

**FACTORS INFLUENCING PERFORMANCE OF FOREST
RANGERS IN KENYA FOREST SERVICE: A CASE OF EMBU
COUNTY, KENYA**

BY

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE MASTER OF ARTS DEGREE IN PROJECT PLANNING
AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI**

2013

DECLARATION

This research project report is my original work and has not been presented for award of a degree in any University.

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DEDICATION

This research project report is dedicated to my Mother-Philighonah, my wife-Maureen, my sons Patrick and Paul, and my brothers who have been a great source of inspiration and support during my entire Masters Program.

ACKNOWLEDGEMENTS

I hereby wish to express my sincere gratitude to my Supervisors, Dr. Stephen Luketero-School of Mathematics and Mr. Chandi Rugendo- School of Continuing and Distance Education both of the University of Nairobi; Dr. Anne Ndiritu my Research Methods Lecturer, and my lecturers at the University of Nairobi, Embu Sub-Center namely: Dr. Muturi, Mr.Omulayi, and Mr. Kori Gichobi. Not forgetting my County Coordinator, Mr. Samuel Waweru who always gave me the moral support and always granted me permission to attend my Masters classes. He didn't hesitate to introduce me to Mr. Paul Njuguna, Natural Resource Management Officer at Upper Tana Natural Resource Management Project, whom I found to be very creative, experienced, resourceful, practical and always willing to guide me through my Project report writing with lots of enthusiasm. For this team's guidance and selfless dedication I shall forever be grateful.

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ABBREVIATIONS AND ACRONYMS

CCF-	Chief Conservator of Forests.
CIP-	Chief Inspector.
CPL-	Corporal.
DFO-	District Forest Officer.
ENCOM-	Enforcement and Compliance Division.
FG-	Forest Guard.
FIPU-	Forest Inspectorate and Protection Unit.
IP-	Inspector.
IRACOFA-	Irangi Community Forest Association.
KFC-	Kenya Forestry College.
KFS-	Kenya Forest Service.
NYS-	National Youth Service.
OPS-	Operations.
PFMP-	Participatory Forest Management Plan.
SGT-	Sergeant.
SP-	Superintendent.
SSP-	Senior Superintendent.
RA Circle-	Range Assistant Circle

ABSTRACT

The purpose of the study was therefore to investigate factors influencing performance of Forest Rangers in Kenya Forest Service: A case of Embu County, Kenya. The objectives of this study were; To determine how Scheme of Service of Forest Rangers influence the performance of Forest Rangers, to identify how Training and Development of Forest Rangers influence the performance of Forest Rangers, to ascertain how Working Environment of Forest Rangers influence the performance of Forest Rangers, to establish how Leadership styles of Forest Rangers influence the performance of Forest Rangers and to investigate how Communication style influence the performance of Forest Rangers. This study was pursued in the context of the Forest Rangers' motivations and perceptions to participate in Forest protection. By accessing the 'human factor' hereby interpreted as 'motivation' in forest protection the Independent variables were: Scheme of service of Forest Rangers and Forest Rangers work performance, Training and development of Forest Rangers and Forest Rangers work performance, Working Environment of Forest Rangers and Forest Rangers work performance, Leadership style of Forest Rangers and Forest Rangers work performance and Communication Style to Forest Rangers and Forest Rangers work performance as these influence the Forest Rangers' perception towards forest protection. The study was grounded on human behavior and motivation theories. The findings of the study were: A positive correlation relationship was found to exist between the factors that influence performance of Forest Rangers and the performance of Forest Rangers. This infers that Training and Development has the highest effect on the performance of Forest Rangers, followed by Leadership styles, Communication Style, Working Environment and Scheme of Service in that order on Performance of Forest Rangers. A descriptive research design was used to achieve the study's objectives. A descriptive survey was also conducted where One County Coordinator, One Zonal Forest Manager, Four Foresters and Thirty Forest Rangers working in Embu County were interviewed through a self administered questionnaire. A content analysis and descriptive analysis were employed to analyze the collected data. The content analysis was used to analyze the respondents' views. Tables were used to present the collected data for ease of understanding. The study recommended the enactment of a National Forest Policy which will spell out how Forest Ranger training should be structured so as to achieve the objectives laid out in the policy. This will see to it that sufficient criteria is applied in the selection of Instructors for training assignments at the KFC-Paramilitary wing as the quality of Forest Ranger training depends largely on the aptitude and experience of these Instructors. The results of the study will be beneficial to the KFS policy makers and in particular those in the Enforcement and Compliance Division to improve on the Forest Rangers' output at work.

CHAPTER ONE: INTRODUCTION

1.1 Background to the study.

In most parts of the world, Forest Rangers are sworn Police Officers authorized to enforce all state laws, with special emphasis on Environmental Conservation Law and the protection of state forests. In places like New York, Forest Rangers are uniformed professionals that have protected the public lands, natural resources and people of New York State for over 100 years. In 1885, the New York State legislature established the Forest Preserve of New York State, setting aside land in the Adirondacks and Catskills to be protected as "forever wild." The year 1885 also marks the beginning of the Forest Ranger services in New York. Forest Rangers were originally known as Fire Wardens. In 1911, the Conservation Department was formed and shortly thereafter came the title Forest Ranger. Today, Forest Rangers provide care, custody and control on approximately 4.5 million acres of Department of Environmental Conservation administered public lands and easements. (Verschoor Karin, E. S. (October 2011). Celebrating the 100th anniversary of the Conservation Department. *NewYorkState Conservationist-New York State Premiere outdoor magazine-bringing nature to your door.* , 1-5.)

In Africa, reliable information on the extent of forest-related crime is hard to obtain. Nevertheless, it is clear that crimes such as illegal logging and the illegal trade of forest products are a threat to sustainable forest management and sustainable development in many African countries and must be confronted. A decision by the International Tropical Timber Council in November 2001 was an important step on this track. It provided resources whereby tropical timber-producing countries could obtain assistance from the Organization to devise ways of improving forest law enforcement. It also encouraged members to submit project proposals that address unsustainable timber harvesting, forest law enforcement and illegal trade in tropical timber, with a view to attracting increased funding to address these areas.

ITTO recognizes that increasing the transparency of the timber trade can also help reduce illegality. In fact, since it's very beginning the Organization has collected analyzed and disseminated trade-related data and has devoted considerable resources to increasing the capacity of member countries to monitor their timber sectors.

ITTO recently initiated a series of case-studies on the export and import data of various countries. These studies serve two objectives: shedding light on undocumented trade, and improving statistical reporting on timber in both producing and consuming countries. In addition, ITTO is working with government and non-government partners to undertake a data collection initiative on the forests of three countries in the Congo Basin. This initiative is aimed at improving the enforcement of forest laws in forest concession areas to promote better forest management and the effective conservation of protected areas. More generally, many ITTO projects to promote sustainable forest management are invariably linked to efforts to minimize illegal practices, particularly at the stage of logging and extraction. ITTO's pioneering contributions to the development of guidelines, principles and criteria and indicators of sustainable management of tropical forests, as well as its ongoing work on timber certification and its role in forest management planning, are relevant here. ITTO's project work on the development of transboundary conservation areas is also playing a role: apart from meeting conservation needs, totally protected transboundary areas can serve an important function in the monitoring and prevention of illegal forest-related activities, especially cross-border smuggling.(ITTO Action Plan 2008-2011)

In Kenya, the Forest Rangers formerly Forest Guards, initially patrol men and originally subordinate staff trace their roots back to 1911 when due to the growing economy of colonial Kenya fueled by the building of the Kenya-Uganda Railway, the colonial government saw a need to plant trees in order to meet the demand for the budding construction industry and to provide firewood to the railway and the settlers. This resulted in colonial Conservators of Forests hiring temporary staff to establish tree nursery stations mostly in Central and Rift Valley Provinces. Once the seedlings were ready for planting in forests, another challenge of protecting and conserving the planted seedlings presented itself. This essentially saw the birth of a force now called the Enforcement and Compliance Division or simply ENCOM. But that would be a century later. The force has a tremendous history tacked under its belt from when the officers were known as Patrol Men. These were a few selected subordinate staff that was given the mandate to protect the forest and the newly planted seedlings. Their uniform was limited to brown leather belts and machetes for clearing paths inside the forests. (Okello. T, July-September2010) (Okello.T.Tracing the tracks: The history of

Kenya Forest Service Rangers. In Kenya Forest Service, *The Forester* Issue No.3 July-September 2010. *A quarterly magazine of the Kenya Forest Service (pp 6)*

1.2 Statement of the problem

Over the years forest protection has been treated as an entity with emphasis on planning, application of forest management practices as well as forest inspection functions, while ignoring the ‘human factor’ and hence compromising the success of the forest protection undertaking thereby opening the floodgates for illegal forest activities. Njeru.J. (Producer) & Makhanu.R. (Executive Director), 2010. *Forests Microscope (film) - A production of the Kenya Forests Working Group (KFWG).*

Lack of the ‘human factor’ in forest protection implies that Enforcement and Compliance Division will not realize optimum results and may result to a threat in biodiversity conservation, threat to the Kenyan water towers and unsustainable utilization of the forest resources. The aforementioned being attributed to the ever increasing Kenyan population, poverty as well as unemployment levels. This study focused on the ‘human factor’ hereby interpreted as motivation as relates to forest protection and especially the Enforcement and Compliance personnel with a particular focus on Forest Rangers. This include: a Scheme of service of Forest Rangers, Training and Development of Forest Rangers, Working Environment of Forest Rangers, Leadership styles of Forest Rangers and Communication mode of Forest Rangers.

1.3 Purpose of the study

The purpose of this study was to investigate factors influencing performance of Forest Rangers in Kenya Forest Service: A case of Embu County, Kenya.

1.4 Objectives of study

The objectives of this study were:

- i. To assess how Scheme of Service of Forest Rangers influence the performance of Forest Rangers.
- ii. To examine how Training and Development of Forest Rangers influence the performance of Forest Rangers.
- iii. To ascertain how Working Environment of Forest Rangers influence the performance of Forest Rangers.

- iv. To establish how Leadership styles of Forest Rangers influence the performance of Forest Rangers.
- v. To examine investigate how Communication style influence the performance of Forest Rangers.

1.5 Research questions

The research questions of this study were:

- i. To what extent does a Scheme of service of Forest Rangers influence performance of Forest Rangers?
- ii. To what extent does Training and Development of Forest Rangers influence performance of Forest Rangers?
- iii. To what degree does Working Environment of Forest Rangers influence performance of Forest Rangers?
- iv. What magnitude of influence does Leadership styles of Forest Rangers have on performance of Forest Rangers?
- v. To what degree does Communication style with Forest Rangers influence Forest Rangers' performance?

1.6 Significance of the study

This study was important because it examined the extent to which a Scheme of service, Training and Development, Working Environment, Leadership styles and Communication styles affect Forest Rangers' performance. Thus the findings of this study will help in decision making on improving Forest Rangers' performance in Embu County. It may also be generalized to the rest of Kenya.

These findings are also invaluable to the Human Capital Division and the Enforcement and Compliance Division both of Kenya Forest Service as policy makers by providing them with evidence on the human factors that affect Forest Rangers' performance. In addition, scholars interested in further research on the human factors that influence Forest Rangers' performance will also find the study an invaluable source of information.

1.7 Limitations of the study

Accessibility to all Forest Rangers within Embu Forest County was a challenge since Forest Rangers are deployed to far fling Forest Beats within the five Forest stations

within Embu Forest County. These beats have poor and unreliable telecommunication network rendering communication a challenge in form of time and accessibility. This in addition to my inability to control the respondents' feelings, attitude, social interaction level and their failure to respond to certain items in the questionnaire due to the culture and norms of the disciplined force (ENCOM Division).

1.8 Delimitation of the study

The study confined itself to Embu County, Kenya. Hence this study only involved One County Coordinator, One Zonal Forest Manager, Four Foresters and Thirty Forest Rangers totaling to Thirty six respondents from five work stations within Embu Forest County. The researcher administered the questionnaires to the Forest Rangers through their station in-charges. This was mainly achieved through the researcher handing over the questionnaires of the various Forest work stations to the respective heads of the work stations (Station In-charges) for further administration to the respective Forest Ranger respondents working under them as well as collecting of the filled questionnaires.

1.9 Assumption of the study

The study assumed that the respondents were available to answer the questions in the questionnaires and that their responses were truthful and honest.

1.10 Definition of significant terms.

Forest Ranger - The current title of a Forest Guard.

Kenya Forest Service - This is an agency of the Government of Kenya designated by the Forest Act of 2005 as the replacement for the old Forest Department.

Performance -The accomplishment of a given task measured against preset known standards of accuracy and completeness.

Scheme of Service - This is a document that provides for clearly defined job descriptions and specifications with clear delineation of duties and responsibilities of personnel at all levels within the career structure to enable officers understand the requirements and demands of their job. It also establishes standards for recruitment, training and advancement within the career structure on the basis of qualification, knowledge of the job, merit and ability as reflected in work performance and results.

Training -This is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to patrolling and enforcement techniques with an aim of improving the Ranger's capability, capacity, and performance.

Development - The systematic use of scientific and technical knowledge to meet specific objectives or requirements.

Working Environment - The conditions in which a Ranger works, including but not limited to such things as amenities and physical environment.

Leadership styles – The mode of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

Communication style– This is the activity of conveying information through the exchange of thoughts, messages, or information (feedback mechanism) as by speech for proper understanding of conveyed ideas by Forest Rangers.

1.11 Organization of the study.

The study was organized in five chapters.

Chapter One contains the background of the study, statement of the problem, purpose of the study, objectives, research questions and hypotheses, significance of the study, definition of technical terms and organization of the study.

Chapter Two concerns the Literature review of Forest Rangers in the world, Forest Rangers in Kenya, Work performance of Forest Rangers in Kenya, Scheme of service of Forest Rangers and their work performance, Training and Development of Forest Rangers and their work performance, Working Environment of Forest Rangers and their work performance, Leadership of Forest Rangers and their work performance, Communication style with Forest Rangers and their work performance and the conceptual framework to show the relationship between the variables and theoretical review relating to work performance.

Chapter Three dealt with the research methodology to be employed which includes the research design, target population, sample size selection and sampling procedure, research instruments, validity and reliability of the instruments, piloting of the

research instruments, data collection procedures, data analysis techniques, ethical considerations and a table of operationalization of variables.

Chapter four focused on data analysis, presentation and interpretation. Chapter five discussed the summary of the findings, conclusions and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature related to the Forest Rangers from the global and local perspectives. The areas reviewed include: Forest Rangers in the world, Forest Rangers in Kenya, Work performance of Forest Rangers in Kenya , Scheme of service of Forest Rangers and their work performance, Training and development, Working Environment, Leadership, Communication, Theoretical review relating to work performance as well as the conceptual framework drawn to show the inter-relationship of the variables.

2.2 A global review on Performance of Forest Rangers

Every Forest Ranger must successfully complete a rigorous training before being assigned to a geographic area. This training seeks to equip them with knowledge of advanced first aid, land navigation and rescue techniques that are often critical to the success of their mission in the field. Each day and regardless of the weather, a Forest Ranger may patrol their assigned areas by vehicle, boat, snowmobile, aircraft, bicycle, foot or snowshoes. Each Forest Ranger is required to reside within the Ranger district in which she/he is assigned but emergencies and special events will require them to work anywhere and at anytime (Martens. J & Cuomo.M.(2013). *New York State Department of Environment Conservation*). Quite often, they are asked to assist other agencies with complex emergency or law enforcement incidents that have occurred in or near a forested area. The New York State Forest Ranger force is composed of 134 Forest Rangers, lieutenants, captains and directors stationed at locations across the state, with the greatest numbers located in the Adirondack and Catskill Parks. Wild land fire management, including prevention and suppression, has been a traditional role of the Forest Rangers job. Today's Forest Ranger is responsible for planning forest fire suppression activities and supervising wild land firefighting force and the proper use of the natural resources in the spirit of promoting natural resource protection as well as enforcing laws pertaining to timber harvesting operations. In order to protect and improve forestlands, Forest Rangers enforce various forest laws that range from violation to felony levels. Areas of the law that Forest Rangers enforce include wild land fire prevention, timber theft and trespass, deceptive forestry business practices, protection of wetlands, levy on forest produce and forest health. Forest Rangers provide training to volunteers and local fire departments in wild land

firefighting techniques. Each Forest Ranger is trained and equipped for immediate response to outbreaks of wildfires. As police officers, wild land firefighters and wilderness first responders, Forest Rangers are prepared to protect the state's forests and the people who use these great natural resources from all kinds of dangers. Today, Forest Rangers provide care; custody and control on approximately 4.5 million acres of DEC administered public lands and easements. Forest Rangers organize and conduct wild land search and rescue operations within New York State. These missions consist of searching for lost persons, downed civilian aircraft and rescue operations for persons in wild and remote areas. (Ellen. B. (December 2012). *Becoming an Environmental Conservation Officer or Forest Ranger. New York State Conservationist(New York State's Premiere outdoor Magazine-bringing nature to your door)* , 8).

In India, Protection of forests is one of the primary responsibilities of the Forest Department. At the field level, the smallest administrative unit is called a Beat. A group of 4-5 beats constitutes a Range Assistant Circle. Three to four Range Assistant Circles form a Range. Two to three Ranges make Sub-Division and two to three Sub-Divisions a Division. Table 2.1 depicts the administrative unit, the average area and officers manning them.

Table 2.1: Administrative Units in India's Forest Department

Units	Total Number	Average Forest Area (sq. km)	Officer in-charge
Division	63	1400	Divisional Forest Officer
Sub-Division	129	738	Sub Divisional Officer
Range	450	363	Range Officer
RA Circle	1,354	70	Range Assistant
Beat	7685	13	Beat Guard

Table extracted from: Madhya Pradesh Forest Department Government of Madhya

Pradesh.

With respect to protection, a Beat Guard is responsible for regularly patrolling the beat and preventing any illegal act like felling of trees, poaching, encroachments, grazing, forest fires etc. or in case of occurrence reporting it to his superiors through a Preliminary Offence Report (POR). In addition to protection of the forest, the Beat Guard is also responsible for various administrative, developmental, welfare functions in his area, which usually includes 3-4 villages. Although the beat guard is primarily responsible for patrolling his beat, his superior up to the DFO are also required to inspect the beat periodically according to a roster decided by the Conservator. In addition to the territorial administrative units, the Department has a system of special flying squads to investigate specific complaints and to reinforce and assist these units wherever necessary. This squad is located at the office of the Conservator of Forests. Moreover, the Department also has three companies of Special Armed Forces (SAF) on deputation from the police department to lend necessary help in the areas sensitive to forest offences. The SAF is deployed in the form of section strength in different Forest Divisions. (Principal Chief Conservator of Forest Madhya Pradesh. *Administrative units in India's Forest Department*. Bhopal: Madhya Pradesh Forest Department, Government of Madhya Pradesh.)

In Guatemala, the forest guards patrol forests to protect them from illegal logging and human-caused forest fires. They also promote natural regeneration of degraded areas and in some cases reforest areas with seedlings grown in community nurseries. (Domingo, J. (2008). Preparing Guatemala's next generation of Environment standards. *EcoLogic Development fund*, 3.)

In some parts of Africa, like the Virunga–Bwindi region of East-Central Africa conservation is by Ranger based monitoring. This is a simple data collection tool for park management. Ranger-based monitoring is in the first place a tool for conservation of mountain gorillas and their forest habitat. International Gorilla Conservation Programme (IGCP) working with the protected area authorities in the three countries (Uganda Wildlife Authority (UWA), Office Rwandais du Tourisme et des Parcs Nationaux (ORTPN), and Institut Congolais pour la Conservation de la Nature (ICCN)), has developed simple protocols to enable protected area staff to

collect data that would help guide them in their management of the park. The objective of the program is to 'provide a basic tool for ecosystem surveillance and management in the Virungas and Bwindi Forest ecosystem'. The programme is known as the Results Based Management (RBM) programme due to its emphasis on data collection and routine monitoring conducted by park staff on daily patrols, and use of this information for day- to-day management and conservation. The main features of RBM are: a system making full use of the presence of Forest Rangers, trackers and guides in the forest, without increasing Forest Rangers' workload; a system for data collection in a systematic and organized way; a system using basic observations that aim to detect broad trends within the ecosystem and/or key species. (Kalpers, J, Gray. M. (10th October 2004). *Ranger based monitoring in the Virunga-Bwindi region of East-Central Africa*. Kigali: International Gorilla Conservation Programme, BP 931 Kigali, Rwanda.)

2.3 A review of performance of Forest Rangers in Kenya.

At independence, a new selection criterion for the Patrol Men required one to have at least 15 points in Certificate of Primary Education exams to be employed on permanent basis. With the new changes also came a new title; Forest Guard (Kenya Forest Service, (July-September 2010) *The Forester. A quarterly magazine of the Kenya Forest Service*, page 6). In those days the recruitment of Forest Guards was done by the District Commissioner in collaboration with the District Forest Officer (DFO) and this only happened in districts with significant forest cover and not necessarily national recruitment. This was actually an advantage to the people living near the forests for they got employment easily. The recruitment exercise was also not coordinated but took place at different times depending on the need in the districts and hence some districts could recruit more Forest Guards than others. However due to emerging threats associated with population growth a mobile forest protection unit was set up at the headquarters in Karura to assist District Forest Guard units in times of emergencies or major operations. The unit helped to curb forest destruction activities across the country and especially in districts with less or no Forest Guards. A major recruitment drive took place in 1991 when a group of young people were recruited from the National Youth Service (NYS) and for the first time gave the mostly unrecognized force a national outlook. Another change was to come two years later in 1993 when on a national day military parade, the Guards were issued with

uniforms and their machetes painted red ostensibly for uniformity. To augment the now evolving force, a senior Kenya Army Officer who was in charge of another military parade ordered that the Forest Guards be issued with the short magazine Lee Enfield 303 rifles which had been left in the armory by the colonial Foresters purely for aesthetics when matching as the machetes appeared odd and dangerous. This marked the first issuance of rifles to the Forest Guards. In 1994, another FIPU base was established in Nyeri and later in the year 2000, a third base was established in Londiani all to deal with the increasing threats to forests.

However due to the continuing destruction of forests, the then President Daniel Arap Moi ordered the recruitment of 1,000 NYS graduates to reinforce the forest protection outfit. The President also appointed commanders from the Kenya Army with Major General Ikenye as the head and supervisor of forest management in the country. In 2004 the uniformed cadre command system was changed so that they all now report to one commander who at the time was Mr. Alex Lemarkoko. With the coming to force of the Forest Act 2005 in February 2007, the Forest Protection and Health Branch was changed into ENCOM with Col (rtd) John Kimani taking over as the first Commandant. So far the ENCOM has acquired better and more advanced equipments for operations. The working conditions for Forest Rangers as they are known now have also improved a great deal with new uniforms and other amenities being acquired for them. In 2008, the Prosecution Department was formed to help in the prosecution of forest offenders. Later in 2009 the Intelligence Department to detect illegal forest activities along with the Investigation Department to investigate forest crimes was also established. The force has also extended its services to the Eco-Tourism Department to ensure safety and security of tourists visiting Kenya Forest Service (KFS) forest reserves. So far the Kenya Forest Service has absorbed 2400 Forest Rangers who have been seconded to it by the Ministry of Forestry and Wildlife since 2007 when it was established (Kenya Forest Service,(July-September 2010)The Forester. *A quarterly magazine of the Kenya Forest Service*, pages 6-7).

KFS, ENCOM function ensures that forests are freed of illegal logging, charcoal Production and encroachments of forest boundaries. The primary mandate of this arm is to protect forest resources and provide security to KFS assets and general law enforcement of the Forest Act 2005. Headed by the Commandant; it consists of 2400

officers serving in the field bases and 175 forest stations. Currently, the Division is operating 6 bases namely; Nyeri, Londiani, Kitale, Embu, Malindi and Kaptagat. In addition, there is a Mau and Nairobi Mobile Enforcement unit. The Forest Rangers protect the entire Kenya government forest estate totaling 1.2 million hectares by carrying out various activities. These include forest and highway patrols, intelligence gathering, arresting and prosecution of offenders, fire fighting and prevention, eviction of encroachers etc. The milestones realized during the year 2009/2010 include: a) Protection of forests -Rehabilitation of the Mau forest where over 19000 hectares of forest land was recovered in the first phase of the recovery process. This was a big stride towards restoring our water towers for the sustainable production of forest goods and services. The Forest Rangers based in Mau have continued to patrol the forest to ensure that there is no re-encroachment. b) Repossession of illegally acquired forest lands. There continues to be illegal settlers on forest land in various parts of the country. During the year, 2009/2010 a total of 21,700 hectares of illegally acquired forest land was recovered. This included 19,000 hectares in Mau forest complex. Forest patrols and policing to stem illegal forest activities is one of the key responsibilities of the KFS, ENCOM arm. This is done in collaboration with the community forest scouts and other government security arms (Enforcement and Compliance. In Kenya Forest Service, *Kenya Forest Service Annual Report 2009/2010*(pp 29). Kenya Forest Service. .

A total of 296 cases were taken to court for prosecution and a total of 11,671,000 Kenya shillings in fines imposed during the year 2009/2010. In addition 414 highway patrols were carried out, 731 suspects arrested and the forest materials and equipments used to transport or carry out illegal forest activities during the same time are shown in Table 2.2. (Enforcement and Compliance. In Kenya Forest Service, *Kenya Forest Service Annual Report 2009/2010*(pp26-29). Kenya Forest Service.

Table 2.2 Impounded forest materials and equipments used to transport or carry out illegal forest activities in the year 2009/2010.

Materials/equipments impounded	Units	Quantity
Vehicles Impounded	No.	47
Suspects arrested	No.	75
Charcoal(Bags)	No.	1,794
Cedar posts	No.	2,253
Timber(tons)	No.	74
Logs- mixed species	No.	1,695
Power saws	No.	4
Sandal wood(Tons)	No.	12
Wooden doors	No.	200
Bicycles	No.	12
Pitsaws	No.	3
Cypress poles	No.	1600
Fines imposed	Ksh.	11,671,000

Table extracted from : (Enforcement and Compliance. In Kenya Forest Service, *Kenya Forest Service Annual Report 2009/2010*(pp29). Kenya Forest Service.

During the year 2010/2011 Forest Rangers successfully participated in the national parade during the promulgation of the new constitution. Various forest protection operations were also carried out to maintain the integrity of the forest. As shown in Table2.3.

Table 2.3 Details of achievements in forest protection.

Number of vehicles impounded	41
Number of vehicles forfeited to the service	1
Number of culprits arrested and prosecuted	262
Number of structures demolished	197
Tons of various timber species recovered	48
Number of power saws impounded	12
Number of cedar posts, doors and door frames recovered	9,817
Number of heads of cattle and donkeys impounded	153
Tons of sandal wood intercepted and recovered	41
Number of bags of charcoal recovered	498
Number of donkey drawn carts impounded	12
Area under narcotics destroyed in Chogoria and Homa Hills Forests	21.5ha
Number of mangrove poles recovered at Mida creek in the coast.	300

Table extracted from : (Enforcement and Compliance. In Kenya Forest Service, *Kenya Forest Service Annual Report 2010/2011*(pp35). Kenya Forest Service.

During the same period a total of 6,952.25 Ha were affected by forest fire outbreaks. Main causes of the fire outbreaks being arsonists, charcoal burners, honey hunters, preparation of farms by adjacent communities and electric faults. All the fires were successfully controlled. Details of the Forest Fire protection operations are as shown in Table 2.4. (Enforcement and Compliance. In Kenya Forest Service, *Kenya Forest Service Annual Report 2010/2011*(pp35). Kenya Forest Service).

Table 2.4 Forest Fires Protection Operations

No	Conservancy	Incidences	Area burnt(Ha)	Affected vegetation
1.	Western	4	20	Grass, shrubs, indigenous trees and blue gum.
2.	Mau	20	833	Grass, Bamboo, indigenous tree species and shrubs.
3.	North Rift	6	201	Mixed indigenous tree species ,grass, shrubs and plantations
4.	Nairobi	5	15	Under growth in indigenous forests, grass and shrubs.
5.	Eastern	11	1,961.25	Indigenous tree species, plantations, moor lands, grass, shrubs ferns and dry fallen materials.
6.	Coast	3	27	<i>Casuarinas sp.</i> Grass, shrubs, <i>Eucalyptus sp.</i> and indigenous tree species.
7.	Nyanza	2	40	Indigenous tree species, grass and shrubs.
8.	Central Highlands	10	3,835	Grass, shrubs, blue gum, ferns, <i>Cypress sp.</i> and indigenous tree species
9.	Ewaso North	1	20	Indigenous tree species, grass and shrubs.
Total Area (Ha)			6,952.25	

Table extracted from: Enforcement and Compliance. In Kenya Forest Service, *Kenya Forest Service Annual Report 2010/2011*(pp35). Kenya Forest Service.

2.4 Factors influencing performance of Forest Rangers in Kenya

In this sub-section the study discussed various factors that influence the performance of Kenyan Forest Rangers in Embu County.

2.4.1 Scheme of service of Forest Rangers and their work performance

A scheme of service aims at: a) To provide for a clearly defined career structure which will attract, motivate and facilitate retention of suitably qualified and competent Personnel. b) To provide for clearly defined job descriptions and specifications with clear delineation of duties and responsibilities at all levels within the career structure to enable officers understand the requirements and demands of their job. c) To establish standards for recruitment, training and advancement within the career structure on the basis of qualification, knowledge of the job, merit and ability as reflected in work performance and results. d) To ensure appropriate career planning and succession management. (Revised scheme of service for information communication technology (ICT) personnel (February 2007). Paper presented by the Permanent Secretary, Ministry of Public Service Office of the President).

The Kenya Forest Service disciplinary code 2009 is meant to be a guide for the general administration of all staff within the KFS Uniformed Division. It is an annex to the KFS Human Capital Policy and Manual. The objective of the Human Capital Policy and manual being to summarize KFS Policies, regulations, procedures, and other administrative processes to enable those responsible for managing KFS operations affect the Human Capital management functions. The manual also ensures that the human capital policies are in tandem with the organizational structure with individual roles and responsibilities incorporated into the Service's operations to meet KFS objectives effectively, efficiently and in a cost effective manner. It also ensures adherence to best practice, various professional codes of conduct/ethics, and public expectations. (Objectives of the Human Capital Policy and Manual .In the Kenya Forest Service Human Capital Policy and manual pp14).According to The Kenya Forest Service disciplinary code of 2009. The ranks of ENCOM officers in their ascending order are represented as shown in Table 2.5:

Table 2.5: Ranks of ENCOM officers.

RANK	MINIMUM DURATION IN RANK	AREA OF SERVICE
Recruit under training	6 months	KFC Paramilitary wing
Ranger Class 2	24 months	OPS/Beat/Stations/Base
Ranger Class 1	36 months	OPS/Beat/Stations/Base
Corporal	5 years	OPS/Beat/Stations/Base
Sergeant	5 years	OPS/Beat/Stations/Base
Sergeant Major	5 years	KFS/ENCOM/HQS.
Sub Inspector	24 months	Base/Station
Inspector	36 months	Base/Station/KFC/ENCOM
Chief Inspector	36 months	Base/Station/KFC/ENCOM.HQS
Superintendent	36 months	College/ENCOM
Senior Superintendent	36 months	College/ENCOM
Assistant Commandant	36 months	Conservancy
Deputy Commandant	36 months	ENCOM.HQS
Commandant		ENCOM HQS.

Source: Ranks of ENCOM officers. (Kimani.J.N. (2009) Enforcement and Compliance Division Disciplinary Code Of Conduct for disciplined staff. Kenya forest service)

With the enactment of the Forest Act 2005, the Enforcement and Compliance (ENCOM) Division was formed. This saw to the promotion of the first batch of Forest Rangers to Inspectors that were required to have a Diploma certificate in Forestry or any other

Forestry related course. In addition to this, seven years work experience as a Forest Ranger was a requirement. These inspectors were posted to various conservancies, zones and bases countrywide. (The Ranger I have become. In *The Forester (issue No.6 January-March 2012)*, A quarterly magazine of the Kenya Forest Servicepp24.) With reference to ranks of ENCOM Officers, the rank of Forest Ranger to be changed from Forest Guards. The Sub-Inspector and Sergeant Major positions are to be approved. (Kimani. J.N. (2009) Enforcement and Compliance Division Disciplinary Code Of Conduct for disciplined staff. Kenya forest service)

According to Sammy Onyango, CEO, Deloitte, East Africa, factors cited by respondents as important to Kenyan employers looking to attract and retain quality workers for longer are: good relations with the manager/supervisor, integrity of the company, inclusion, recognition of performance, work-life balance and career development in that order. Remuneration was ranked as the least important factor in choosing or staying with an employer having been picked by a paltry 42.7 per cent of respondents as a key motivator. Some workers think remuneration is of little importance while others were unsure of its value in choosing an employer. How the remuneration package is structured also matters. The survey found that some employees prefer a large salary with little other benefits while others would want a competitive salary and a number of other extras such as free lunches and bonuses. (Onyango Sammy. (2012). Kenyan workers pick stability over pay in choice of employers. *Small and Medium Scale Enterprises*. Nairobi: Business Daily Africa.)

Apple, Disney and Coca Cola, are examples of some great companies with highly motivated employees in the world .Companies on the “Most Admired Company” list have one thing in common: motivated employees. Motivated employees will do everything to make what they’re doing great; they’ll be role models for other employees, and they’ll be the best advertising for a company’s brand and products. The key is getting employees to love where they work. (Arte Nathan, (2011, August) 12 step program to motivate, engage, and unify your team.)

Keeping employees motivated is a task that managers can resolve in a number of ways. Promotions to positions that include more responsibility or authority are among the tools managers have to motivate workers. The possibility of a job promotion can motivate an

employee by appealing to career anchors, which are the major career and personal priorities that workers may hold. Promotions also motivate employees by providing an opportunity for increased compensation. This factor appeals to the lifestyle career anchor. It includes not only the increased wages that workers make when they earn promotions, but also benefits such as paid time off, expense accounts, company cars and health insurance. All of these forms of compensation contribute to a more comfortable lifestyle, which makes promotions appealing motivational goals for a wide range of workers. Another way that employees get motivated by promotions is by recognizing the opportunity for an improved on-the-job experience. Career anchors such as security and stability lead some employees to work towards promotions in order to cement their positions within their organizations. To do so, an employee must produce consistent, high-quality work and receive recognition or acquire a reputation among peers this makes employees to be conscious of their work performance. Promotions motivate employees by appealing to their sense of ambition. This affects workers whose career anchors include the desire for autonomy, independence, authority and managerial competence. Employees who see these as attainable goals via promotions will work to demonstrate their supervisory and leadership skills. They will also take on positive traits that reflect positions of authority, such as accountability and a willingness to cooperate with colleagues. (Hartman Dennis. How Do Employees Get Motivated by Promotions? In Houston Chronicles. by Demand Media)

2.4.2 Training and development of Forest Rangers and their work performance.

In the financial year 2009/2010 KFS through the Human Capital Development Division undertook the following capacity building activities to ENCOM staff as shown in Table 2.6.

Table 2.6 Capacity building activities to ENCOM Staff

Course/Training title	Institution	Trainees	No. trained
2 sensitization awareness on HIV/Aids	Servers of health and Environment	Forest Rangers and Headquarter staff	112
Basic Para-military	KFS Staff	Forest Rangers	194
Border Protection	American Embassy- Ethiopia	ENCOM Officers	2

Table extracted from: Kenya Forest Service Annual report 2009/2010. *Staff capacity enhancement* (pp54)

In the financial year 2010/2011 the capacity building activities undertaken to the Forest Rangers by KFS through the Human Capital Development Division are shown in Table 2.7.

Table 2.7 Trainings undertaken

Course Title	Institution	No.
National Defense Course	National Defense College, Karen	2
Forest Ranger Inspectors Para-military Induction Course	KFC-SPMTC	76

Table modified from: Kenya forest Service. Kenya Forest Service Annual report 2010/2011. *Trainings undertaken* (pp 42)

In addition to the above mentioned during the period 2010/2011 a total of 250 ENCOM officers were trained to enhance their fire control skills.(Kenya Forest Service Annual Report 2010/2011.pp35)

In Asia, Forest Rangers are taken through an offensive and intense counter poaching operation training being undertaken in an effort to save and provide security to Asia's

forest reserves. Named ARREST (Asia's Regional Response to Endangered Species Trafficking), the program is aimed at equipping Forest Rangers with improved patrolling techniques and law enforcement. Designated PROTECT (Protected Area Operational and Tactical Enforcement Conservation Training); the course is designed primarily at saving Asia's remaining reserve forests, with enhanced techniques. It is expected to provide best practical training to Forest Rangers in patrolling, reconnaissance, navigation, first aid, raids, takedowns, crime scene processing, search and arrests as also certain other skills that the Forest Rangers may require. This effort has improved the security and protection of Asia's reserve forests and wild life. The training hosts Forest Rangers numbering around 50 across Asia. This includes Park Rangers from India, Bhutan, Laos and Thailand. Guidance is provided by experienced instructors at Khao Yai National Park's Regional Nature Protection Training Center in Nakhon Ratchasima Province. Female officers from Indonesia's SPORC (Satan Polisi Hutan Reaksi Cepat – Rapid Reaction Forest Police) Brigade, also take part in the ARREST. It is a well known fact that organized criminals are behind poaching and illegal trafficking of wild life and forests. Illegal logging is also on the increase and often the poachers' targets are large National parks and sanctuaries, even protected areas where protection is inadequate. These illegal activities fetch them billions of dollars in profit, making it even more difficult to curb the trend. From animals like Buffaloes, Columbus Monkeys and elephant ivory to plants and trees like Camphor, *Podocarpus* spp. and other valuable plants, the forest wealth is plundered by poacher gangs and trafficking syndicate. Even local villagers are forced into the act. To protect wild life habitat, both animal and plant, and maintain a healthy balance in the ecosystem on which the local communities depend for agriculture, it is imperative that park patrolling is enforced effectively. The PROTECT course utilizes ASEAN Center for Biodiversity (ACB) competency standards for protected area law enforcement jobs and is designed and delivered by FREELAND Foundation. This course is adapted and delivered across Asia to strengthen forest protection. The "better preparedness" of Park Rangers to counter poachers may usher in new hopes for the survival and protection of forests and wildlife. And the more Indian Forest Rangers learn here, the better they get prepared to tackle the poachers looting Indian forest. (FreeLand Foundation. (September 4th 2011). Asia's Park Rangers train to boost Forest defenses. *Khao yai Experience*.)

In Guatemala, 85% of the population lives in poverty and subsistence agriculture is the

primary activity. Unfortunately, trees are being cut down at an alarming rate to clear land for agriculture and for firewood. EcoLogic and the Alliance are working together to promote forest stewardship in order to conserve forests and raise environmental awareness within communities. EcoLogic selects and trains Forest Guards to protect the community forests and promote environmental education within the communities to encourage sustainable use of forest resources. Forest Guards are trained by EcoLogic to understand the science behind forest management, ensuring best practices are used effectively. They are also trained to educate their communities about forest management and its benefits, as well as their own role in protecting the forests (Haley.M.(2013). Message from our Director of Finance and Administration. *The Ecological Landscape.Vol.26,Issue No.1* , pg. 2.)

2.4.3 Working Environment of Forest Rangers and their work performance.

The Forest Ranger workforce was more of a civilian cut out than a security outfit. The Forest Rangers were armed with batons and machetes among other crude weapons like clubs. In a few selected stations they were privileged to be armed with the short magazine Lee Enfield rifles. This force was characterized with Forest Rangers in an assortment of army uniforms acquired from as far as United States Marine Corps thanks to the popular second hand clothes. They were a common place of inconsistent berets and mismatched civilian shoes. (The ranger I have become. In Kenya Forest Service, *The Forester* Issue No.6 January-March 2012,a quarterly magazine of the Kenya Forest Service(pp24).

Being more of a civilian outfit than a security outfit, Foresters and Forest Rangers didn't have powers to arrest. This was to be later remedied by the Forest Ordinance Act. This Act provided for forest preservation by forest demarcation using permanent boundary and protecting it with a chain of Foresters and Forest Guards. The former CAP 385 of the Laws of Kenya provided for prosecution of forest offenses in the law courts as well as compounding of forest offences by forest officers. The Foresters and the Forest Rangers manning a forest estate were deployed to a forest station as well as housed in the forest station. This forest station was located at a point which a unique view of the forest estate would be obtained. In cases of forest illegal activities and outbreaks of fire, the local Forester and the local Forest Rangers ensured that they would bring the same under control. In case they are overwhelmed they immediately requested for assistance as well as reinforcement from the neighboring station(s) or the district forest headquarters as well as

assistance from friendly forces such as Kenya wildlife service (KWS), Administration Police (AP) and the regular police. The decision to request for assistance was reached at gradually: Forest Rangers in a forest beat dealt with the beat's issues accordingly. It's only after they're overwhelmed that they could seek assistance of other Forest Rangers in other stations. It's only after the stations workforce was overwhelmed could they seek external assistance. A forest station had outposts- Forest Ranger houses constructed away from the main forest station at strategic positions for forest surveillance. Forest Rangers were deployed to these houses to ease forest protection duties. Also in place are fire towers which were monitored frequently and especially during fire seasons to detect any outbreak of fires. (Battiscombe .E. *Forest Department annual report of 1906-1907*. Paper presented to explain measures taken to protect forests).

The above mentioned infrastructure was put in place by the colonial master. Today, these infrastructure are in a sorry state for example houses inhabited by the Forest Rangers as at inception of the service, in the year 2007 were basically colonial houses. Due to the archaic status of the houses, they've since become deplorable and inhabitable. Availability of proper and adequate housing is imperative for the purpose of sheltering special purpose troupes deployed to stations for joint operations. In addition, to that it's necessary for the enhancement of Rangers' response to anti-poaching activities. On the other hand, Most forest stations lack vehicles making it impossible to even transport arrested offenders to the police station. Besides, patrol at night and during rainy days and nights are rendered impossible (Kimani.J.N. New housing for rangers. In Kenya Forest Service, *The Forester* Issue No.6 January-March 2012, *a quarterly magazine of Kenya Forest Service*(pg23).

Being a disciplined outfit Kenya Forest Service Forest Rangers have acquired a new camouflage / jungle uniform in addition to their official uniform. This follows approval by the National Dress Committee which selected on the uniform that does not resemble other disciplined forces uniform. The uniform is specifically meant to be worn only by the KFS Forest Rangers during operational duties unlike their official uniform that is also worn by professional and technical staff of KFS. The reason behind the new uniform was not only the need for Forest Rangers to be embedded in natural environment while conducting field duties but to also have an identity of their own that cannot be mistaken. The Service is in the process of acquiring a third set of uniform for the Forest Rangers that is currently on a trial basis which will be meant for ceremonial parades as Forest Rangers are obliged to

take part in National festivals like Madaraka day, Mashujaa day and Jamhuri day among other national celebrations.(Nyangara, I. J.(2013)KFS Forest Rangers acquire new camouflage/Jungle Uniform)

According to Sammy Onyango, CEO Deloitte East Africa, Kenyan employers looking to attract and retain quality workers for longer should quit focusing on remuneration in favor of job stability and ease of doing daily tasks. Nowadays, employees don't attach as much premium on remuneration as is widely perceived but are mostly influenced by the working environment — especially the future of their careers and the working environment. Most people are generally concerned about the work environment and the long-term viability of their companies, signaling intense fear of unemployment in an economy where jobs are hard to come by. According to the Survey, for most workers, ability to do their job and employers' willingness to ensure operational effectiveness through the provision of training and equipment came second after stability in the list of priorities. With more than 81% citing operational effectiveness as the second most important factor linking to an employer's ability to delight workers and reduce frustration in daily tasks. Thirdly, job satisfaction was found to be a key consideration in staying with an employer. "Workers are saying that they want meaningful work and the tools they need to do it. This is what makes them look forward to going to work on a daily basis. (Onyango. S. (2012). Kenyan workers pick stability over pay in choice of employers. *Small and Medium Scale Enterprises*. Nairobi: Business Daily Africa.)

2.4.4 Leadership styles of Forest Rangers and their work performance

The Enforcement and Compliance Division is headed by the Commandant who works under the direction of the Director, KFS and through the Senior Deputy Director (Field Operations).The Commandant is assisted by the Deputy Commandant, five senior officers at the ENCOM Headquarters and the Assistant Commandant Para-Military wing. There is an Assistant Commandant in each conservancy working under the Conservancy Director who handles issues of command, control, administration and operations of the disciplined staff in his area of responsibility. He is assisted by other senior officers of the ranks of Senior Superintendents, Superintendents, Chief Inspectors or Inspectors posted in the Conservancy. In addition to the aforementioned there are officers deployed to all the Forest Zones/Counties and Bases, who work under the general supervision of the Zonal Manager/County Forest Manager (CFM).Below the Zones, there are inspectors at each

Forest station who work under the Forester-In charge of the station to administer, supervise and deploy the Forest Rangers in their respective beats. Kenya Forest Service. (2011). Command and Control of ENCOM Division. In Kimani.J.N, *Enforcement and Compliance Division Standard Operating Procedures (SOPs) Manual* (p. 5). Nairobi.

Hellriegel and Slocum (1996:445) define leadership as “influencing others to act toward the attainment of a goal”. Many organizations are caught in the middle of a web of authoritarian hierarchies and traditional leadership approaches, as well as bureaucratic hierarchies mixed with modern approaches to leadership (Grobler, Wörnich, Carrell, Elbert and Hatfield, 2002).

Under democratic leadership, organizational members are both required and allowed to participate in strategic decision making to facilitate the business processes towards the achievement of organizational goals. Besides, employees share organizational responsibility and voice their opinion for issues that are related to organizational flexibility. In doing so, not only they commit to the organization, but they also keep their morale high, feeling that they positively contribute to organizational performance. In contrast, under authoritative leadership, active listening is not facilitated. By discouraging open communication and being critical to employee feedback, authoritative leaders disapprove creative collaboration. Organizational members cannot interact openly with their leader and are not encouraged to indicate possible flaws of leadership. Consequently, they cannot improve the understanding of the drivers behind business practices and decisions. From a managerial perspective, open communication is valuable because leaders gain insight into employee commitment, ensure a creative organizational climate and foster equality. (Pomoni. C. (2011) *Effective Communication and Employee Performance*.)

As organizations and their environments have transformed quickly over the past years, a new style of leadership, one that is less bureaucratic and more democratic, is required in order to ensure the organization’s survival and performance (Johnson,1995). It is argued that effective leadership has a positive influence on the performance of organizations (Maritz, 1995; Bass, 1997; Charlton, 2000). Ultimately it is the performance of many individuals that culminates in the performance of the organization, or in the achievement of organizational goals. In today's competitive market realities, team structures are strongly favored to enhance organizational performance. By empowering employees to take

responsibility and getting involved in a broader scheme, teamwork increases employee involvement reflecting the shift from individuality to collectivity. Echoing the interdependent interaction of diverse individuals to achieve the organizational goals, teamwork encompasses commitment and mutual accountability. A common mission, common vision, clear roles and functions, complementary skills, balanced effort, synergy and equal responsibility are the basic attributes of a team, which facilitate team effectiveness. (Pomoni. C. (2011) Effective Communication and Employee Performance.)

Effective leadership is instrumental in ensuring organizational performance (Cummings and Schwab, 1973; Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen, 2004). Mester, Visser and Roodt (2003) note that South African managers and organizations realize that they face a future of rapid and complex change. Carrell, Elbert, Hatfield, Grobler, Marx and Van der Schyf (1998) are of the opinion that many organizations in South Africa are over-managed and under-led. Furthermore, Darling and Capowski (1994, in Swanepoel, Erasmus, van Wyk and Schenk, 2000) believe that organizations that are over-managed and under-led inhibit organizations from growth and change.

In the competitive world business environment it is vital that organizations employ leadership styles that enable organizations to survive in a dynamic environment (Maritz, 1995; Bass, 1997). Performance has been defined by Hellriegel, Jackson and Slocum (1999) as the level of an individual's work achievement after having exerted effort. Cummings and Schwab (1973) and Whetten and Cameron (1998) believe that performance is ultimately an individual phenomenon with environmental variables influencing performance primarily through their effect on the individual determinants of performance – ability and motivation. Behling and McFillen (1996) confirmed the link between high performance and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behavior is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks. It has been widely accepted that effective organizations require effective leadership, and organizational performance will suffer in direct proportion to the neglect of this (Maritz, 1995; Ristow, Amos and Staude, 1999).

2.4.5 Communication styles with Forest Rangers and their work performance

In ENCOM communication follows a chain of command. Even though the disciplined staff work as part of the team in areas where they are deployed they remain under the command of Senior officers within their area of jurisdiction. However, emergency information should be passed in the shortest time possible without delay following the chain of command likewise communications from the Headquarters unless it is of emergency, strict confidentiality and otherwise directed by the originator who should not be below the Forester. The information from the team on patrol is communicated to the Head quarter's Radio control Room for appropriate dissemination.

The main means of communication include: VHF & HF Radio (for all operational matters), Internet, Telephone, Fax, Mail/Memo, 'Barazas' for communication to local communities at designated suitable locations. Mobile/Hand held radios are used for communication between stations and beats for short range communication. (Kenya Forest Service. (2011). Communication. In Kimani.J.N, *Enforcement and Compliance Division Standard Operating Procedures (Sops) Manual* (p. 6&11). Nairobi.)

Effective communication in the workplace is important for good organizational performance. Managers with good communication skills can convey their ideas clearly so that subordinates understand what is required from them and can positively contribute to the organization. In contrast, a lack of communication can lead to employee frustration, lower productivity, absenteeism and increased employee turnover rate. To be effective, communication should be a two-way process. More than simply keeping employees informed about the latest business developments, communication should be a step-by-step process that involves the exchange of information between two or more parts at all organizational levels. Besides, it should include behavioral patterns, including body language and facial expressions, rather than the plain exchange of words.

The creation of effective communication channels is the most cost effective way of increasing productivity. In particular, effective communication in the workplace can: a) Establish a feedback mechanism: Each organization is a social system where dissimilar individuals with unique characteristics are called to work together to meet a common

vision. By establishing a feedback mechanism, managers can monitor results; make strategic adjustments to anticipate changing market realities; and craft new strategies to promote their vision. Besides, they achieve organizational alignment by optimizing maximum use of resources toward organizational development and larger success. b) Improve employee morale: Managers seek ways to boost employee morale through the creation of a supportive working environment that encourages stress relief and effective decision-making. By improving the work environment, employee performance is improved because employees feel free to voice their opinion and are more productive. Besides, they feel more important because they are informed about corporate developments, organizational policies, corporate goals but most importantly how all these changes possibly affect them and their future in the organization. c) Contribute to cost reduction: As employees know how to perform their tasks, productivity is enhanced and organizational efficiency is improved. Moreover, in a learning organization where channels of communication are open, knowledge is dispersed and ideas are exchanged on improving procedures and methods of operation. Therefore, operations management is effective, maximizing both quality and productivity. Effective communication establishes good interpersonal and working relationships and facilitates cooperation. In contrast, ineffective communication can have a negative impact on business relationships, employee performance and organizational efficiency. Pomoni. C. (2011) Effective Communication and Employee Performance.

2.5 Theoretical framework

KFS' ENCOM Division work regime resembles that outlined in the Classical theory of management and in specific Bureaucratic model of Max Weber (1864-1920), a German sociologist. According to Max Weber the bureaucratic organization has a functional structure, clear lines of authority and obedience is owed to established rules and regulations. It has hierarchical levels with firmly ordered superior-subordinate relationships. Terms of employment are based on rank of office rather than amount of work (performance). In the Enforcement and Compliance Division Chain of command is a reality such that information can only get to the highest authority through the ranks of ENCOM officers in their ascending order. An officer is expected to pledge allegiance to his immediate supervisor as well as to other officers superior to him in the division. An officer in this division is not expected to question any command of his superior as this is

easily viewed as mutiny. Bureaucracy is common in large complex organizations which depend on specialization, rules and procedures for efficiency. Bureaucracy is an organizational form made up of rules and hierarchy of authority. (Kidombo .J. Harriet & Gakuu .M. Christopher. Fundamentals of Management. *University of Nairobi module for Distance learners*).

This study is also grounded on both the theory of planned behavior and motivation theory: Motivation is the force that initiates, guides and maintains goal-oriented behaviors (Cherry Kendra, What Is Motivation? In About.com Guide). It is what causes us to take action. The forces that lie beneath motivation can be biological, social, emotional or cognitive in nature. According to instinct theories, people are motivated to behave in certain ways because they are evolutionarily programmed to do so.

On the other hand, Humanistic theories of motivation are based on the idea that people also have strong cognitive reasons to perform various actions. This is famously illustrated in Abraham Maslow's hierarchy of needs, which presents different motivations at different levels. First, people are motivated to fulfill basic biological needs for food and shelter, as well as those of safety, love and esteem. Once the lower level needs have been met, the primary motivator becomes the need for self-actualization, or the desire to fulfill one's individual potential.

The incentive theory suggests that people are motivated to do things because of external rewards. For example, you might be motivated to go to work each day for the monetary reward of being paid. (Cherry Kendra. Theories of motivation. In about.com guide). Every Forest Ranger looks forward to earning a salary. This explains why they tackle destruction activities in their respective beats accordingly and strive to seek assistance in good time when overwhelmed. Behavioral learning concepts such as association and reinforcement play an important role in this theory of motivation. Theory of Reasoned Action suggests that a person's behavior is determined by his/her intention to perform the behavior and that this intention is, in turn, a function of his/her attitude toward the behavior and his/her subjective norm. The best predictor of behavior is intention. Intention is the cognitive representation of a person's readiness to perform a given behavior, and it is considered to be the immediate antecedent of behavior. This intention is determined by three things: their attitude toward the specific behavior, their subjective norms and their perceived behavioral

control. The theory of planned behavior holds that only specific attitudes toward the behavior in question can be expected to predict that behavior. In addition to measuring attitudes toward the behavior, we also need to measure people's subjective norms – their beliefs about how people they care about will view the behavior in question. To predict someone's intentions, knowing these beliefs can be as important as knowing the person's attitudes. Finally, perceived behavioral control influences intentions. Perceived behavioral control refers to people's perceptions of their ability to perform a given behavior. These predictors lead to intention. A general rule, the more favorable the attitude and the subjective norm, and the greater the perceived control the stronger should the person's intention to perform the behavior in question.

2.6 Conceptual framework.

The study will be guided by the following Conceptual Framework in Figure 1.

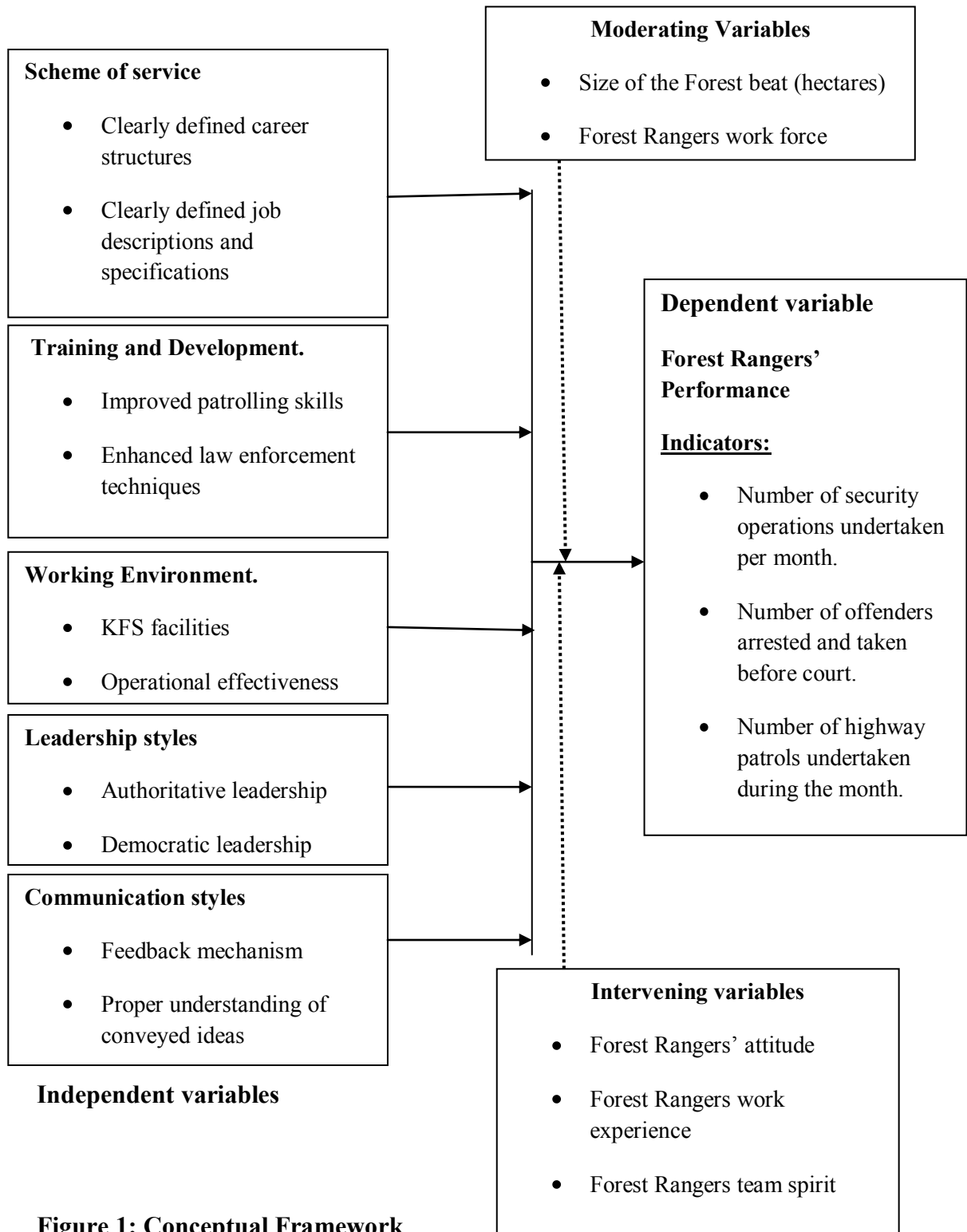


Figure 1: Conceptual Framework

2.6.1 Discussion of the conceptual framework.

The conceptual framework is developed to provide clear links between the dependent and independent variables as they relate to each other in this research. The independent variables indicate the factors influencing performance of employees in Kenya Forest Service: a case of Forest Rangers in Embu County. The dependent variable is the Improved Forest Ranger performance. The moderating factors are: the size of the forest beat and the Forest Rangers work force strength. Intervening variables comprise of: Forest Rangers' attitude, Forest Ranger's work experience and the Forest Rangers' team spirit.

2.7 Summary of Chapter Two.

The literature review includes Forest Rangers' work performance globally narrowing to Embu County. The areas reviewed include: Scheme of service of Forest Rangers and their work performance, Training and Development of Forest Rangers and their work performance, Working Environment of Forest Rangers and their work performance, Leadership styles of Forest Rangers and their work performance and Communication styles of Forest Rangers and their work performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the research methodology that was adopted so as to meet the objectives stated in chapter one of this study. The research setting, population of interest, sample design and data collection instruments as well as data analysis techniques.

3.2 Research Design

This study used a descriptive survey research design. Descriptive study is mainly concerned with the frequency with which something or a phenomenon occurs or the relationship between variables Bryman and Bell,(2003).Such a study tries to discover answers to the questions who, what, where, and sometimes how. The focus of descriptive research is the careful mapping out of circumstances, situation or set of events to describe what is happening or what happened Creswell, (2002).Such studies may involve the collection of data and the creation of a distribution of the number of times the researcher observes a single event or characteristic (the research variable), or they may involve relating the interaction of two or more variables.

This study interviewed one County Coordinator, one Zonal Forest Manager, four Foresters and thirty Forest Rangers drawn from five work stations in Embu Forest County. The factors that influence performance of Forest Rangers in Kenya Forest Service: A case of Embu County, Kenya hence the design's appropriateness for the study.

3.3 Target Population

Target population according to Kothari (2004) is the total number of respondents in the total environment of interest to the researcher. However according to Mugenda and Mugenda (1999) population is the entire group of individuals, events or objects having common observable characteristics. The target population comprised of one County Coordinator, one Zonal Forest Manager, four Foresters and thirty Forest Rangers totaling to thirty six respondents drawn from five work stations in Embu Forest County namely: Runyenjes division, Njukiiri forest station, Irangi forest station, Embu Forest County office and Mbeere Zonal Forest office who were all interviewed.

All the five forest stations in Embu Forest County manage and protect state forests under them and hence the thirty Forest Rangers working in the five forest stations share in the same Scheme of service, similar Training and Development policies, the same Work Environment, same Leadership, similar Communication and also similar geographical characteristics as they are under one Embu Forest County Coordinator.

3.4 Sample size selection and Sampling procedure

This section describes the strategies used to identify the main categories of respondents for the study. However, Census was used for this study. The power of selecting census lies in the small size of the Forest Rangers' population in Embu Forest County which currently stands at thirty. This population size is small and renders sampling meaningless Mugenda&Mugenda (2003).

3.5 Research instruments

The study employed questionnaires to collect both qualitative and quantitative data. The study used questionnaires to collect data from one County Forest Coordinator, one Zonal Forest Manager, four Foresters and thirty Forest Rangers. A questionnaire is a carefully designed instrument consisting of a set of items to which the respondents are expected to react, usually in writing Amin (2005), Oso & Onen (2009). Questionnaires were used because the study is concerned mainly with the views, perceptions and feelings of the respondents and such variables cannot be observed directly. Secondly, the population of one County Forest Coordinator, one Zonal Forest Manager, four Foresters and thirty Forest Rangers used in this study is distributed throughout Embu Forest County and given the time constraint, the questionnaire was an ideal tool for collecting data. The study used structured questionnaires, that whose questions are accompanied by a list of all possible alternatives from which respondents select the answer that best describes their situation Mugenda&Mugenda (2003). In addition, to that the questionnaires had a mixture of focused and free response items in a single instrument Kothari(1990). This enabled the study to collect quantitative data from the closed-ended sections, and qualitative data from the open-ended sections.

3.5.1 Pilot testing of instruments

Piloting of a research instrument refers to the administration of the questionnaire to a small representative sample but not including the group one is going to survey (Orodho, 2005). This is aimed at ensuring reliability and validity. Piloting was conducted in Nairobi Conservancy. The researcher administered the questionnaire to three Foresters and twenty Forest Rangers from Ngong' and Arboretum Forest stations. The same questions were repeated after two weeks to examine the consistency of the responses between the two tests to ensure that the relevant variables are tested. Certain changes on the questions were made depending on the outcome of the piloting.

3.5.2 Validity of the instruments

Validity indicates the degree to which an instrument measures what it is supposed to measure Mugenda & Mugenda (2003). The questionnaire was well structured to ensure that the questions remained focused, accurate and consistent. This was assured through wide consultation between the researcher and the University supervisor giving guidelines. Peer proof reading was used to ensure both face and content of the instruments.

3.5.3 Reliability of the Instruments

Reliability is a measure of the degree a research instrument yields consistent results after repeated trials (Mugenda 2003). In this study, the reliability of the research instrument was improved through the use of Split half reliability procedure where the researcher administered the entire instrument to a sample of respondents during the piloting and were calculated using the total score for each randomly divided half i.e. odd and even numbered items of the questionnaire. The reliability coefficient between the two equal scores was calculated using the Spearman-Brown prophecy tool. According to Fraenkel & Walken (2000), if the results produce a reliability coefficient greater or equal to 0.7, the instrument will be considered reliable. The following formula was used:

$$R_e = \frac{2r}{1+r}$$

Where:

R_e - Reliability

$2r$ - Correlation Coefficient of the first half.

$1+r$ - Correlation Coefficient of the second half.

If the results yield a reliability coefficient of 0.698 then the instrument is reliable.

3.6 Data Collection Procedure

The researcher visited the forest stations and created a rapport prior to the collection of the data. Appropriate permission for the Foresters and Forest Rangers to participate in the study was sought in advance by the researcher from the Embu County Forest Co-ordinator stationed in Embu Forest County Coordinator's office, the Zonal Forest Manager-Mbeere Forest Zone and the respective Forester in charges for the 3 forest stations (Runyenjes forest division, Njukiiri forest station and Irangi forest station) involved in the study. Data was collected using self administered questionnaires. The questionnaire was appropriate because its time saving and the target respondents were literate in addition to it ensuring uniformity in the way questions were asked. Respondents are freer to answer sensitive questions when they are not required to disclose their identity (Mulusi, 1988 as cited by Mugambi, 2006).

3.7 Data Analysis Techniques

The questionnaires were cross examined to ascertain their accuracy, completeness and uniformity. Data was first cleaned by ensuring completeness of information at the point of collection. It was coded and organized into different categories. Data was analyzed using descriptive statistics namely: mean, median, and mode aided by Statistical Package for Social Scientists (SPSS) in order to answer the research questions and objectives. Furthermore, the researcher used frequency tables, percentages and frequencies to establish the relationship between different variables of the study. This helped draw inferences over factors that influence the dependent variable. The results from the data analysis was interpreted and presented using the frequency distribution tables.

3.8 Ethical Considerations

Informed consent was obtained from all those participating in the study. Those unwilling to participate in the study were under no obligation to do so. Respondents' names were not indicated anywhere in the data collection tools for confidentiality and information gathered was only used for the purposes of this study. The necessary research authorities were consulted.

3.9 Operationalization of Variables

Indicators were denoted by the main variables in order to render them measurable as shown in Table 3.2.

Table 3.2 Operationalization of Variables

Objectives	Variables	Indicators	Measurement	Scale	Data collection methods	Data analysis
To investigate factors that Influence performance of Forest Rangers' in Embu County.	<u>Dependent Variable</u> Forest Rangers' performance.	●Number of security operations undertaken per month.	●Duration of time taken to detect destruction activities in Forest beats.	Ordinal	Document analysis	Descriptive statistics
		●Number of offenders arrested and taken before court.	●Number of forest cases pending in court.	Ordinal	Document analysis	Descriptive statistics
		●Number of highways patrols undertaken during the month.	●Number of vehicles impounded transporting illegal Forest Produce.	Ordinal	Document analysis	Descriptive statistics
To determine how Scheme of Service of Forest Rangers influence Forest Rangers' performance.	<u>Independent Variable</u> Scheme of service	●Clearly defined career structures	●Ranks of ENCOM Officers in ascending order.	Ordinal	Questionnaire	Descriptive statistics
		●Clearly defined job descriptions and specifications	●Clear delineation of duties and responsibilities	Ordinal	Questionnaire	Descriptive statistics
To identify how Training and Development of Forest Rangers influence Forest Rangers' performance.	<u>Independent Variable</u> Training and Development	●Improved patrolling skills	●Aptitude in work performance	Ordinal	Questionnaire	Descriptive statistics
		●Enhanced law enforcement techniques	●Number of successful convictions secured before court.	Ordinal	Document analysis	Descriptive statistics
To ascertain how Working Environment of Forest Rangers influence Forest Rangers' performance.	<u>Independent Variable</u> Working Environment: KFS housing facilities, uniforms, firearms	●KFS housing facilities	●Number of Forest Rangers housed in habitable houses within the Forest Stations.	Ordinal	Questionnaire	Descriptive statistics
		●Forest Rangers' uniforms	●Number of pairs of full uniforms owned by each Forest Ranger	Ordinal	Questionnaire	Descriptive statistics
		●Work equipments for example fire arms	●Number of serviceable firearms available in Forest stations.	Ordinal	Questionnaire	Descriptive statistics

<p>To establish how Leadership styles of Forest Rangers influence the performance of Forest Rangers</p>	<p><u>Independent Variable</u> ENCOM Leadership: ●Authoritarian Leadership ●Participatory Leadership</p>	<ul style="list-style-type: none"> ●Inspiration to Forest Rangers ●Willingness of Forest Rangers to take risks. 	<ul style="list-style-type: none"> ●Frequency of meetings with Forest Rangers ●Number of successful security operations 	<p>Ordinal Ordinal</p>	<p>Questionnaire Document analysis</p>	<p>Descriptive statistics Descriptive statistics</p>
<p>To investigate how communication styles with Forest Rangers influence Forest Rangers' performance</p>	<p><u>Independent Variable</u> Communication</p>	<ul style="list-style-type: none"> ●Two way communication process (feedback mechanism) ●Proper understanding of conveyed ideas. 	<ul style="list-style-type: none"> ●Knowledge of what's going on within ENCOM <p>Division through formal communication rather than grapevine.</p> <ul style="list-style-type: none"> ●Degree of correctness of actions during Implementation of the conveyed ideas. 	<p>Ordinal Ordinal</p>	<p>Questionnaire Questionnaire</p>	<p>Descriptive statistics Descriptive statistics</p>

3.10 Summary of Chapter Three

The research methodology laid out the methods and techniques of research that was used in the research. It defined the research problems, designed how it was researched, analyzed the approach and outlined and detailed the sample of respondents.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, presentation, interpretation and discussion of the finding of the study as per the data collected through questionnaires and content analysis.

4.2 Questionnaire return rate

The researcher administered the questionnaires to the respondents. 91.67% return rate was recorded as a total of thirty three questionnaires were returned out of a total thirty six questionnaires which were issued out to the respondents. This was mainly achieved through the researcher handing over the questionnaires of the various Forest work stations to the respective heads of the work stations (Station In-charges) for further administration to the respective respondents. The respective Station In charges include: One County Coordinator, Five Foresters and One Inspector of Kenya Forest Service. The aforementioned officers helped in the administration of questionnaires as well as collecting the filled questionnaires. Five of the returns were found to be unfilled in addition to a return which was incomplete and badly completed to be useful for analysis and were therefore discarded. This brought the responses effectively to Twenty Seven, representing a response rate of 75%. This response rate is considered adequate, as according to Idrus & Newman (2002); a response rate of 50% is good enough in social studies.

4.3 Demographic information on respondents

The study was interested in the demographic information of the respondents to help understand better the data on the topic under study. This entailed information on work station, gender, age and the respondent's duration of service. The respondents in this study were One County Coordinator, Five Foresters, One Inspector and Twenty Nine Forest Rangers. The option was adopted to get various views of the groups involved in Forest protection.

4.3.1 Distribution of respondents by gender

It was necessary to get the gender of the respondents so as establish the percentage of each gender and therefore be able to tell whether the information collected was balanced. This is also due to the fact that both genders have unique factors influencing their performance. The response is shown in table 4.1

Table 4.1 Distribution of respondents by gender

GENDER	WORK STATION IN-CHARGES		FOREST RANGERS'	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Male	5	71.43	29	100
Female	2	28.57	0	0
Total	7	100.00	29	100

Table 4.1 shows 5 (71.43%) of the Station In-charges were male. On the other hand It reflects 2 (28.57%) are female. As far as Forest Rangers were concerned 29 (100%) were male and 0 (0%) were female. This shows that the number of males surveyed for Station In-charges was greater than the number of females. For the Forest Rangers the entire respondent population was composed of males.

4.3.2 Distribution of respondents by age

It was also necessary to find out the age of the respondents so as to provide an insight into the area of the study and relate it to the factors influencing performance of Forest Rangers. The respondents were therefore requested to indicate their age bracket. The results were as indicated in Table 4.2

Table 4.2: Distribution of respondents by age

AGE(Years)	STATION IN-CHARGES		FOREST RANGERS	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
18-24	0	0	0	0
25-30	0	0	3	13.64
31-44	3	60	15	68.18
45-50	2	40	2	9.09
Above 50	0	0	2	9.09
Total	5	100	22	100

Table 4.2 shows that those Station In-charge respondents in the age bracket 31-44 years were the majority 3 (60%). Those in the age bracket 45-50 years were 2 (40%). Age brackets 18-24 years, 25-30 years and above 50 years each had no respondents. This means that majority of the Station In-charges are within 31-44 years age bracket followed by those in age bracket 45-50 years. No station In-charges belong to age brackets 18-24, 25-30 and above 50 years. On the other, hand Forest Ranger respondents are between 31-44 years and are 15 in number which is equivalent to 68.18%. Those in the age bracket of 25-30 years are 3 in number which is an

equivalent of 13.64% of the total Forest Ranger respondent population. Those in the age brackets of 45-50 years and above 50 years were each 2 in number which was an equivalent of 9.09% for each of the age brackets. This means that majority of the Forest Rangers were between the age 31-44 years which is a prime age of performance of a Forest Ranger. Hence, the need to determine factors influencing Forest Rangers' performance.

4.3.3 Respondents' years of work experience

In order to gauge the nature of information collected from the respondents in terms of perception of the topic under study, it was important to provide some information on the duration of service of the various respondents. The respondents were therefore required to indicate the duration of time they have served in Kenya Forest Service in their various capacities. The findings are presented in Table 4.3.

Table 4.3: Distribution of respondents' duration of service (Years)

DURATION OF SERVICE(Years)	STATION IN-CHARGES		FOREST RANGERS	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
6-10	0	0	5	22.7
11-15	0	0	8	36.4
16-20	4	80	5	22.7
21-25	1	20	1	4.5
26 and above	1	0	3	13.6
Total	5	100	22	100

Table 4.3 indicates that Station In-charge respondents who have served for duration of time ranging between 16 and 18 years were 3 (60%). That between 19 and 21 years of service and that between 22 and 24 years of service was 1(20%) each. Similarly, it indicates that Forest Ranger respondents who have served for duration of time ranging between 6 and 10 years were 5 (22.7%). Those between 11 and 15 years of service were 8 (36.4%). Forest Rangers whose duration of service range between 16 and 20 years were 5 (22.7%) whereas those who had served for a duration of time ranging between 21 and 25 years was 1 (4.5%) 26 years of service and above were 3 (13.6%).

4.4 Scheme of Service and Forest Ranger performance

One of the objectives of the study was to determine how Scheme of Service of Forest Rangers influences the performance of Forest Rangers in Embu County, Kenya. To

investigate this, the researcher collected data relating to the extent the respondents agreed with the statements relating to Scheme of Service of Forest Rangers.

4.4.1 Understanding of the term Scheme of Service

To get some information that could provide the background against which the data collected would be analyzed and evaluated, the researcher found it pertinent to establish the extent the respondents were in agreement to various statements relating to Scheme of Service of Forest Rangers. The statements under this section addressed several aspects that touch on Scheme of Service. This was for the purpose of shedding more light on the individual aspects which are a function of Scheme of Service. These include: KFS' Human Resources (HR) Policies and Procedures Manual, Terms and Conditions of work of Forest Rangers and finally the recruitment, promotions and discipline of Forest Rangers. In relation to KFS' Human Resources (HR) Policies and Procedures Manual, the researcher laid emphasis on: ownership of a copy of KFS HR policies and procedures manual by Forest Rangers, awareness of it and understanding of its contents. The second aspect addressed under this subject is Terms and conditions of work of Forest Rangers. Under this the researcher sought to know: the extent of Forest Rangers' satisfaction with the KFS grading system, terms and conditions of work, salaries and benefits being commensurate with their duties and responsibilities, and KFS being an equal opportunity employer. The findings of these are presented in Table 4.4.

Table 4.4 Extent of agreement with statements related to Scheme of Service by Station in-charges and Forest Rangers.

Respondents	Extent of agreement with the statements					
	Strongly disagree (1)	Somewhat disagree(2)	Neither (3)	Somewhat agree(4)	Strongly agree(5)	Don't know99
Forest Rangers	119	41	9	47	19	3
Station In-charges	8	10	1	29	7	0
Total	127	51	10	76	26	3

As shown in Table 4.4 the Forest Rangers' responses were 119 (50%) strongly disagree, 41 (17%) somewhat disagree, 9 (4%) neither, 47 (20%) somewhat agree, 19 (8%) strongly agree, and 3 (1%) don't know. However, among the station in-charges; 8 (14%) strongly disagree, 10 (18%) somewhat disagree, 1 (2%) neither, 29 (53%) somewhat agree, 7 (13%) strongly agree. It is therefore evident that a large proportion of Forest Rangers are dissatisfied with the Forest Rangers' Scheme of Service. On the other hand a large proportion of Station In charges have their reservations for the same.

4.5 Training and Development

The second objective of the study was to identify how Training and Development of Forest Rangers influence the performance of Forest Rangers. To determine this, the study considered finding out if Training and Development activities at KFS are always done transparently and according to the KFS HR Manual and whether KFS identifies individuals' training needs. In addition to this the study seeks to identify which courses are relevant to Forest Rangers, which courses have been offered to the Forest Rangers and the aftermath of these training activities. Under this objective the study intends to identify the challenges of Training and Development in the disciplined cadre of KFS.

4.5.1 Training programs relevant to Forest Rangers

Both the Station in-charges and the Forest Ranger respondents identified various courses which they consider relevant to Forest Rangers. The courses identified are presented in Tables 4.5 and 4.6.

In Table 4.5 the Forest Ranger respondents identified Paramilitary training as the most relevant course followed by Public Prosecution, Investigation, Information Technology and Fire Fighting courses. Bio-diversity Management and Criminology courses were also highly recommended among the Forest Ranger respondents. Other courses identified include: Participatory Forest Management, Radio Communication, Survey, Public Relations, Supervisory, Business Management and Conflict Management courses.

Table 4.5 Forest Ranger respondents' response on courses relevant to Forest Rangers

RESPONSE	FREQUENCY
Public Prosecution	5
Investigations Course	5
Public Relations Course	1
Information Technology	5
Paramilitary Training	10
Bio-diversity Management	4
Fire Fighting	5
Criminology	4
Radio Communication Course	2
Participatory Forestry Management Course	3
Survey	2
Business Management	1
Supervisory Course	1
Conflict Management	1
Total	49

On the other hand, in Table 4.6 Forestry Management and Public Prosecution courses were highly sought after for Forest Rangers among the Station In-charge respondents. Other courses identified as relevant to Forest Rangers by these respondents include: Paramilitary, Participatory Forest Management, Inspection, Leadership Management, Environment Impact Assessment, Information Technology, Criminology, Fire Fighting and First Aid Courses. It's therefore established that Paramilitary training, Public Prosecution, Investigation and Forestry related courses (Biodiversity Management, Participatory Forestry Management, Environment Impact Assessment, Fire Fighting) are the most relevant courses for Forest Rangers.

Table 4.6: Relevant courses to Forest Rangers as identified by Station In-charge respondents

RESPONSE	FREQUENCY
First Aid	1
Fire Fighting	1
Public Prosecution	2
Criminology	1
Information Technology	1
Forestry Management	3
Environment Impact Assessment	1
Investigations Course	1
Leadership Management Course	1
Inspection Course	1
Participatory Forestry Management Course	1
Recruits Paramilitary Course	1
Total	15

4.5.2 Training Programs offered to Forest Rangers

Among the identified relevant courses, the courses that have been offered to Forest Rangers are presented in Table 4.7

Table 4.7: Relevant courses attended by Forest Ranger respondents

COURSES ATTENDED	FREQUENCY
Untrained	14
Information Technology	2
Paramilitary	4
Fire Fighting	3
Bio-diversity Management	1
Total	24

In Table 4.7 according to the Forest Ranger respondents the largest proportion of Forest Ranger population in Embu County has not attended any of the identified relevant courses. This proportion is followed by those who have undergone Paramilitary training, Fire fighting, Information Technology and Bio-diversity Management courses in that order.

On the other hand, Table 4.8 shows the relevant courses attended by Forest Rangers as identified by Station In-charge respondents.

Table 4.8: Relevant courses attended by Forest Rangers as identified by Station In-charge respondents

COURSES ATTENDED	FREQUENCY
Untrained	2
Inspection	1
Investigation	1
Paramilitary	1
Participatory Forest Management	1
Total	6

It's therefore evident that a larger proportion of Forest Rangers lack in relevant training required for the performance of their duties and responsibilities.

4.5.3 Award of Training and Development opportunities to Forest Rangers

Upon establishing courses that are relevant to Forest Rangers, the study found it necessary to find out the extent the respondents agree with the statements related to the award of Training and Development opportunities to Forest Rangers. The statements include: All Forest Ranger training and development activities at KFS are done transparently and according to the KFS HR manual, KFS is good at identifying individual training needs and KFS will usually promote the right ENCOM Officers from within the organization before hiring people from outside. Table 4.9 presents the various responses and frequencies of the same.

Table 4.9: Extent of agreement with statements on Training and Development.

Respondents	Extent of agreement with the statements					
	Strongly disagree (1)	Somewhat disagree(2)	Neither (3)	Somewhat agree(4)	Strongly agree(5)	Don't know99
Station In- charges	5	3	0	6	0	1
Forest Rangers	42	6	1	13	6	0
Total	47	9	1	19	6	1

According to Table 4.9, among the Station In-charge respondents, 33% of the responses indicate they strongly disagree (1), 20% somewhat agree (2), none of the responses recorded was neither, neither (3) nor strongly agree (5), 40% of the responses somewhat agree (4) and 7% of the responses don't know (99). On the other hand, according to Figure 9, 62% of the Forest Ranger responses strongly disagree (1), 9% somewhat disagree (2), 1% were for neither (3), 19% somewhat agree (4), 9% strongly agree and none of the responses, don't know (99). To justify this distribution the respondents indicated the courses that they currently need and whether KFS has any plans to offer the courses to the Forest Rangers and when it plans to offer them. The following responses were realized: All the station In-charge respondents (Five of them) alluded that no Forest Ranger had attended a Promotion course that never culminated into a promotion. These respondents indicated that the Forest Rangers currently need courses on Information Technology, Forestry Management, Public Prosecution and Supervisory courses. Even though these respondents strongly feel the immediate need to offer these courses to Forest Rangers, 60% of these respondents are aware that KFS has no plans of offering the training programs to Forest Rangers. 20%, don't know whether there are any plans or not and a further 20% are aware of KFS' plans to offer these courses to Forest Rangers next year. In addition, to the aforementioned Criminology, Information Technology, Public prosecution, Public relations and Fire Fighting were identified as courses outside the arrangement that would improve Forest Rangers' work. On the contrary, Diploma in Human Resource Management was recorded by one respondent as an irrelevant course that has been pursued by some Forest Rangers. Two of these respondents indicated that they have not encountered any of the Forest Rangers undertaking an irrelevant course. One respondent doesn't know whether the courses pursued are relevant or not.

Among the Forest Ranger respondents, 5(23%) have attended a promotion course and yet they were not promoted upon completion. 17(77%) have never attended any promotion courses. 15(68%) of the respondents did not give any reason for their response to this question. 1(4.5%) of the respondents gave lack of transparency in the selection of the participants as a reason for their in attendance to any of the promotion courses that had been organized by KFS. In addition to the aforementioned these respondents identified the courses they currently need as shown in Table 4.10

Table 4.10: Courses needed by Forest Rangers at the moment as suggested by Forest Ranger respondents.

COURSES	FREQUENCY
Public Prosecution	5
Paramilitary Training(Refresher course)	4
Participatory Forest Management	3
Intelligence/Investigations course	1
Criminology	2
Information Technology	1
Promotion Course	4
Total	20

Among the Forest Ranger respondents, 17(77%) of the respondents indicated that KFS has no plans to offer the courses. 1(4.5%) of the respondents indicated that there are plans by KFS to offer the courses within the next five years. In addition to this 4(18%) of the respondents did not comment on this subject. The researcher went further to investigate whether there are any irrelevant courses that the Forest Rangers and their colleagues have undertaken: 3(13.6%) of these respondents were of the opinion that some of the courses they pursued/were pursued by their colleagues were irrelevant. The reason being that the courses are unrelated to Forestry. The courses mentioned include: Accountancy, Fire Fighting and Criminology. 12 (54.5%) of the respondents were of the opinion that the courses they pursued/were being pursued by their colleagues were relevant. 6(27%) of these respondents did not respond to this subject. The researcher was also interested in finding out from the respondents, courses outside KFS' current arrangement that were necessary in improving their performance. These courses are presented in Table 4.11. These courses are preferred by the respondents for the following reasons: A Driving course for the Forest Rangers will eliminate reliance of ENCOM Officers on civilian drivers who are not available outside office working hours. Forestry Management will improve the understanding of ENCOM Officers on the interrelationship between the plants and animals as well as enlighten them on current conservation trends such as Participatory Forest Management. The respondents added that these courses will improve their aptitude at work due to their enhanced ability to effectively implement the organizational policies which translates to improved efficiency and effectiveness of ENCOM Division.

Table 4.11 Other courses outside KFS' arrangement that can improve the performance of Forest Rangers as suggested by Forest Ranger respondents.

COURSE	FREQUENCY
Leadership Management	2
Communication Skills	2
Driving	3
Accounts	1
Information	
Technology	2
Public Prosecution	2
Public Relations	1
Criminology	3
Workshops	1
Management Courses	1
Paramilitary (Refresher course)	1
Forestry Management	1
Disaster Management	1
Total	21

In addition, the researcher investigated the relationship between training and career progression in KFS: 7(31.8%) of the Forest Ranger respondents observed that training in KFS enhance skill and knowledge of Forest Rangers which translates to improved aptitude at work thus resulting to promotion. 6(27.8%) of the respondents feel that there is no correlation between training and career progression in KFS because the courses offered to Forest Rangers don't match the individuals skills, knowledge and work requirements. In addition, to this, the Forest Rangers are not empowered to exercise the newly acquired skills. This implies that the Forest Ranger continues to perform his duties in the old way even after acquiring new skills. 8(36.4%) of these respondents did not respond to this question. 1(4.5%) of these respondents don't know the relationship between training and career progression. On the other hand, 3(60%) of the Station in charge respondents indicated that there is a correlation between training and career progression since training enhances the Forest Ranger's skills and knowledge thus improving his/her output at work resulting to being promoted. 2(40%) of the respondents indicated that there is no correlation between training of Forest Rangers and their career progression as Forest Rangers' training programs are meant to only enhance their effectiveness in their line of duty. On the contrary, these respondents indicated that there is no correlation between the training programs offered to Forest Rangers and there career progression because Forest Rangers

promotions is not dependent on the courses pursued by the Forest Ranger but dependent on his/her commitment to his/her duties and responsibilities. The researcher further established the major challenges in training and development in ENCOM from Forest Ranger respondents, these include: Lack of transparency by the KFS' selection team, scarcity of Forest Rangers resulting to nonperformance of duties of Forest Rangers on training, Inadequate training facilities and equipments, ununiform training methods (time duration, curriculum and training methodology) and lack of adequate funding resulting to, poor diet for participants. According to the station in-charge respondents, the sole challenge in training and development is scarcity of staff.

It is evident that award of Training and Development opportunities to Forest Rangers is not streamlined resulting from haphazard selection process of Forest Rangers for the Training and Development opportunities. The training opportunities are offered randomly without due consideration to the current training needs of Forest Rangers as well as ENCOM. This results in selective training of a section of Forest Rangers who are also not equipped with all the requisite training for the performance of their roles at the expense of the larger untrained proportion.

4.6 Working Environment

Working Environment has an implication on the performance of Forest Rangers. It was necessary to ascertain how the Station In charges and the Forest Ranger respondents' view Forest Rangers' working environment. The responses to the various statements relating to working environment as recorded from Forest Ranger and Station In charge respondents are shown in Tables 4.12 and 4.13.

Table 4.12 Extent Forest Ranger respondents agree with statements on Working Environment.

	Strongly disagree(1)	Somewhat disagree(2)	Neither(3)	Somewhat agree(4)	Strongly agree(5)	Don't Know(99)
Statement 1	16	1	0	4	0	1
Statement 2	13	2	0	4	2	1
Statement 3	14	3	0	2	3	0
Statement 4	6	4	1	7	3	1
Statement 5	7	3	0	3	9	0
Statement 6	10	5	0	3	3	1
Statement 7	17	0	2	3	0	0
Statement 8	9	2	1	3	7	0
Statement 9	5	3	0	3	11	0
Statement 10	3	5	0	7	7	0
Statement 11	3	4	0	5	9	0
Statement 12	4	3	0	8	7	0
Total	107	35	4	52	61	4

The Forest Ranger respondents unanimously strongly disagree with the statements relating to the general interaction in a Working Environment. These include: Statement no.1- open, stress free and comfortable work environment. Statement no. 2-sensitivity to Forest Rangers' concerns. Statement no. 3- adequate and quick communication for Forest Rangers and statement no. 8- discrimination on the basis of work culture. In addition to the foregoing a larger proportion of the respondents strongly agree with statements relating to work life balance, tools and equipments for work. These include: Statements no.9, 10, 11 and 12. Nonetheless, the Forest Ranger respondents overwhelmingly strongly disagree with statement no. 7 on the housing facilities and statement no. 6 on transport. On the other hand, the proportion of respondents who strongly disagree is equal to that that of respondents who somewhat agree with the statement no.4; Team work is encouraged among Forest Rangers.

However the Station In charge respondents unanimously somewhat agree with the statements relating to the general interaction in a Working Environment. These include: Statement no.1- open, stress free and comfortable work environment. Statement no. 2- sensitivity to Forest Rangers' concerns , statement no. 3- adequate and quick communication for Forest Rangers, statement no. 5 on the Supervisors' management style, statement no. 7 on the housing facilities and statement no. 10 on appropriate technology. For statements nos.6 and 8 a larger proportion of respondents somewhat disagree with statements relating to transport and discrimination on the basis of work culture. In addition to the foregoing a substantial proportion of the respondents strongly agree with statements relating to work life balance and physical location of work place. These include: Statements no.9 and 12. On the other hand, respondents who strongly agree is equal to that of respondents who somewhat agree with statements nos. 4 and 11. These statements relate to Team work and working tools respectively.

From the data it's clear that Forest Rangers are unsatisfied with most aspects of their working environment except that of work life balance and tools/equipments of work which they are highly satisfied with. Contrary, to Forest Ranger respondents' response, Station In charge respondents are fairly satisfied with the Forest Rangers' working environment which they feel is wanting in some aspects.

Table 4.13 Extent Station in charge respondents agree with statements on Working Environment.

	Strongly disagree(1)	Somewhat disagree(2)	Neither(3)	Somewhat agree(4)	Strongly agree(5)	Don't know(99)
Statement 1	1	0	1	3	0	0
Statement 2	0	0	0	5	0	0
Statement 3	0	2	0	3	0	0
Statement 4	0	0	1	2	2	0
Statement 5	0	0	0	3	2	0
Statement 6	0	3	0	2	0	0
Statement 7	1	1	0	3	0	0
Statement 8	1	2	0	1	0	1
Statement 9	1	0	1	1	2	0
Statement 10	0	0	0	5	0	0
Statement 11	0	1	0	2	2	0
Statement 12	0	1	0	1	3	0
Total	4	10	3	31	11	1

4.7 Leadership styles

There was need to understand the leadership style of ENCOM as there is a link between high performance of employees and leadership styles in organizations. The study focused on leadership practices that enable organizations to survive in a dynamic environment that which enhance an individual's performance through enhanced ability and motivation. The respondents were asked to indicate the extent they agree with statements related to leadership in ENCOM. Tables 4.14 and 4.15 indicate the responses of both the Forest Ranger and Station in charge respondents.

Table 4.14 Extent Forest Ranger respondents agree with statements on Leadership styles.

	Strongly disagree(1)	Somewhat disagree(2)	Neither(3)	Somewhat agree(4)	Strongly agree(5)	Don't Know(99)
Statement 1	13	3	0	3	2	1
Statement 2	12	1	0	6	3	0
Statement 3	6	3	0	5	8	0
Statement 4	14	5	1	1	1	0
Statement 5	15	2	0	2	2	0
Statement 6	14	4	0	1	3	0
Statement 7	17	2	0	0	3	0
Statement 8	15	3	0	3	1	0
Statement 9	15	1	0	1	5	0
Statement 10	15	4	0	3	0	0
Total	136	28	1	25	28	1

The Forest Ranger respondents unanimously strongly disagree (136) with all aspects of leadership within ENCOM except with the aspect on team work- statement 3, in which all categories of responses are evenly represented.

Table 4.15 Extent Station In-charge respondents agree with statements on Leadership styles

	Strongly disagree(1)	Somewhat disagree(2)	Neither(3)	Somewhat agree(4)	Strongly agree(5)	Don't Know(99)
Statement 1	0	1	0	2	1	0
Statement 2	0	1	0	1	3	0
Statement 3	1	0	0	1	3	0
Statement 4	1	0	1	3	0	0
Statement 5	2	2	0	1	0	0
Statement 6	2	2	0	1	0	0
Statement 7	1	1	0	2	1	0
Statement 8	0	1	0	4	0	0
Statement 9	0	1	0	4	0	0
Statement 10	1	0	0	2	2	0
Total	8	9	1	21	10	0

The station in charge respondents unanimously agree with statements on aspects of leadership touching on integrity and ethics and team work- statement nos. 2 and 3. These respondents overwhelmingly somewhat agree with statements on professionalism, recognition, welfare and innovation – statement nos. 1, 4, 8 and 9. There is even distribution of respondents in favor of various categories of responses for the remaining aspects of leadership-statements 5, 6, 7 and 10.

It is clearly established that the Forest Rangers are unhappy with ENCOM leadership. The station in charge respondents just like the rest of ENCOM leadership are oblivious of the fact that Forest Rangers working under them are unhappy with their leadership.

4.8 Communication styles

Effective communication establishes good interpersonal and working relationships and facilitates cooperation in an organization. In contrast, ineffective communication can have a negative impact on business relationships, employee performance and organizational efficiency. Pomoni. C. (2011). Hence, there was need to understand the communication process within ENCOM. The study focused on communication practices that enhance Forest Rangers' performance (correctness in actions during the implementation of the conveyed ideas) through enhanced understanding of conveyed ideas. The respondents were asked to indicate the extent they agree with statements related to communication in ENCOM. Tables 4.16 and 4.17 indicate the responses of both the Forest Ranger and Station in charge respondents.

Table 4.16 Extent Forest Ranger respondents agree with statements relating to Communication style.

	Strongly disagree(1)	Somewhat disagree(2)	Neither(3)	Somewhat agree(4)	Strongly agree(5)	Don't Know(99)
Statement 1	15	1	1	4	0	0
Statement 2	14	3	0	1	2	1
Statement 3	9	3	1	3	5	0
Statement 4	9	5	1	4	2	0
Statement 5	11	5	0	5	2	1
Statement 6	9	4	0	2	4	2
Statement 7	11	3	0	4	3	0
Statement 8	11	4	0	4	2	0
Statement 9	12	5	0	2	2	0
Statement 10	3	3	0	9	5	1
Total	104	36	3	38	27	5

The Forest Ranger respondents unanimously disagree with aspects of communication within ENCOM relating to openness and honesty in communication among staff and adequacy and speed of the same. In other aspects of communication strongly disagree remains the modal category of response among this category of respondents only that it's evenly distributed among other choices of response. Somewhat agree is the modal category of response in statement no. 10.

Table 4.17: Extent Station In-charge respondents agree with statements relating to Communication style.

	Strongly disagree(1)	Somewhat disagree(2)	Neither(3)	Somewhat agree(4)	Strongly agree(5)	Don't Know(99)
Statement 1	1	0	0	2	2	0
Statement 2	1	2	1	1	0	0
Statement 3	0	2	0	2	1	0
Statement 4	0	2	0	2	1	0
Statement 5	1	0	0	2	2	0
Statement 6	1	1	0	3	0	0
Statement 7	0	1	0	4	0	0
Statement 8	0	1	0	3	1	0
Statement 9	0	3	0	1	1	0
Statement 10	1	2	0	2	2	0
Total	5	14	1	22	10	0

Among Station in charge respondents there is even distribution of respondents across all categories of responses in some aspects of leadership relating to openness, honesty, adequacy and speed in communication, feedback and upward communication-statements nos. 1, 2, 3, 4 and 5. In aspects relating to formal communication, frequency of communication and clarity of communication (statement nos. 6, 7 and 8) these respondents unanimously somewhat agree. With regard to clarity in communication of ENCOM results (statement no. 9) the modal category of response is somewhat disagree with remaining respondents evenly distributed between somewhat agree and strongly agree. However concerning sharing of views among Forest Rangers (statement no. 10), there was even distribution of responses across all categories of responses except in category 99(Don't know).

It's evident that Forest Rangers lack confidence in ENCOM communication style. On the other hand the stations in charges have mixed reactions about this subject.

4.9 Inferential Statistics

In order to establish the relationship between the various factors and performance of Forest Rangers in Embu County, Pearson product moment correlation analysis was

used. A correlation is a number between -1 and +1 that measures the degree of association between two variables. The correlation coefficient value (r) ranging from 0.1 to 0.29 is considered to be weak, from 0.3 to 0.49 is considered medium and from 0.5 to 1 considered strong. A positive value for the correlation implies a positive. A negative value for the correlation implies a negative or inverse correlation.

The data presented before on Scheme of service, Training and Development, Working Environment, Leadership styles and Communication Style were computed into single variables per factor. Pearson's correlations analysis was then conducted at 95% confidence interval for a two tailed test and the findings were summarized in Table 4.17. The table indicates the correlation matrix between the factors (Scheme of Service, Training and Development, Working Environment, Leadership Styles and Communication Style and the performance of Forest Rangers. According to the table there is a positive relationship between performance of Forest Rangers and Scheme of Service, Training and Development, Working Environment, Leadership Styles and Communication Style of magnitude of 0.578, 0.837, 0.624, 0.702 and 0.683 respectively. The positive relationship indicates that there is a correlation between the factors and the performance of Forest Rangers. This infers that Training and Development has the highest effect on the performance of Forest Rangers, followed by Leadership styles, Communication Style, Working Environment and Scheme of Service in that order on Performance of Forest Rangers.

Table 4.17: Pearson's correlation Matrix

Dependent variables		Performance	Scheme of Service	Training & Devt	Working Environment	Leadership Styles	Communication Style
Forest Rangers' performance	Pearson Correlation Sig.(2-tailed)	1					
Scheme of Service	Pearson Correlation Sig.(2-tailed)	0.578 0.037	1				
Training & Development	Pearson Correlation Sig.(2-tailed)	0.837 0.038	0.418 0.067	1			
Working Environment	Pearson Correlation Sig.(2-tailed)	0.624 0.035	0.055 0.668	0.255 0.424	1		
Leadership Styles	Pearson Correlation Sig.(2-tailed)	0.702 0.047	0.073 0.514	0.583 0.007	0.059 0.649	1	
Communication Styles	Pearson Correlation Sig.(2-tailed)	0.683 0.028	0.385 0	0.356 0.123	0.002 0.989	0.097 0.385	1

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter entails a summary of findings from the responses of the questionnaire items by Station In charges and Forests Rangers; discussion of findings in regard to the literature review and the objectives of the study; recommendations for policy action based on the outcome of the study; suggestions for further studies and contribution of the study to the body of knowledge.

5.2 Summary of the findings

On the Scheme of Service, it was found that Forest Rangers are dissatisfied with the Forest Rangers' Scheme of Service given that 119 (50%) Forest Rangers' responses strongly disagree, 41 (17%) somewhat disagree, 9 (4%) neither, 47 (20%) somewhat agree, 19 (8%) strongly agree, and 3 (1%) don't know. On the other hand, Station in-charge respondents have reservations for the Forest Rangers' Scheme of Service given that 8 (14%) strongly disagree, 10 (18%) somewhat disagree, 1 (2%) neither, 29 (53%) somewhat agree, 7 (13%) strongly agree.

On Training and Development, It was established that a large proportion of Forest Rangers lack in the relevant training required for the performance of their duties and responsibilities. The study established that Paramilitary training, Public Prosecution, Investigation and Forestry related courses (Biodiversity Management, Participatory Forestry Management, Environment Impact Assessment, Fire Fighting) are the most relevant courses for Forest Rangers. Among the Station In-charge respondents Forestry Management and Public Prosecution courses were highly recommended for Forest Rangers. Other courses identified as relevant to Forest Rangers by these respondents include: Paramilitary, Participatory Forest Management, Inspection, Leadership Management, Environment Impact Assessment, Information Technology, Criminology, Fire Fighting and First Aid Courses. Upon further investigations on the award of Training and Development opportunities to Forest Rangers it was established that this' not streamlined resulting to haphazard selection process of Forest Rangers for the Training and Development opportunities.

The researcher went further to find out the extent the respondents agree with the statements related to the award of Training and Development opportunities to Forest Rangers. Among the Station In-charge respondents, 33% of the responses indicate

they strongly disagree (1), 20% somewhat agree (2), none of the responses recorded was neither, neither (3) nor strongly agree (5), 40% of the responses somewhat agree (4) and 7% of the responses don't know (99). On the other hand, 62% of the Forest Ranger responses strongly disagree (1), 9% somewhat disagree (2), 1% were for neither (3), 19% somewhat agree (4), 9% strongly agree and none of the responses, don't know (99). On further investigations the study endeavored to ascertain which Courses Forest Rangers currently need and whether KFS had any plans to offer the courses. The following responses were realized: All the station In-charge respondents (Five of them) alluded that no Forest Ranger had attended a Promotion course that never culminated into a promotion. These respondents indicated that the Forest Rangers currently need courses on Information Technology, Forestry Management, Public Prosecution and Supervisory courses. Even though these respondents strongly feel that there is an immediate need for Forest Rangers to be offered these courses, 60% of these respondents are aware that KFS has no plans of offering the training programs to Forest Rangers. 20%, don't know whether there are any plans or not and a further 20% are aware of KFS' plans to offer these courses to Forest Rangers next year. In addition, to the aforementioned Criminology, Information Technology, Public prosecution, Public relations and Fire Fighting were identified as courses outside the arrangement that would improve Forest Rangers' work performance. On the contrary, Diploma in Human Resource Management was recorded by one respondent as an irrelevant course that has been pursued by some Forest Rangers.

Among the Forest Ranger respondents, 5(23%) have attended a promotion course which never culminated into a promotion. 17(77%) have never attended any promotion courses. 15(68%) of the respondents did not give any reason for their response to this question. 1(4.5%) of the respondents gave lack of transparency in the selection of the participants as a reason for their in attendance to any of the promotion courses that had been organized by KFS. Among the Forest Ranger respondents, 17(77%) of the respondents indicated that KFS has no plans to offer the courses. 1(4.5%) of the respondents indicated that there are plans by KFS to offer the courses within the next five years. In addition to this 4(18%) of the respondents did not comment on this subject. These include: 3(13.6%) of these respondents were of the opinion that some of the courses they pursued/were pursued by their colleagues were irrelevant. The reason being, the courses are unrelated to Forestry. The courses mentioned include: Accountancy, Fire Fighting and Criminology. Conversely, 12

(54.5%) of the respondents were of the opinion that the courses they pursued/were being pursued by their colleagues were relevant. 6(27%) of these respondents did not respond to this question. Furthermore, the researcher found out courses outside KFS' current arrangement that were necessary in improving Forest Rangers' performance. The courses mentioned were as follows and for the following reasons: A Driving course as this will eliminate reliance of ENCOM Officers on civilian drivers who are not available outside office working hours. Also mentioned was Forestry Management. This will improve the understanding of ENCOM Officers on the interrelationship between the plants and animals as well as enlighten them on current conservation trends such as Participatory Forest Management.

In addition, the researcher investigated the relationship between training and career progression in KFS: 7(31.8%) of the Forest Ranger respondents observed that training in KFS enhance skill and knowledge of Forest Rangers which translates to improved aptitude at work thus resulting to promotion. 6(27.8%) of the respondents feel that there is no correlation between training and career progression in KFS because Forest Rangers are not empowered to exercise the newly acquired skills from training. This implies that the trained Forest Ranger continues to perform his/her duties in the same old way even after acquiring new skills. 8(36.4%) of these respondents did not respond to this question. 1(4.5%) of these respondents don't know the relationship between training and career progression. On the other hand, 3(60%) of the Station in charge respondents indicated that there is a correlation between training and career progression since training enhances the Forest Ranger's skills and knowledge thus improving his/her output at work resulting to being promoted. 2(40%) of the respondents indicated that there is no correlation between training of Forest Rangers and their career progression as Forest Rangers' training programs are meant to only enhance their effectiveness in their line of duty. On the contrary, these respondents indicated that there is no correlation between the training programs offered to Forest Rangers and their career progression because Forest Rangers promotions is not dependent on the courses pursued by the Forest Ranger but dependent on his/her commitment to his/her duties and responsibilities. The researcher further established the major challenges in training and development in ENCOM from Forest Ranger respondents, these include: Lack of transparency by the KFS' Training selection team, scarcity of Forest Rangers resulting to nonperformance of duties of Forest Rangers on

training, Inadequate training facilities and equipments, non uniform training methods (time duration, curriculum and training methodology) and lack of adequate funding resulting to, poor diet for participants. According to the station in-charge respondents, the sole challenge in training and development is scarcity of staff.

On working Environment, the study found out that Forest Rangers are unsatisfied with most aspects of their working environment except that of work life balance and tools/equipments of work which they are highly satisfied with. On the converse, Station In charge respondents are fairly satisfied with the Forest Rangers' working environment which they feel is wanting in some aspects.

The Forest Ranger respondents unanimously strongly disagree with the statements relating to the general interaction in a Working Environment. These include: Statement no.1- open, stress free and comfortable work environment. Statement number Two-sensitivity to Forest Rangers' concerns. Statement number three - adequate and quick communication for Forest Rangers and statement number Eight - discrimination on the basis of work culture. In addition to the foregoing a larger proportion of the respondents strongly agree with statements relating to work life balance, tools and equipments for work. These include: Statements numbers Nine, Ten Eleven and Twelve. Nonetheless, the Forest Ranger respondents unanimously strongly disagree with statement number seven on the housing facilities and statement number six on transport. On the other hand, the proportion of respondents who strongly disagree is equal to that that of respondents who somewhat agree with statement number Four; Team work is encouraged among Forest Rangers. However, the Station In charge respondents unanimously somewhat agree with the statements relating to the general interaction in a Working Environment. These include: Statement number one- open, stress free and comfortable work environment. Statement number Two-sensitivity to Forest Rangers' concerns , statement number Three- adequate and quick communication for Forest Rangers, statement number Five on the Supervisors' management style, statement number Seven on the housing facilities and statement number Ten on appropriate technology. For statements numbers six and eight, a larger proportion of these respondents somewhat disagree with statements relating to transport and discrimination on the basis of work culture. In addition to the foregoing a substantial proportion of the respondents strongly agree with statements relating to work life balance and physical location of work place. These include: Statements numbers Nine and Twelve. On the other hand, respondents who strongly agree is equal

to that of respondents who somewhat agree with statements numbers Four and Eleven. These statements relate to Team work and working tools respectively.

On Leadership styles, the study established that Forest Rangers are unhappy with ENCOM leadership. On the other hand, the station in charge respondents just like the rest of ENCOM leadership is oblivious of the fact that Forest Rangers working under them are unhappy with their leadership.

The Forest Ranger respondents unanimously disagree with all aspects of leadership within ENCOM except with the aspect on team work- statement Three, in which all categories of responses are evenly represented. The station in charge respondents unanimously agree with statements on aspects of leadership touching on integrity and ethics and team work- statement numbers Two and Three. These respondents unanimously somewhat agree with statements on professionalism, recognition, welfare and innovation – statement numbers One, Four, Eight and Nine. There is even distribution of respondents in favor of various categories of responses for the remaining aspects of leadership-statements Five, Six, Seven and Ten.

On communication style, the study found out that Forest Rangers lack confidence in ENCOM communication. On the other hand the stations in charges have mixed reactions about this subject. The Forest Ranger respondents unanimously disagree with aspects of communication within ENCOM relating to openness and honesty in communication among staff and adequacy and speed of the same. In other aspects of communication the modal category of response was strongly disagree among this category of respondents even though the respondents are evenly distributed among other categories of response. Somewhat agree is the modal category of response in statement no. 10. Among Station in charge respondents there is even distribution of respondents across all categories of responses in some aspects of communication relating to openness, honesty, adequacy and speed in communication, feedback and upward communication- statements numbers One, Two, Three, Four and Five. In aspects relating to formal communication, frequency of communication and clarity of communication (statement numbers Six, Seven and Eight) these respondents unanimously somewhat agree. With regard to clarity in communication of ENCOM results (statement number Nine) the modal category of response is somewhat disagree with remaining respondents evenly distributed between somewhat agree and strongly agree. However concerning sharing of views among Forest Rangers (statement

number Ten), there was even distribution of responses across all categories of responses except in category 99(Don't know).

5.3 Discussions of the findings

According to a survey conducted by Deloitte, East Africa, (2012) - Kenyan workers pick stability over pay in choice of employers. Factors cited by respondents as important to Kenyan employers looking to attract and retain quality workers for longer are: good relations with the manager/supervisor, integrity of the company, inclusion, recognition of performance, work-life balance and career development in that order. This calls for a lot of literature for better and enhanced understanding in order to assist in Human Resource and Administration policies development of Forest Rangers. This section deals with Scheme of Service of Forest Rangers, Training and Development, Working Environment, Leadership and Communication.

5.3.1 Scheme of Service of Forest Rangers

According to Dennis (2013) it is imperative for an employer to establish policies for administering promotions and managing job advancement. This may include discussing opportunities for advancement during employee performance evaluations or allowing all workers with a given level of experience to apply for executive position openings. In some cases, it may be necessary to recruit from outside the company, but a consistent policy for considering internal candidates can ensure that promotions keep their motivational value.

The study revealed that a majority of Forest Rangers are dissatisfied with the Forest Rangers' Scheme of Service given that 119 (50%) Forest Rangers' responses strongly disagree, 41 (17%) somewhat disagree, 9 (4%) neither, 47 (20%) somewhat agree, 19 (8%) strongly agree, and 3 (1%) don't know. On the other hand, Station in-charge respondents have reservations for the Forest Rangers' Scheme of Service given that 8 (14%) strongly disagree, 10 (18%) somewhat disagree, 1 (2%) neither, 29 (53%) somewhat agree, 7 (13%) strongly agree. Anderson (2013) observed that managerial standards can be a factor in motivating or de-motivating employees, according to technology employment resource Tech Republic. Managerial standards should be in line with the job duties outlined in the job description outlined by human resources. The background of the employee, including their educational history, is also outlined

in a job description. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or than their background have prepared them for can diminish employee performance.

5.3.2 Training and Development

Datta & Ray (1996) in India who observed that Forestry training in India started off as, and continues to be, basically a one-time affair. Forest Service probationers receive formal training in more than 30 subjects, ranging from Botany to Biometry, Ecology, Engineering, Silviculture, Surveying, Wildlife, Wood-based industries, Forest Management and Forest influences, etc. This in itself they observed is a potential problem; they therefore recommended that there is need for specialized training. In addition, they discovered that once graduates return to their work stations to settle on their careers, there are few requirements or opportunities for additional training. A few privileged employees are granted training opportunities but this is more the exception rather than the norm. They observed that the situation is similar for lower-level Forest Officers: after a basic training, a Forest Ranger is eligible for promotion to higher levels without any further training. Furthermore, the one- to three-week length of these courses, their limited availability and poor organization make them only a very timid beginning.

The results of this study established that a large proportion of Forest Rangers lack in the relevant training required for the performance of their duties and responsibilities. It is evident from the results of this study that training of Forest Rangers should be a continuous process, spanning the whole service life of practice. In addition, it is clear that there lacks proper policy on development of Forest Rangers in KFS.

5.3.3 Working Environment

Anderson (2013) observed that an effective employee is a combination of a good skill set and a productive work environment. Many factors affect employee performance that managers need to be aware of and should work to improve at all times to get the maximum performance from employees. This can be achieved through effective employee evaluation. An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the

chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees.

The results of this study established that Forest Rangers are strongly dissatisfied with their working environment despite them enjoying a good work life balance and are satisfied with the tools/equipments of work provided by KFS. Conversely, the Station In charges is unanimously somewhat satisfied with the general Working Environment of Forest Rangers. It is evident from the results of this study that there lacks direct involvement of management into the daily tasks of Forest Rangers and therefore the management and Forest Rangers have lost the connection that is so much needed to achieve set standards of conservation.

5.3.4 Leadership Styles

On Leadership Styles, the results of this study established that Forest Rangers are unhappy with ENCOM leadership. On the other hand, the station in-charge respondents just like the rest of ENCOM leadership are oblivious of the fact that Forest Rangers working under them are unhappy with their leadership. From the results of this study, it is clearly evident that Forest Rangers lack confidence in the people they work for, and seemingly they are unsettled in their work.

According to Nathan, (2011) good leadership ought to clearly define the vision. A vision is a roadmap for employees, and it should be very clear. While it's probably clear to the leadership, it is important to think in terms of how subordinates know it. It is needful to ask them — and don't be surprised if they're unclear or confused. The leadership has to take time to write the vision down, show it to others and when it's clear and concise, post it in places where employees can see it. Everyone ought to be engaged. The leadership need not expect much from employees who don't feel connected. Successful companies you read about today all have lots of ways to get employees at all levels engaged in planning and decision making — that way, they own the things they do. And leaders are always looking to improve what they do. Furthermore, he reiterated the need to stay on course. He asserts that those in leadership shouldn't keep changing things all the time. Sure, there is need to adjust and to update for changing times but it is imperative to come up with sensitive

policies and to keep the ones that work well and constantly amend and update those that don't.

5.3.5 Communication Style

On communication Style, this study found out that Forest Rangers lack confidence in ENCOM's communication Style. On the other hand the Stations in-charges have mixed reactions about this subject. The results of this study clearly indicate that communication in ENCOM is not sufficient to sustain high Forest Ranger motivation and productivity.

According to Arte (2011) communication ought to be frequent and well: The channels of communication used to pass the message should be considered. Written and distributed memos and letters, FAQs, newsletters, training classes, the Internet, regular meetings — all of these should be used to convey the message. He emphasizes on the need to spend time personally asking your employees what they know and think. He reiterates that if the responses show that they are unaware or confused, it is needful to stop and redesign the messages and the ways they are conveyed.

5.4 Conclusions of the study

From the findings of the study it was established that performance of Forest Rangers' was affected by the various factors to varying degrees. On Training and Development, the study established that majority of Forest Rangers lack requisite relevant training and development for their work. This can be attributed to ENCOM division lacking a definite policy on training for its workforce therefore resulting in a curriculum for Forest Rangers service training that has not evolved in response to present-day requirements and the major changes in the orientation of Enforcement in the Kenyan forestry context over the past few decades.

The finding of the study further concludes that Leadership Styles in ENCOM influenced the performance of Forest Rangers to a great extent. This is because Forest Rangers derive their Inspiration and directions from their leadership which translates to their willingness to take risks in the course of their duties as well as carrying out their duties professionally.

The finding of the study further concludes that Communication style influenced the performance of Forest Rangers to a large extent. This owing to the fact that

communication determined the degree of understanding of the conveyed messages and ideas in course of the work undertaking which translates to the degree of success of security operations undertaken by this work force.

The study established that the Working Environment had an effect on the performance of the Forest Rangers. This can be attributed to the dependence of these personnel on team work, tools and equipments of work to carry out their duties successfully.

Finally, the study realized that Scheme of Service has an effect on the performance of Forest Rangers. It reiterates that Forest Rangers with quality work life are more productive than those lacking in quality work life.

5.5 Recommendations

The study recommends a system of continuous dialogue between the Forest stations and KFC-Paramilitary wing. This should enhance an effective feedback system from the various Forest stations countrywide with trained Forest Rangers. This will offer the training school the much needed links with the alumni and the Forest stations countrywide resulting in a mechanism for reporting back to it on the performance of Forest Rangers, or on the relevance of their training once the Forest Rangers report to the Forest Stations. By doing this the institute will be able to regularly redesign and update their training curriculum so as to provide due emphasis to a broad set of natural resource management issues as well.

The study recommends the enactment of a National Forest Policy which will spell out how Forest Ranger training should be structured so as to achieve the objectives laid out in the policy. This will see to it that sufficient criteria is applied in the selection of Instructors for training assignments at the KFC-Paramilitary wing as the quality of Forest Ranger training depends largely on the aptitude and experience of these Instructors. Although the concept of a constant input from the field is valid in terms of training, only officers who have had sufficient exposure to field work and who have experience and a proven aptitude for teaching should be seconded for paramilitary teaching-cum-training job. This selection process could be facilitated by the development of inventories or rosters of suitable ENCOM Officers. Moreover, in

order to ensure the necessary high quality among the permanent teaching faculty, the programs for staff development and trainer training need to be strengthened.

This study recommends that ENCOM leadership should inculcate a culture of giving feedback. For Forest Rangers to effectively embrace this, an open door policy where they feel safe and comfortable to honestly and openly voice their frustrations should be adopted. This will ensure that problems are as clear and detailed as possible. Positive feedback on the part of ENCOM leadership should be through recognition of Forest Rangers. This will make Forest Rangers feel important thus be motivated further.

The study further recommends the restructuring of the curriculum for Forest Rangers this time round through adequate involvement of experts in the field of human resource development, curriculum development, pedagogy etc. Involvement of ENCOM Officers is certainly necessary to understand and appreciate the problems and priorities of the division, this mix will realize enhanced decision making on the conceptualization and development of the education programs.

This study further recommends that the overlap of the many Acts touching on Forestry (e.g. EMCA Act, Water Act, Wildlife Act, Agriculture Act,) need harmonization to alleviate the uncertainty and confusion between the various Enforcement agencies as to who is responsible for enforcing what laws and where.

In addition to the aforementioned the study recommends that ENCOM ought to develop regular training schedules that keep Forest Rangers updated on emerging conservation trends and gives pertinent information for Forest Rangers to do their jobs as well as upgrading their equipment to make sure that Forest Rangers have the most efficient technology available to do their work.

5.6 Recommendations for Further Study

This study focused on the factors that influence the performance of Forest Rangers in Embu County. However, Forest Rangers across the country face other challenges besides what is found out in this study. This study therefore recommends that another study be conducted on the Forest Rangers in the various Ecosystem Conservation Areas to allow for generalization of findings to all Forest Rangers in Kenya.

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APPENDICES

APPENDIX I: Forest Ranger respondents' Questionnaire.

INSTRUCTIONS

The questionnaire takes 30 minutes to fill. All questions should have only one answer. Please answer these questions as honestly as possible. Write your responses in the spaces provided. Please don't write your name on the questionnaire.

A. Demographic Information.

i. Station:

ii. What is your gender?

Male

Female

iii. Your age range

1. 18-24 2. 25-30 3.
31-44

4. 45-50 5. Above 50

iv. How many years have you worked at KFS?
.....

B. Scheme of service of Forest Rangers and their work performance

To what extent do you agree with the following statements regarding Scheme of service of Forest Rangers and their work performance?

i. I am fully aware of KFS Human Resources (HR) Policies and Procedures Manual.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ii. I have a copy of the KFS HR Policies and Procedures Manual (Code of Conduct).

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iii. KFS management has made enough effort to make the Forest Rangers understand the HR Policies and Procedures Manual (code of conduct).

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iv. The management always follows KFS HR Policies and Procedures while handling Forest Rangers matters.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
-

99 Don't know

- v. Recruitment and selection processes at KFS are transparent, fair and in line with the HR Policies and Procedures.

1 Strongly disagree
2 Somewhat disagree
3 Neither
4 Somewhat agree
5 Strongly agree
99 Don't know

- vi. KFS is an equal opportunity employer.

1 Strongly disagree
2 Somewhat disagree
3 Neither
4 Somewhat agree
5 Strongly agree
99 Don't know

- vii. Promotions of Forest Rangers are always transparent and done on merit?

1 Strongly disagree
2 Somewhat disagree
3 Neither
4 Somewhat agree
5 Strongly agree
99 Don't know

- viii. KFS management always handles Rangers' disciplinary issues transparently and according to the laid down procedures in the HR Manual?

1 Strongly disagree
2 Somewhat disagree
3 Neither
4 Somewhat agree
5 Strongly agree
99 Don't know

- ix. I am satisfied with the terms and conditions of service at KFS.
- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know
- x. My salary and benefits are commensurate with my duties and responsibilities.
- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know
- xi. I am satisfied with the grading system at KFS.
- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

C. Training and Development.

To what extent do you agree with the following statements regarding Training and development of Forest Rangers?

- i. All Ranger training and development activities at KFS are always done transparently according to the KFS HR manual.
- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ii. KFS is good at identifying individual training needs.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iii. Which Courses are relevant for your current job? a

.....

b.....c.....
.....

iv. Which among the relevant courses have you attended and when?

Course Date

- a.
- b.
- c.

v. KFS will usually promote the right ENCOM Officers from within the organization before hiring people from outside.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

vi. Have you attended a promotional course in KFS and you were not promoted?
(Yes/NO) What was the reason?

.....

vii. Which training programs do you need currently?

.....

Are there plans for the course(s)?(Yes/NO) When?

.....

- viii. In your view are there courses that you or your colleagues may have attended that you consider irrelevant? (YES/NO) Please explain, giving examples.....
.....
.....
.....
- ix. In your view, what is the relationship between training and careers progression? Explain.....
- x. Which other courses outside the current arrangement do you think may be necessary to improve your work and why/how?
.....
.....
.....
.....
- xi. What are the major challenges in Training and Development for your cadre?
.....
.....
.....
.....

D. Working Environment

To what extent do you agree with the following statements regarding working environment of Forest Rangers?

- i. KFS management has created an open, stress free and comfortable work environment for Forest Rangers.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ii. KFS management is sensitive to Forest Rangers' concerns.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iii. KFS management has ensured adequate and quick communication for Forest Rangers while at work.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iv. Team work among Forest Rangers is encouraged and recognized by the leadership of KFS.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

v. My supervisor treats all team members equally, cordially, fairly and with respect.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
-

99 Don't know

vi. I am satisfied with the transport facilities for Forest Rangers offered at KFS.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

vii. I am satisfied with the housing facilities for Forest Rangers offered at KFS.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

viii. Forest Rangers face discrimination on the basis of their work culture.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ix. I can keep a reasonable work balance between work and personal life.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither

- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

x. KFS is making appropriate use of technology to improve efficiency.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

xi. I am provided with adequate basic working tools for example fire arms, uniforms.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

xii. The physical location of my work place is reasonably convenient.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

E. Leadership Styles.

To what extent do you agree with the following statements regarding ENCOM Division's Leadership?

i. The leadership of ENCOM always adheres to scientific principles and professionalism in the Forest protection.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ii. The leadership of ENCOM Division always encourages integrity and ethics to guide the conduct of daily business at the Division.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iii. The leadership of ENCOM Division always encourages teamwork and partnerships.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iv. The leadership of ENCOM Division always encourages, pursues and rewards meritocracy in all businesses of ENCOM Division.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

v. The leadership of ENCOM Division always encourages and rewards creativity and innovation by its Forest Rangers.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

vi. The leadership of ENCOM Division always encourages and rewards creativity and innovation by its Forest Rangers.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

vii. The leadership of ENCOM Division seeks Forest Rangers' opinions in their decision making process on ENCOM matters.

- 1 Strongly disagree

- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

viii. The leadership of ENCOM Division is sensitive to Forest Rangers concerns.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ix. The leadership of ENCOM Division recognizes and makes use of its employee's abilities and skills.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

x. The leadership of ENCOM Division always upholds accountability and transparency while managing the Division and its resources.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
-

99 Don't know

F. Communication Style.

To what extent do you agree with the following statements regarding Communication?

i. ENCOM Division believes in open and honest communication among staff.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

ii. There is adequate and quick communication within ENCOM Division.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iii. Feedback is always communicated promptly within ENCOM Division.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

iv. There is adequate and quick communication between departments within ENCOM Division.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

v. Upward communication is encouraged at ENCOM Division.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

vi. I learn about what is going on in ENCOM Division through formal communication than grapevine.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree
- 5 Strongly agree
- 99 Don't know

vii. ENCOM Division always communicates with Forest Rangers whether there is a problem or not.

- 1 Strongly disagree
- 2 Somewhat disagree
- 3 Neither
- 4 Somewhat agree

5 Strongly agree

99 Don't know

viii. ENCOM Division decisions are clearly communicated to the Forest Rangers.

1 Strongly disagree

2 Somewhat disagree

3 Neither

4 Somewhat agree

5 Strongly agree

99 Don't know

ix. ENCOM Division results are clearly communicated to the Forest Rangers.

1 Strongly disagree

2 Somewhat disagree

3 Neither

4 Somewhat agree

5 Strongly agree

99 Don't know

x. Forest Rangers share views before taking collective actions to get the jobs done.

1 Strongly disagree

2 Somewhat disagree

3 Neither

4 Somewhat agree

5 Strongly agree

99 Don't know

APPENDIX II: Station in-charge respondents Questionnaire.

INSTRUCTIONS

The questionnaire takes 30 minutes to fill. All questions should have only one answer. Please answer these questions as honestly as possible. Write your responses in the spaces provided. Please don't write your name on the questionnaire.

A. Demographic Information.

v. Station:

vi. What is your gender?

Male

Female

vii. Your age range

1. 18-24 2. 25-30 3. 31-44

4. 45-50 5. Above 50

viii. How many years have you worked at KFS?
.....

B. Information relating to performance of forest rangers on monthly basis

ACTIVITY	UNITS	TARGET	ACHIEVEMENT	Cumulative Achievement	REMARKS
Highway Patrol	No				
Fire Arms Inspection	No				
Forest Inspection	No				
Security Operation(Firefighting)	No				
Security Operations to cover Forest Land from illegal activities	Ha				
Security Operations to recover Forest Land from Narcotics growing	Ha				
Intelligence gathering(market survey)	No				
Cases Taken to court	No				
Cases Prosecuted					
Cases Finalized	No				
Cases Pending	No				
Parades	No				
Provision of security to KFS Property/Installations	Man days				

C. Scheme of service of Forest Rangers and their work performance

To what extent do you agree with the following statements regarding Scheme of service of Forest Rangers and their work performance?

- i. I am fully aware of KFS Human Resources (HR) Policies and Procedures Manual.
 - a. 1 Strongly disagree
 - b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know

- ii. I have a copy of the KFS HR Policies and Procedures Manual (Code of Conduct).
 - a. 1 Strongly disagree
 - b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know

- iii. KFS management has made enough effort to make the Forest Rangers understand the HR Policies and Procedures Manual (code of conduct).
 - a. 1 Strongly disagree
 - b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know

- iv. The management always follows KFS HR Policies and Procedures while handling Forest Rangers matters.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

v. Recruitment and selection processes at KFS are transparent, fair and in line with the HR Policies and Procedures.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vi. KFS is an equal opportunity employer.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vii. Promotions of Forest Rangers are always transparent and done on merit?

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

viii. KFS management always handles Rangers' disciplinary issues transparently and according to the laid down procedures in the HR Manual?

- a. 1 Strongly disagree

- b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know
- ix. I am satisfied with the terms and conditions of service at KFS.
- a. 1 Strongly disagree
 - b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know
- x. My salary and benefits are commensurate with my duties and responsibilities.
- a. 1 Strongly disagree
 - b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know
- xi. I am satisfied with the grading system at KFS.
- a. 1 Strongly disagree
 - b. 2 Somewhat disagree
 - c. 3 Neither
 - d. 4 Somewhat agree
 - e. 5 Strongly agree
 - f. 99 Don't know

D. Training and Development.

To what extent do you agree with the following statements regarding Training and development of Forest Rangers?

- i. All Ranger training and development activities at KFS are always done transparently according to the KFS HR manual.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

ii. KFS is good at identifying individual training needs.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

iii. Which Courses are relevant for Forest Rangers current job? a

.....

b.....c.....

.....

iv. Which among the relevant courses have Forest Rangers under you attended and when?

- | a. Course | Date |
|-----------|------|
| b. | |
| c. | |
| d. | |

v. KFS will usually promote the right ENCOM Officers from within the organization before hiring people from outside.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

- vi. Have Forest Rangers in your station attended a promotional course in KFS and were not promoted? (Yes/NO) What was the reason?
.....
- vii. Which training programs do you need currently?
.....
Are there plans for the course(s)?(Yes/NO) When?
.....
- viii. In your view are there courses that Forest Rangers may have attended that you consider irrelevant? (YES/NO) Please explain, giving examples.....
.....
.....
- ix. In your view, what is the relationship between training and careers progression for Forest Rangers? Explain.....
- x. Which other courses outside the current arrangement do you think may be necessary to improve Forest Rangers work and why/how?
.....
.....
.....
.....
- xi. What are the major challenges in Training and Development for those in disciplined cadre?
.....
.....
.....

E. Working Environment

To what extent do you agree with the following statements regarding working environment of Forest Rangers?

- i. KFS management has created an open, stress free and comfortable work environment for Forest Rangers.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

ii. KFS management is sensitive to Forest Rangers' concerns.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

iii. KFS management has ensured adequate and quick communication for Forest Rangers while at work.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

iv. Team work among Forest Rangers is encouraged and recognized by the leadership of KFS.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

v. My supervisor treats all team members equally, cordially, fairly and with respect.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vi. I am satisfied with the transport facilities for Forest Rangers offered at KFS.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vii. I am satisfied with the housing facilities for Forest Rangers offered at KFS.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

viii. Forest Rangers face discrimination on the basis of their work culture.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

ix. I can keep a reasonable work balance between work and personal life.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

x. KFS is making appropriate use of technology to improve efficiency.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

xi. I am provided with adequate basic working tools for example fire arms, uniforms.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

xii. The physical location of my work place is reasonably convenient.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither

- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

F. Leadership Style.

To what extent do you agree with the following statements regarding ENCOM Division's Leadership?

- i. The leadership of ENCOM always adheres to scientific principles and professionalism in the Forest protection.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

- ii. The leadership of ENCOM Division always encourages integrity and ethics to guide the conduct of daily business at the Division.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

- iii. The leadership of ENCOM Division always encourages teamwork and partnerships.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree

- e. 5 Strongly agree
- f. 99 Don't know

iv. The leadership of ENCOM Division always encourages, pursues and rewards meritocracy in all businesses of ENCOM Division.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

v. The leadership of ENCOM Division always encourages and rewards creativity and innovation by its Forest Rangers.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vi. The leadership of ENCOM Division always encourages and rewards creativity and innovation by its Forest Rangers.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vii. The leadership of ENCOM Division seeks Forest Rangers' opinions in their decision making process on ENCOM matters.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

viii. The leadership of ENCOM Division is sensitive to Forest Rangers concerns.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

ix. The leadership of ENCOM Division recognizes and makes use of its employee's abilities and skills.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

x. The leadership of ENCOM Division always upholds accountability and transparency while managing the Division and its resources.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree

- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

G. Communication Styles.

To what extent do you agree with the following statements regarding Communication?

- i. ENCOM Division believes in open and honest communication among staff.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

- ii. There is adequate and quick communication within ENCOM Division.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

- iii. Feedback is always communicated promptly within ENCOM Division.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

iv. There is adequate and quick communication between departments within ENCOM Division.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

v. Upward communication is encouraged at ENCOM Division.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vi. I learn about what is going on in ENCOM Division through formal communication than grapevine.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

vii. ENCOM Division always communicates with Forest Rangers whether there is a problem or not.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree

- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

viii. ENCOM Division decisions are clearly communicated to the Forest Rangers.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

ix. ENCOM Division results are clearly communicated to the Forest Rangers.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

x. Forest Rangers share views before taking collective actions to get the jobs done.

- a. 1 Strongly disagree
- b. 2 Somewhat disagree
- c. 3 Neither
- d. 4 Somewhat agree
- e. 5 Strongly agree
- f. 99 Don't know

APPENDIX III: Letter of Transmittal

UNIVERSITY OF
NAIROBI.

EMBU SUB-CENTRE.

P.O BOX 30197,

NAIROBI.

25TH JULY 2013

EMBU COUNTY FOREST COORDINATOR.

KENYA FOREST SERVICE.

P.O. BOX 257,

EMBU.

Dear. Sir,

RE: RESEARCH ON FACTORS INFLUENCING PERFORMANCE OF
EMPLOYEES IN KENYA FOREST SERVICE: A CASE OF FOREST
RANGERS IN EMBU COUNTY.

I am a Post graduate student at the University of Nairobi pursuing a Master of Arts degree in Project Planning and Management. I am undertaking a research on the above mentioned subject in Embu Forest County.

Five work stations under your jurisdiction namely: Runyenjes division, Njukiiri Forest station, Irangi Forest station, Embu Forest County office and Mbeere Zonal Forest office have been selected for the study. The information given will be used for purposes of this study and will be treated with utmost confidentiality. Your co-operation in allowing the researcher collect data in the above mentioned work stations will be highly appreciated.

Yours faithfully,

Noah Isaka Otieno Onyango

