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**Logistics Reforms and Operational Performance of the National Police Service in Vihiga County, Kenya: Application of the Police Escort Rationalization**

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**Abstract**

Security is one of the pillars required for long-term funding and sustenance of current ventures. Logistic reforms are key in dealing with threats to barriers that hinder operational performance. The core functions of any government is to ensure protection of life and property of its citizens. This study sought to establish the influence of logistic reforms on the operational performance of the national police service in Vihiga County, Kenya, an application of the police escort rationalization. This study was guided by the theory of replacement. The study used positivism research philosophy in choosing the methods, research instruments and techniques. A descriptive survey research design was employed where primary was collected. A target population of 740 police officers was used, and from this number, a sample size of 260 respondents was computed through Yamane's formula. Questionnaires were used to collect primary. Both descriptive and inferential statistics was used. The results of the regression analysis showed that police escort rationalization had a positive significant influence on operational performance with coefficients of 0.210, and p values of 0.000, which are less than 0.05. The study concluded that improvement of police escort rationalization, improve the operational performance by increasing operation efficiency of police service in Vihiga County. The findings have a direct benefits on managers of police services and policy makers to enable them put strategies in place to improve the logistic reforms on operational performance. The study recommended that management of Vihiga police service should implement the police logistic reforms to enhance and improve the operational performance of the National Police Service in Vihiga County.

**Keywords:** logistic reforms, operational performance, operational efficiency

## **1. Introduction**

### *1.1 Introduce the Problem*

Security is one of the pillars required for long-term funding and sustenance of current ventures. Government and citizenry need combined effort to deal with threats to barriers that hinder operational performance. The government invested in enhancing operational performance by reforming the police through logistic reforms, improving their welfare, and embracing a multi-sectoral approach to preventing a lack of confidence (Kenya Police Annual Report, 2018).

For the past one hundred and fifty years, international trade and other stakeholders in the logistic industries worldwide have evolved in response to the accelerating delay in cargo, barriers to quick access to hospitals on the roads, and slow traffic movement (Choudhury, 2016). The cutting-edge worldwide environment where the police and law enforcement organizations play a crucial defence against inefficiency in logistic operations. Democratic societies like the United Kingdom, the United States, and India are dedicated to providing satisfactory reaction offerings in the operational performance in the logistic section. The countries endeavour to make reforms enforcement more attuned to the modern-day social and monetary framework of their international locations through innovative tactics (Duque, 2016).

Globally, states are obliged to align police training and system to the needs of their citizens. A study on the new decision for operation within the United States affirms the importance of police offerings in safeguarding the logistic sector through efficiency in operations. Operational performance leads to customer satisfaction, structuring the organizational culture, and ensuring global standards (Pilants, 2003)

A study on operations rationalization affirms that institutionalization of logistic reforms occurs while the reform turns into a manner of often engaging in police enterprise as they incorporate particular norms, values, and structures into their operational structure. Walker identified the need for a worldwide platform to talk about methods of reforming in tandem with the country's needs (Walker, 2010).

Though this is the case, logistical alignment of police operations could be operations-specific, relying on nature, vicinity, sophistication, frequency, and complexity. Globally the competition in the market has grown in sophistry due to technological development, increased production, and overall use of logistics across the world. This increases the need to develop and implement better logistical reforms worldwide. Barley's article on Australia and New Zealand addresses the worldwide organization supporting the reform of police institutions to help democracy. However, the scholar no longer analyses the implications of logistic reforms (Bayley, 2005).

In most global scenes, police management and leadership require technically being able to implement reforms without fear and with urgency. The Independent Commission on Policing (I.C.P.) of Northern Ireland proposed several modifications to logistic reforms, structures, and preparations. An assessment of how those reforms have been operationalized furnished necessary training adopted in international quality practices (Mulcahy, 2006).

In America, it is observed that in the early 2000s to 2010s, America started to use a proof-primarily based policing approach sponsored by statistics to help in choice-making and crafting more powerful post-battle rebuilding projects of police forces. For efficiency, the Indian police

targeted the operationalization of the reforms to enhance performance, be provider-oriented, unfastened from extraneous impacts, and be responsible for the rule of the regulation (Miletich, 2015)

By ensuring that policies are in line with international logistical standards, key changes are undertaken, called logistic reforms that provide the population's confidence in the capacity of the state to govern. Logistic reforms emphasize the need to have developed and upgraded functions in the police service to upgrade the governing principles of domestic logistic institutions and adopt a new look (Molana, 2009).

Logistic reforms involves upgrading of the service, getting advanced tools and technology, logistic services restructuring, chain of command within the organization, and decision-making decentralization. It also entails a review of the training curriculum to incorporate basic training ideas like community policing and human rights. The creation of a logistic service geared toward serving the needs of institutions and citizens is the result of the establishment and application of policies. Its guiding principles are accountability, integrity, and respect for human rights, non-discrimination, objectivity, justice, and professionalism (Bayley, 2005).

After a terrible period marked by politicians abusing the police, logistic changes began in democratic nations like the U.S.A. There was no pattern or control in the use of force by American police officers while doing their duties. As a result, corruption and abuse by the police were widespread. Regarding logistics, there was minimal respect among the public for the police, which resulted in police brutality. After a terrible period marked by politicians abusing the police, logistic changes began in democratic nations like the U.S.A (Walker, 2010)

According to Ungar (2012), In America, logistics reforms focused on streamlining the industry's structure, regulating the usage of roadblocks and other obstacles, and establishing an internal control system. A speedy response to emergencies, fleet leasing to cut expenses, and police service cooperation were all part of the measures. This contributed to better service delivery. Five areas of police reform in Latin America increased the region's capacity to combat unwelcome logistical inefficiency.

Long-centralized agencies were divided into regions in accordance with their preventive and investigative units over time as part of the structural restructuring intended to streamline militaristic hierarchies. Control mechanisms, including general ombudspersons and internal affairs agencies, were improved to provide more monitoring of police activity (Walker 2010).

### *1.2 Statement of the Problem*

The logistic reforms in the National Police Service are meant to provide an efficient and effective service that keeps pace with modern logistic policing techniques and standards recognized as international best practices. However, the logistical reforms introduced and implemented in the National Kenya police service in 2015-2018, have not met the need of the society since it still produces conflicting outcome as for as operational performance is concerned. According to the National Police Service Report (2020), Vihiga County still suffers inefficiency in its operations. The report states that although vehicle fuelling reduced by decreasing rate, in 2020 compared to 2019 in Vihiga County, the same costs increased by 35% during the 2021. In other operational areas, the response rate to reported cases and other logistic

issues decreased by approximately 10% nationally, while in Vihiga County, there were increases of 40%. On average, according to the report by Kenya Nation Commission on Human Rights KNCHR (2020), the Vihiga county police service response rate to criminal cases was below average compared to the neighbouring counties like Kakamega, Kisumu, and Busia. The reasons for the poor performance of operational performance in Vihiga county are not known since all the reforms required were put in place. Further, the effects of the recent attempts to change the various police logistical practices like police vehicle hiring, tooling and equipping of police, and adopting new uniforms are statistically captured in terms of operational performance and were expected to have generated positive results. Various studies have been done on the relationship between logistics reforms and efficiency, such as Kithure (2014), Gaoyan, Lihua, and Baofeng (2019), but few studies have significantly recorded the milestones of operational performance in the police service. This study focused on the influence of logistic reforms on the operational performance of the National Police Service in Vihiga County, Kenya.

### *1.3 Literature review*

A study carried out by Waiyaki (2013) aimed to evaluate the effectiveness of a modern fleet management system in improving the logistics of transporting staff, goods, and materials in Kenya Power & Lighting Company, a utility firm in power distribution. The sampling procedure of one-stage, cluster sampling, and the use of the simple random sampling technique were used in this study to select a sample size that was sufficiently representative of the whole population. Both the descriptive study approach and the survey research strategy were adopted to enable data collection in a manner that allowed in-depth examination while gathering information that explained the relationships between constructs, in particular, cause and effect relationships. The study findings indicated that police escort rationalization had a significant positive effect on logistical efficiency.

Gitahi and Ogollar (2014) carried out a study on logistics reforms and operational performance in United Nations High Commission for Refugees in Kenya. The study used a descriptive research design on a target population of 250 respondents. The findings indicated that police escort rationalization had a significant positive effect on operational performance.

Musau (2016) carried out research on the impact of logistics reforms on organizational performance: In a case study of Bidco Africa Limited using a sample size of 90 respondents, the findings indicated that police escort rationalization had a significant positive effect on operational performance. The findings were in line with (Gitahi and Ogollar 2014) and (Waiyaki, 2013), who recorded that logistics reforms had a significant effect on operational performance.

In a study by Gaoyan, Lihua, and Baofeng, (2019) on the impact of logistics platforms and operational performance, using a structured questionnaire, qualitative data was collected from 273 companies in China. The findings recorded that logistics reforms had an insignificant negative impact on operational performance, thus contradicting Musau (2016) and Waiyaki (2013).

#### *1.4 Hypothesis*

**H<sub>01</sub>:** Police escort rationalization has no significant influence on operational performance of the National Police Service in Vihiga County, Kenya.

#### *1.5 Theoretical review*

The theory was proposed by Poole and Van De Ven in 1989 and stated that logistics had several paradoxes that need to be addressed. The theory defined the logistic paradox as the disagreements and new changes that exist in the logistic industry. They proposed four issues affecting the logistic industry, trade barriers, inefficient logistical reforms, fleet management costs, and the overall management conflict in the logistic industry (Poole & Van De Ven, 1989).

Logistics is complex, and to ensure operational performance, several managers must work hand in hand with shareholders for better performance of any organization. The theory states that several changes have occurred in logistic management, and managers should understand market changes. These adjustments can be attributed to market developments, such as rising customer expectations, increasing competition, and globalization, as well as new business models like customization, demand chain management, agility, and lean principles. Manage the market dilemma and make sure the company is operationally efficient to achieve customer happiness (Fredrick, 2006).

The paradox theory's main takeaway is that paradoxes must be addressed both internally among functions and externally at the interface with other supply chain participants if an organization (or supply chain) is to be effective. The conflicts between centralization and decentralization, control and flexibility, and global and local need to be continuously balanced against one another. Focusing on these conflicts helps managers understand how they affect business performance and even how to use them as catalysts for organizational growth (Graetz & Smith, 2009).

Paradox theory had had to put several improvements to meet the international standards. The improvement suggested was increasing global outsourcing of services and equipment and improving logistical reforms to enhance better performance. Organizations had little resources to purchase the required equipment and employ people within the country; hence outsourcing was applicable for better service delivery (Sandberg, 2017).

Organizational success is achieved through proper operation of activities which can be achieved through segregation of logistical duties, teamwork in the company, coordination, and compliance with the set rule and regulations of the organization (Miguel & Putnam, 2017). Paradox theory sets the success of the organization by highlighting the critical thing an organization must do to achieve efficiency and satisfaction of customers.

This theory was criticized by Fereidoom and Zhong (2011), who stated that the theory focused on efficiency and did not look at the motivation of the employees and managers. Efficiency in any organization can not be achieved without employee motivation, training, and development. They proposed that managers should look at the internal forces affecting the organization rather than the external ones. Priorities in handling organizational forces increase the efficiency of the organization.

This theory was relevant in this study as it described the current issues affecting logistics and the ways to improve them. The theory also gave the need for every organization to undertake activities and improve the organization performance. From the theory, the hypothesis developed was:

## 2. Method

The Method section describes in detail how the study was conducted, including conceptual and operational definitions of the variables used in the study, Different types of studies will rely on different methodologies; however, a complete description of the methods used enables the reader to evaluate the appropriateness of your methods and the reliability and the validity of your results, It also permits experienced investigators to replicate the study, If your manuscript is an update of an ongoing or earlier study and the method has been published in detail elsewhere, you may refer the reader to that source and simply give a brief synopsis of the method in this section.

### 2.1 Research Design

This study employed a descriptive survey research design, a type of research undertaken to describe the characteristics of variables in a situation. It involved collecting, analyzing, and integrating both qualitative and quantitative data. The integration of qualitative and quantitative methods provided a better understanding of the research problem than either of each alone. In so doing, it sought individuals' exact perceptions; attitudes, behavior, or values to determine and report the way things were to enable the description of characteristics associated with the target population, estimation of proportions of a population that have these characteristics, and discovery of associations among different variables. These two approaches were vital to enable an understanding of the influence of logistic reforms on the operational performance of National Police Services in Vihiga County.

### 2.2 Target Population

Target population refers to the larger population to which the researcher ultimately would like to generalize the study results (Kothari, 2017). However, Kenya is a developing country; Vihiga County has 740 police officers. Therefore, the study targeted 740 police officers drawn from the Administration police service, Kenya police service, and directorate of criminal investigation within Vihiga County, Kenya, in the following sub-counties; Vihiga, Sabatia, Emuhaya, Hamisi, and Luanda.

The target population will be distributed in the table 3.1

Table 3. 1 Target population

<b>Police formation</b>	<b>Vihiga</b>	<b>Sabatia</b>	<b>Emuhaya</b>	<b>Hamisi</b>	<b>Luanda</b>	<b>Total</b>
<b>KPS</b>	162	123	115	112	98	610
<b>APS</b>	29	14	10	12	11	76
<b>DCI</b>	18	9	8	11	8	54
<b>Total</b>	<b>209</b>	<b>146</b>	<b>133</b>	<b>135</b>	<b>117</b>	<b>740</b>



**2.3 Sampling Procedures**

The study utilized both purposive and stratified sampling procedures in the selection of the sample size. Purposive sampling were used to categorize officers in either Administration or Kenya police officers or directorate of the criminal investigation. The sample size were determined using Taro Yamane's (1967) formula as used by Mbuthia and Omagwa (2019), which is stated as follows:

$$n = \frac{N}{1 + N(e^2)}$$

n = required sample size

e<sup>2</sup> = level of significance taken to be 0.05

N = the population size

$$n = \frac{740}{1 + (740 \times (0.05)^2)} = 259.64$$

approximately 260 respondents

**2.3.1 Sample Size, Power, and Precision**

The percentage presentation of the sample size were calculated to determine the proportion used

$$\frac{260}{740} \times 100 = 35.14\%$$

in the sampling, as shown.

The percentage that were used to sample the population will be 35.14%. According to Mugenda and Mugenda (2003), 10%-30% of the sample size can be a good representative of the entire population; however, Kadan and Bhalora (2010) argued that a sample size that is more than 100 units is adequate; hence the calculated sample size of 260 is adequate in this study. The study sample size was therefore be 260 respondents distributed proportionately in Table 3.2.

Table 3. 2 Proportionate Distribution of Police Officers

<b>Police formation</b>	<b>Vihiga</b>	<b>Sabatia</b>	<b>Emuhaya</b>	<b>Hamisi</b>	<b>Luanda</b>	<b>Total</b>
<b>KPS</b>	57	43	40	40	34	214
<b>APS</b>	10	5	4	4	4	27
<b>DCI</b>	6	3	3	4	3	19
<b>Total</b>	<b>73</b>	<b>51</b>	<b>47</b>	<b>48</b>	<b>41</b>	<b>260</b>

Source: Author, (2022)

**2.3.2 Measures and Covariates**

The study collected primary data. Primary data for this study was gathered by the use of questionnaires. The questionnaires were used to obtain first-hand information about a population with high precision (Kothari, 2017).

*2.3. Experimental Manipulations or Interventions*

Collected data was checked and sorted using Microsoft excel before being imported to the SPSS software for analysis. Both descriptive and inferential statistics was used. Descriptive statistics was presented in the form of percentages and tables. Inferential statistics was analyzed using a multiple linear regression model. Durbin Watson test was used to test autocorrelation, Variance inflation factors was used to test for multicollinearity, histogram and Jacque Bera was used to test for normality of the data.

**3. Results**

The study used describe and inferential statistics

*3.1 Respondents rate*

*4.2.1 Response rate*

260 questionnaires were sent to respondents, 186 were filled and returned, leading to a respondent rate of 71.54%. Respondent rate above 70% is recommended for generalizing results to a larger population (Kothari, 2014). Therefore, the information gathered was sufficient to accomplish the study objectives.

Table 4.1: Response Rate

<b>Questionnaires</b>	<b>Number</b>	<b>Percentage</b>
<b>Returned</b>	186	71.54%
<b>Un returned</b>	74	28.46%
<b>Total (Sample Size)</b>	260	100.00%

**Source: Author, (2022)**

*3.2 Statistics and Data Analysis*

**4.3.2 Police Escorts Rationalization and Operational performance**

Respondents were asked questions which were rated in 5 Likert scale, stating from the strongly agree, agree, neutral, disagree and strongly disagree. The responses were presented in the table below.



Table 4.2: Police Escorts Rationalization and Operational performance

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>Total</b>
<b>The Kenyan police service levels of high skilled functions has increased over the past five years</b>	76 40.86%	58 31.18%	22 11.83%	18 9.68%	12 6.45%	186 100.00%
<b>Managed police escort monitoring is a strategy of escort rationalization adopted by the Kenyan police service.</b>	70 37.63%	62 33.33%	18 9.68%	20 10.75%	16 8.60%	186 100%
<b>Police escort commodification has an influence operational performance</b>	69 37.10%	54 29.03%	25 13.44%	19 10.22%	19 10.22%	186 100.00%
<b>Collaboration between the Kenya police service and the private security sector in relation to escort services has increased over the past five years.</b>	80 43.01%	42 22.58%	30 16.13%	21 11.29%	13 6.99%	186 100.00%
<b>Car hijacking incidences has reduced due to police escort rationalization</b>	75 40.32%	61 32.80%	28 15.05%	12 6.45%	10 5.38%	186 100.00%
<b>The level of cargo theft during transits has reduced in the past five years due to police escort rationalization.</b>	65 34.95%	69 37.10%	30 16.13%	8 4.30%	14 7.53%	186 100.00%

Source: Author, (2022)

Respondents were asked to indicate on a five point Likert scale whether service levels of high skilled functions has increased over the past five years in the Kenya police service in Vihiga County. From the findings 134 (72.04%) respondents agreed while 52 (27.96%) disagreed that the Kenya police service levels of high skilled functions has increased over the past five years. This implies that for the last five years national Police Service was able to provide skilled functions within Vihiga county, while those who disagreed means that although there was skilled function services provided, it was not sufficient in ensuring operational performance within Vihiga county. These findings concur with a study done by Waikiki (2013) who evaluated the

effectiveness of a modern fleet management system in improving the logistics of transporting staff, goods, and materials in Kenya Power & Lighting Company.

Respondents were expected to indicate whether management of police escort monitoring is a strategy of escort rationalization adopted by the Kenya police service. From the findings 132 (70.97%) respondents agreed that police escort monitoring is adopted by the Kenyan police service while 54 (29.03%) disagreed. Since majority of the respondents agreed implies that police service in Vihiga County adopted escort monitoring rationalization to enhance operational performance. The few who disagreed implied that the police Service in Vihiga County all though they adopted the police escort monitoring strategy, it is not to greater extent to actualize the operational performance within the county. These findings are in agreement with a study done by Gitahi and Ogollar (2014) on logistics reforms and operational performance in United Nation High Commission for Refugees in Kenya.

Respondents were to indicate whether police escort commodification has an influence operational performance. From the findings 123 (66.13%) indicated that police escort commodification has an influence on operational performance while 63 (33.88%) disagreed on the same. The majority of respondents who agreed implied that there is access for of the police services in Vihiga County at a fee, as stipulated on the service charter. On the other hand, those who disagreed means that the, the free services were not accessed to all at large extent. These findings are in line with a study conducted by Musau (2016) carried out a research on impact of logistics reforms on organizational performance: A case study of Bidco Africa Limited

Respondents were required to indicate whether Collaboration between the Kenya police service and the private security sector in relation to escort services has increased over the past five years. From the findings it was evident that 156 (75.27%) respondents indicated that collaboration between police service and private security sector has increased over time while 46 (24.73%) disagreed about the same. Those who agreed implied that there is mutual benefit between the private security and the police service, hence increasing operational performance of the service.

Respondents were asked to indicate whether reduction of car hijacking incidences have reduced due to police escort rationalization. From the findings 136 (73.12%) agreed while 50 (26.88%) disagreed. The majority who agreed implied that there is reduced car hijacking in Vihiga County, while those who disagreed implied the reduction in car hijacking was not due to police escort rationalization only. The findings are in line with a study done Waiyaki (2013) aimed to evaluate the effectiveness of a modern fleet management system in Kenya Power Company Limited.

The respondents were asked if the level of cargo theft during transits has reduced in the past five years due to police escort rationalization. From the results it was recorded that 125 (67.20%) respondents agreed that there has been reduction in cargo theft during transit implying that there is police escort rationalization during transit of goods. while 61 (32.8%) disagreed, indicating though there is an improvement in reducing cargo theft, there is still some cases which have been reported during transit. These findings concur with a study conducted by Musau (2016) carried

out a research on impact of logistics reforms on organizational performance: A case study of Bidco Africa Limited

**Model Summary<sup>b</sup>**

The model summary explains the relationship between logistic reforms and operational performance where R gives the aggregate ate association between the variables while  $r^2$  denotes the variations in the dependent variables that can be attributed to the independent variable in the model.

Table 4.3: Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 <sup>a</sup>	.465	.307	.192

**a. Predictors: (Constant), PE, IC, PVH, MA**

**b. Dependent variable (Operational performance)**

The model summary in Table 4.16, shows an  $r^2$  of 0.465 and an R of 0.682. This implies that there is and strong positive association between logistics reform and operational performance given R of 0.682. An  $r^2$  of 0.465 shows that 46.5% of variations in operational performance in National Police Service in Vihiga County, Kenya can be attributed to logistics reforms. Thus, the other variations in operations efficiency cannot be explained by variations in the model.

4.5.2 ANOVA

The study conducted analysis of variance (ANOVA) to determine if there is a significant between logistic reforms and operational performance. The results were presented in table 4.17 below.

Table 4.4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.121	4	3.030	2.72	.001 <sup>b</sup>
	Residual	201.490	181	1.113		
	Total	140.156	185			

**a. Predictors: (Constant), PE**

**b. Dependent variable (Operational performance)**

The Analysis of Variance (ANOVA) was used by the study to show the combined influence of police escort rationalization, integrated communication, police vehicle hiring and multi-agency team approach on operational performance. The approach uses the f statistic and the significance level to gauge the significance of the variables in the model. Table 4.17 shows an f statistic of 2.72 with a p value of 0.001. The f statistic is significant at 5% significance level given it is less than 0.005. The f statistic is more than a calculated f critical of 2.46 hence it is evident that

logistic reforms have a significant influence on operational performance of the National Police Service in Vihiga County, Kenya.

**4.5.3 Regression Coefficient**

The section presents the influence of the regression reform variables (police escort rationalization on operational performance variable).

Table 4.5: Regression Coefficients

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	1.781	.421	4.230	.000
	PER	.210	.072	-2.917	.000

**a. Predictors: (Constant), PER, IC, PVH, MA**

**b. Dependent variable (Operational performance)**

Table 4.18 shows both regression coefficients and a constant which were derived from the multiple linear regression. They are presented in the regression equation 4.1.

$$Y = 1.781 + 0.210 PER \tag{4.1}$$

From the multiple linear regression, a constant of 1.781 was derived. The constant implied that when all variables i.e. (Police escort rationalization, Integrated communication, Police vehicle hiring, Multi agency team approach) are kept constant, operational performance (cost reduction levels) of National Police Service in Vihiga County stands at 1.781 units. The regression constant was significant at 95% level of significance given its p value of 0.000. The multiple linear regression coefficients have been discussed as per the objectives of the study in the subsequent subsections.

**4. Discussion**

The study’s first objective was aimed at determining the influence of police escort rationalization on operational performance in the National police service in Vihiga County, Kenya. As a result, the first null hypothesis the study was testing stated that there is no significant influence between police escort rationalization and operational performance of the national police service in Vihiga county Kenya. From the multiple regression results portrayed in table 4.18, police escort rationalization had a regression coefficient of analysis resulted into a coefficient of 0.210 which had a p value of a p value of .000 and a t statistic of -2.917. The coefficient showed that a percentage increase in police escort rationalization causes a 21% increase in operational performance hence improvement in operational performance. The p value of .000 is significant at 95% confidence interval given that it is more than 0.05. Hence, the relationship between police escort rationalization and operational performance was found to be significant.

Subsequently, the null hypothesis was rejected and it was concluded that there exists a significant influence between police escort rationalization and operational performance of National Police Service in Vihiga County. The findings are in line with the descriptive statistics on the objective which tried to determine if Kenyan police service levels of low and high skilled functions has increased over the past five years, police escort commodification has increased over the last five years, the level of cargo theft during transits has reduced in the past five years due to police escort rationalization. Most of the respondents agreed and strongly agreed to the statements indicating that the National Police Service has put in place police escort rationalization in Vihiga County.

The findings concur with the results of a study done by Waiyaki (2013) aimed to evaluate the effectiveness of a modern fleet management system in improving the logistics of transporting staff, goods, and materials in Kenya Power & Lighting Company, a utility firm in power distribution. The study findings indicated that police escorts rationalization had a significant effect on logistical efficiency. However a research by Gaoyan, Lihua and Baofeng, (2019) on the impact of logistics platforms and operational performance .found conflicting results where logistics reforms had a negative insignificant impact on operational performance.

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