques in police departments*. Paper presented at Robert wood Johnson foundation state health department conference, Cincinnati, OH. Retrieved November 8, 2011 from <http://www.phaboard.org/wpcontent/uploads/ReviewandAnalysisofQI>
- Robinson, M., (2019). A basic model of performance-based budgeting. *Technical Notes and Manuals*, 9(1) 1-12. Retrieved from <http://blog-pfm.imf.org/files/fad-technical-manual-1.pdf>
- Saunders, M., Lewis, P., & Thornhill, A. (2017). *Research Methods for Business Students* (3rd ed). Edinburgh Gate: Pearson Education Limited.
- Sekaran, U. (2013). *Research Methods for Business: A Skill Building Approach* (4th ed.). New York: John Wiley & Sons, Inc.
- Shane, J.M. (2017). Organisational stressors and police performance. *Journal of Criminal Justice*, 38(4) 807-818. http://www.jonmshane.com/Organisational_stressors.pdf
- Summerton, D. (2020). Did the 2011 Police Budget Cuts Have a Significant Impact on Violent Crime Rates in New Jersey Urban? *Journal of Business & Economic Review*, 7(2) 71- 84.
- Sundemeier, J. (2018). A look at the 12-hour shift: the Lincoln police department study. *Police Chief Magazine*, 75(3) Retrieved March 3, 2011 <http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction>

- Stojkovic, S., Kalinich, D., & Klofas, J. (2014). *Criminal justice organisations: Administration and management*. (4th ed.). Belmont, CA: Thompson Wadsworth.
- Tengpongsthorn, W. (2017). Factors affecting the effectiveness of police operation in Metropolitan Police Bureau. *Kasetsart Journal of Social Sciences*, 38(17) 39-44.
- Terra, M.J. (2019). Increasing officer retention through educational incentives. *FBI Law Enforcement Bulletin*, 78(2) 11-15.
- Vila, B., Morrison, G.B., & Kenney, D.J. (2012). Improving shift schedule and practices to increase police officer performance, health, and safety. *Police Quarterly*, 5(1) 4-24. Retrieved from Sage Publications.
- Vodde, R. F. (2013). *Andragogical instruction for effective police training*. Amherst, NY: Cambria Press.
- Washington Post Editors. (2011, April 12). What's getting cut in the F/Y 2011 budget? *The Washington Post*. Retrieved from http://www.washingtonpost.com/blogs/federal-eye/post/whats-getting-cut-in-the-fy-2011-budget/2011/04/11/AFMIynLD_blog.html
- Whisenant, P.M., (2015). *Managing police organisations*. Person Prentice Halle, Upper Saddle, NJ.

- Whisenant, P. M., & Ferguson, R. F. (2015). *The managing of police organisations*. (6th ed.). Upper Saddle River, N.J.: Pearson Education Inc.
- White, M.D., & Escobar, G. (2018). Making good cops in the twenty-first century: emerging issues for the recruitment, selection and training of police in the United States and abroad. *International Review of Law Computers & Technology*, 22(1-2) 119-134.
- White, M.D., Cooper, J.A., Saunders, J., & Raganella, A.J. (2016). Motivations for becoming a police officer: re-assessing officer attitudes and job satisfaction after six years on the street. *Journal of Criminal Justice*, 38(4) 520-530. Retrieved from Science Direct.
- Worrall, J. L. (2013). The effect of policing on crime: what have we learned? In R. Dunham & G. Alpert (Eds.) *Critical Issues in Policing* (pp. 37-50). Long Grove, IL: Waveland Press Inc.
- Yin, R. K. (2013). *Case study research: Design and methods*. Sage publications.

Appendix 1: Introduction and Questionnaire

Research Questionnaire

Introduction

I am Frondina Naukala, a Master of Business Administration (Public Sector Management) student with the Namibia Business School- University of Namibia Main Campus. My research topic is **“AN INVESTIGATION INTO THE IMPACT OF BUDGET CUTS ON THE OPERATIONAL PERFORMANCE OF THE NAMIBIAN POLICE: A CASE STUDY OF OSHIKOTO REGIONAL HEADQUARTERS”**.

The purpose of my study is to investigate the impact of budget cuts on police operational performance in Namibia. I am therefore asking you to spare your time to fill in the questionnaire and provide information that will help the researcher to identify the impact of budget cuts on police operational performance in Namibia. The information obtained will only be used for this research study and for academic purposes only. All information will be kept confidential.

Instructions:

(Please a tick (✓) the appropriate box that corresponds to the choice of your answer.

Impact of budget cut on police operations

Kindly indicate your opinion based on the following statements and mark by means of a tick (✓) to indicate your level of agreeing or disagreeing with the statement.

No	Statements	Responses
1	Due to budget cuts, police officers are now facing	

1.	Motivation of NAMPOL employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.1	Personnel moral had decreased due to budget cuts.					
1.2	Budget cuts had resulted to challenges of personnel training.					
1.3	Budget cuts had affected personnel staffing and hiring process					

No	Statements	Responses					
2.	Provision of infrastructure	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
2.1	Budget cuts affects the procurement of equipment within my organisation						
2.2	Due to budget cuts, vehicles are now scare to attend crime-scenes						
2.3	Budget cuts affects technology or advanced systems utilisation in fighting crime						

No	Statements	Responses					
3.	Effects of budget cuts on end users	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
3.1	Budget cuts had caused general increase in crime rate						
3.2	Due to budget cuts, homicide rates have increased						
3.3	Violent offences have increased due to budget cuts						
3.4	Burglaries has increased because of budget cuts						
3.5	Budget cuts had caused a decrease in front liners						
3.6	Due to budget cuts, police officers are now taking long to attend the crime-scene						

3.7	There is a decrease in the conducting of crime prevention activities in partnership with community members due to budget cuts					
3.8	There is a decrease in arrest of suspects, minor crimes and disorder offences due to budget cuts					
3.9	Implement direct patrols in high-risk areas had decreased due to budget cuts					

YOU WILL BE INTERVIEWED

Thank you for your participation

As you have shared your views, we would like to thank you for your contribution to this research. Your views will be used to inform the research and to help us to improve our services. The research findings will be shared with you and the public.

The research findings will be used to inform the research and to help us to improve our services. The research findings will be shared with you and the public.

The research findings will be used to inform the research and to help us to improve our services. The research findings will be shared with you and the public.

The research findings will be used to inform the research and to help us to improve our services. The research findings will be shared with you and the public.



26 April 2021

TO WHOM IT MAY CONCERN

Re: MBA Public Sector Management ,Student – Ms. Frondina Naukala Student Number-201154250

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Naukala has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Naukala with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "An Investigating the impact of budget cut on operation performance of Police: A case study of Otjikoto Regional Headquarters".

Your kind assistance is

Yours sincerely

Greenfield Mwakipesele, Dr. UNIVERSITY OF NAMIBIA
Inspiring Minds & Shaping the Future

Senior Research Co-Ordinator

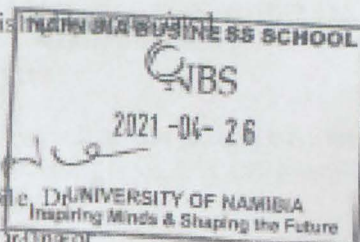
Namibia Business School

University of Namibia

Tel: +246 61 413 500

Fax: +246 61 413 512

Email: mwakipg@nbs.edu.na



Appendix 3: Research Permission Letter – Ministry of Home Affairs



REPUBLIC OF NAMIBIA



Namibian Police Force

MINISTRY OF HOME AFFAIRS, IMMIGRATION, SAFETY AND SECURITY

Tel. No: (+264 61) 289 3111

Fax: No: (+264 61) 220 621

Empowerment: Chieftain Matheba/ W/O (1) Ngobhena

Our Ref: 8/3/1

Your Ref:

OFFICE OF THE INSPECTOR GENERAL

Namibian Police Force

Private Reg 12024

Amunamunam

HANDBOOK

Namibia

11 June 2021

Ms. F. Nankala

P.O Box 93

TSUMEB

Dear Madam

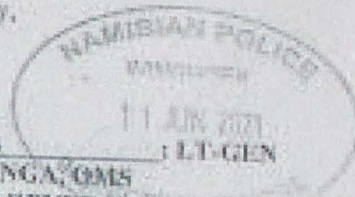
RE: PERMISSION TO UNDERTAKE ACADEMIC RESEARCH AT OMUTHIYA POLICE REGIONAL HEADQUARTERS, OSHIKOTO REGION

1. The above mentioned subject matter has reference.
2. Your request to conduct academic research study in the Namibian Police Force titled: *"Investigating the impact of budget cuts on operational performance of Police: Case study of Oshikoto Police Regional Headquarters."* is hereby approved.
3. You are urged to ensure that information that will be provided to you will be treated with higher level of confidentiality and will not be used for any other purpose except for only this academic research.
4. Your interest and willingness to carry out a research study within the Namibian Police Force is highly appreciated. Hence, this office would appreciate sharing the research findings with the Namibian Police Force.

Thanking you in anticipation

Yours sincerely,

S.H. NDIRITUNGA, OMS
INSPECTOR-GENERAL, NAMIBIAN POLICE FORCE



Cc: The Regional Commander, Oshikoto Region for further information



The Rev. Dr. Greenfield Mwakipesile

mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

23rd June 2021

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF FRONDINA NAUKALA'S THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **FRONDINA NAUKALA's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **INVESTIGATING THE IMPACT OF BUDGET CUTS ON THE OPERATIONAL PERFORMANCE OF THE NAMIBIAN POLICE: A CASE STUDY OF OSHIKOTO REGIONAL HEADQUARTERS**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile

