

**TRANSFORMATION OF GOVERNMENT DEPARTMENTS INTO PARASTATALS
AND THEIR EFFECTS ON ORGANIZATIONAL PERFORMANCE: A CASE OF
KENYA FOREST SERVICE**

BY

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RESOURCE DEVELOPMENT**

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DECLARATION

Declaration By The Candidate

I the undersigned, declare that this thesis is my original work and has not been presented to any other University or institution for award of degree or academic credit. No part of this thesis should be reproduced without my consent and/or that of Moi University.

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DEDICATION

To my mother Mary, Virgin and mother of God and her chaste spouse St. Joseph.

ACKNOWLEDGEMENT

I wish to acknowledge Prof. Richard Musebe, Prof Leonard S. Mulongo and Mrs. Jemimah Ombongi for the support and guidance they offered me in the process. I am grateful to them.

May the good Lord bless you abundantly

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
CPA (K)	Certified Public Accountants (Kenya)
EMCA (Act)	Environment Management & Coordination Act
IHRM (K)	Institute of Human Resource Management (Kenya)
KFS	Kenya Forest Service
KWS	Kenya Wildlife Service
KWTA	Kenya Water Towers Agency
NARC	National Rainbow Coalition
NTZDA	Nyayo Tea Zones Development Authority

OPERATIONAL DEFINITION OF TERMS

Resistance to change Resistance is an action comprised of employee behavior that is willingly designed to discredit, delay, or prevent the implementation of work change.

Reward This is payment made to employees in accordance with their value to an organization. It is comprised of both financial and non-financial rewards and embraces the strategies, policies, structures and processes used to develop and maintain reward systems.

Succession Planning This is identifying future potential leaders to fill in key positions in an organization.

Training & Development Training and development has been defined as “a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity, behavior, through a learning experience to achieve effective performance.

Organizational Performance An analysis of how the output of an organization compared to set goals and objectives. Emphasis is placed in how well an organization is doing financially as well as effective use of human and other resources for better service delivery

ABSTRACT

Organizations are restructured to suit environments due to internal and external forces. Kenya Forest Service was formed to improve service delivery, increase performance and generate income to support itself. The Service has had challenges in its transition and envisioned performance and benefits are yet to be realized. Purpose of the study was to evaluate the effect of transformation on performance of Kenya Forest Service. The study was guided by the following specific objectives; to find out whether rewards affect organizational performance, to establish the effects of succession planning on organizational performance, to assess the effects of employee resistance to change on organizational performance and to analyze the impact of training and development on organizational performance. Descriptive research design was used for the study. The target population for the study was 407 employees of Kenya Forest Service. From the target population, a sample size of 122 respondents was selected through simple and stratified random sampling. The study used primary data collected using questionnaires with open and closed ended questions. Data was analyzed using descriptive statistics. The study revealed that rewards positively affect and inspire organizational performance. Outgoing officers were objectively involved in identification process of successors shown by a mean score of 3.719. In addition, outgoing officers cooperate with successors through mentoring as per mean score of 3.532. Study found out that resistance to change negatively affects organizational performance. The study concludes that while availability of funds and increments structure is used in awarding of pay, competence and performance should be considered. Further, human resources in KFS do not have visible programs to support smooth transition on succession. The study concludes that training assists employees in KFS to perform their roles better. The study recommended that KFS should improve allowances and salaries to motivate staff to improve quality of service delivered. In addition, Human Resource department should have visible programs supporting smooth transitions for succession.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter delved into the background of the study centering on change process and its relationship to organizational performance. The background of the organization is also explained. These two link to the problem statement. The researcher has come up with objectives of the study that she hopes to address by generating questions to know the answers to the objectives. General observations of the independent variables have been explained with regards to their perceived linkage to the dependent variable. Finally, the chapter goes on further to explain the significance and limitations of the study while giving the solutions to the same.

1.2 Background of the Study

Every organization whatever its size undertakes the change process as a vital step and agrees that it is the way for organization to take so as to progress in whatever sector the organization may be in. It is increasingly necessary for organizations to adopt new technologies, structures, processes, cultures, and procedures to meet the demands of stiffer competition. Organizations look to the human resource department for the skills guidance to facilitate and help in the implementation of change. To ensure that the right skill, procedure, technology, structures, culture, processes and competencies are available at the appropriate time, the human resource department must anticipate change, implement it and help enhance organizational performance. Patterson et al (1997) found

that improved organization performance is as a result of various HR practices one of which is flexibility in operations, structures, technology and people.

Every person with direct responsibility for the performance of others has a human resource function to fulfill and much of the focus of attention in recent years has been on 'leadership' by gaining the commitment of staff to the organizations objectives at the level of the work-team. This is an important aspect of managing people, but it is not the only one and Mercer (2004) describes the main aspects inspiring performance as people, work processes, organizational structure, rewards, information and technology which is profoundly part of the change process.

Much of the pressure nowadays comes from top managements insistence on meeting customers' needs first and coordinating team efforts with that goal in mind before all else. There is also increasing pressure on managers to achieve goals with minimum staff costs as part of improved organizational performance. Issues such as better rewards, racial equality, health and safety at work requirements, employee rights to detailed grievance and disciplinary procedures all combine to make modern management a more codified business than in earlier times. Due to these factors which are posed by the internal and external factors, the organization is left with no choice but to seek the best strategies for implementation of change.

The environment with its dynamism has forced the organizations to stop doing business as usual and up their game in all their operations (Newstrom & Davis, 2002). They further state that the change process that eventually leads to implementation has left a lot of organizations in tight spots because nothing is static and the process of implementation

is a headache to HR practitioners and top management because the process is delicate as parties try to balance the process while ensuring that the organization's performance is not compromised.

It is against this background that organizations need to take the change process seriously because it leads to improved organizational performance and going concern as is the desire of every organization. This is no small talk but a daunting and challenging task for HR and other managers concerned. The government is undergoing a paradigm shift from business as usual as was in the past to that of efficient service delivery and improved performance. This has therefore resulted in a lot of activity in the setting up of new parastatals that are slowly replacing departments in the mainstream government due to enactments of Acts in the parliament. One such case is that of Kenya Forest Service formed through the enactment of a parliamentary legislation, Forest Act No. 7 of 2005, which is mandated with the sustainable management of forest and forest resources. It is intended that the organizational performance will improve and the change process is being closely monitored to assess the impact of change in the performance.

1.3 Background of the Organization

The Kenya Forest Service (KFS) was established by an act of Parliament as a body corporate under the Forest Act, 2005, to provide for the establishment, development and sustainable management, including conservation and rational utilization of forest resources for the socio-economic development of the country. Its mandate however, has a heritage dating back more than one hundred years. The first articulation, through legislation, was in 1891 and dealt with protection of mangrove swamps of Vanga Bay. This beginning set the stage for serious initiatives to enhance protection and development

of forests as a resource through successive legislations, supporting regulations, as well as policy formulation in the decades that followed.

The Kenya Forest Service is operating from various national policy papers and legislations. This includes the New Forest Act No. 7 of 2005 which commenced on 2nd February 2007, the draft Forest policy, the Kenya Forestry Master Plan and the Environment Management and Co-ordination Act (EMCA 1999). The Service also recognizes other statutes related to natural resource management in Kenya and international conventions to which the country is a party. It was formerly a department under the Ministry of Environment and natural resources and as it goes through the change process, it is delinking itself from the mother ministry as it aims to be autonomous to improve on service delivery. A lot of changes are currently happening in terms of culture change, structures, capacity building, technology, procedures and processes. The change process has been advocated for by stakeholders and the board of directors and is cascading slowly to the over five thousand staff based countrywide. It is envisaged that this will go a long way in improving performance centered on service delivery to both the public and private sectors whilst improving accountability, transparency as well as revenue collection having been declared an autonomous organization.

1.4 Statement of the Problem

Scholars and leaders of the world today say that the greatest threat to the society and the world today is not religious terrorism but environmental terrorism as countries and peoples fight for the disappearing environmental resources (Clinton, 2008). When the

Alfred Nobel peace prize was awarded to the late Prof. Wangari Maathai, many wondered what peace had to do with resources but slowly have come to the realization that wars are being waged in the environmental sphere. Communities in our country and countries are constantly fighting for environmental resources.

The forest sector therefore plays a vital role in the livelihoods of the Kenyan population through provision of invaluable forest related goods and services e.g. water, air, wood, energy and other non-forest products. Hence a lot needs to be done to increase the current forest cover in Kenya of 7% to 10% by the year 2030. This has become a daunting task and poses a risk to the environment and continuity of life as deserts would start to form slowly in the years to come due to affected climate patterns.

With the ushering in of the new National Rainbow Coalition (NARC) government over ten (10) years ago, there emerged an emphasis on change and a paradigm shift on how the civil and public institutions should be managed. This has necessitated change for improved service delivery and every chief executive officer in whatever public institution is being put on their toes to perform and be accountable for the success of the organization. Employment tenure for the managers is now pegged on performance. The previous Parliament was active in assisting in this paradigm shift process by passing Acts and Bills in parliament that were geared towards organizations becoming autonomous. Departments are being hired from the mainstream government and being formed into parastatals. Kenya Forest Service is such one organization, originally a department in the Ministry of Environment and Natural Resources but currently under the Ministry of

Environment, water and Natural Resources. These organizations are experiencing a shift in the way work was previously done and a lot is expected of them in terms of performance and delivery of service from the citizens who are emboldened by the slogan

“Huduma Bora ni Haki Yako”.

Keith Davis et al (2002) in his book “Organizational Behavior”; *Change and its Effects*, states that change is inevitable and to survive, organizations need to decide not whether to change, but when and how to make it occur most successfully. Kenya Forest Service has come up with a strategic plan and a service charter as one of the ways of improving performance as part of the change that has been embraced with the directive of the government that such be in place. However performance has been wanting.

Kenya Forest Service has been blamed on non-performance notwithstanding that 8 years have now passed since its inception. Wanton destruction of forests through logging and forest fires has reduced the percentage tree cover under the supervision of its own officers. Corruption and poor management coupled with negative organizational culture spanning over 100 years has resulted in poor transition/change. This resulted in the formation of another parastatal under the office of the former Prime Minister Hon. R. Odinga and named Kenya Water Towers Agency (KWTA) to manage the five water towers which are Mt. Kenya, Aberdare Forests, Mt Elgon, Cherangany Hills and the Mau Forests. This was as a result of the near total destruction of Mau Forest which was not only affecting the livelihoods of Kenyans but also of other East African countries like Tanzania which rely on some of the rivers flowing from the Mau Complex. The mandate of KWTA formed in 2010 just a few years after that of KFS is protect the water towers

yet this is also the mandate of KFS which means that the mandates of both corporations are running parallel to each other and are therefore a duplication of responsibilities. Recently, the president of Kenya, His Excellency Uhuru Kenyatta appointed a State Corporations Reforms committee to look into the affairs of all parastatals primarily to check on performance, efficiency and reduction of costs. This committee has recommended among others, a merger between KFS, Kenya Water Towers Agency, Kenya Wildlife Service and Nyayo Tea Zones Development Authority citing a duplication of duties and wastage of costs that can be shared as well as increased efficiency. The Service has yet to improve its forest cover which is low at 6% and increasing at a short pace. Forest land has not increased for the Service to get the extra percentage for forest cover and further, extension services have now been devolved to the counties even as the Service remains at the National level. News for the merger in these corporations have been received negatively as individual corporations seek to continue their operations as usual.

During the Service' tenure as a forest department spanning 100 years, the department was characterized by poor pay, corruption, destruction of forests, poor management, negative culture and demotivated staff. The Service with new management has tried to address some of the issues however performance and service delivery has been wanting. This study is therefore aimed at seeking answers on why organizational performance has not improved even with the implementation of the change process and how the Service can improve itself and show reason why it can continue as an autonomous institution to achieve the mandate it was created to achieve.

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of the study was to establish the effects of transformation on organizational performance in state corporations.

1.5.2 Specific Objectives

The specific objectives of the study were:

- i. To determine whether rewards affect organizational performance.
- ii. To establish the impact of succession planning on organizational performance.
- iii. To determine whether training and development has an impact on organizational performance.
- iv. To examine the effects of resistance to change on organizational performance.

1.6 Research Questions

The following research questions guided the study at Kenya Forest Service.

- i. Do rewards affect organizational performance?
- ii. To what extent does succession planning influence organizational performance?
- iii. What is the effect of resistance to change on organizational performance?
- iv. To what extent does training and development affect organizational performance?

1.7 Significance of the Study

The aim of the study was to examine the impact of change and transformation on organizational performance at Kenya Forest Service so as to offer critical evaluation on what affects organizational performance. The study would guide the top management and the board in proper implementation of change that would lead to enhanced organizational performance. The study will also assist human resource practitioners to carry out change in any organization. Lastly, in this era that the government is emphasizing service delivery and establishing new state corporations, the study will assist upcoming state corporations on the best way of implementing change and lead to increased and better organizational performance.

1.8 Limitations of the Study

Kenya Forest Service is a field based organization whose offices are spread all over the country and as such it is not possible to reach all the staff spread in the country. The population of the study was therefore limited to concentration of staff currently deployed at the headquarters. However all staff cadres, as approved by the schemes of service, were well presented at the headquarters and therefore represented the entire organization in terms of sampling for data collection. The organization being field based has a lot of travel assignments for staff and this could hamper getting the questionnaires back in time. The survey was planned in liaison with the heads of divisions to get the travel schedules, which guided the distribution and collection of the data collection tools. In organizations where the change process was being done, staff could be reluctant to give information.

This was circumvented by assuring respondents confidentiality of the information they gave. This was further strengthened by the introductory letter issued by the University.

1.9 Scope of the Study

The study focused on Kenya Forest Service headquarters at Karura Forest, off Kiambu Road in Nairobi, Kenya. Out of the population, a representative sample was chosen across the staff categories made up of top management, senior management, middle management, supervisors and operational staff. The study majored on examining the impact of transformation and or change on organizational performance. Findings from the organization were taken to be representative of the whole organization. The study took a period of 8 months.

1.10 Conceptual Framework

The framework below is an illustration of various independent variables and the main dependent variable which are further introduced in Chapter 1 and later discussed in Chapter 2 in detail. The figure shows the relationship between the independent variables with regards to the dependent variable

Independent variables
variable

Dependent

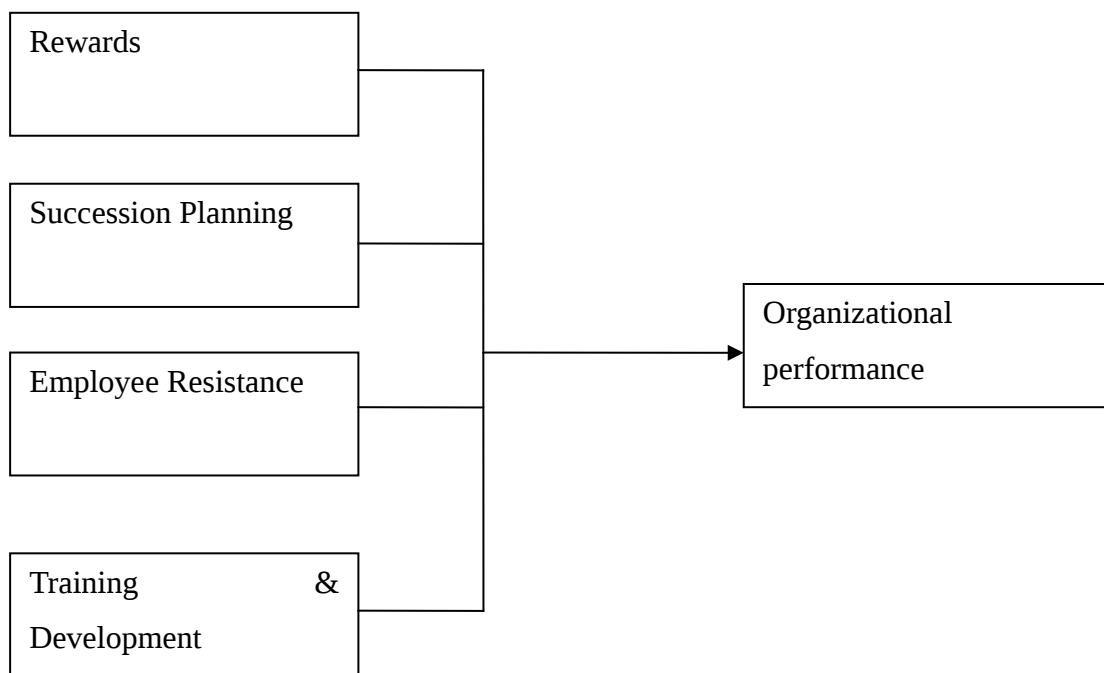


Figure 1.1: Conceptual Framework (Flow map)

Source: Author (2014).

1.10.1 Rewards

Rewards are one of the most under-utilized and mishandled managerial tools for driving organizational performance. This is because they are mainly seen as costs and not investments that can drive organizational performance if well applied. These are needed for not only motivating and challenging the employees, but to make them perform even better and enjoy what they do at work while being compensated. Strategies for rewards should include provision of an equitable pay system, equal pay for work of equal value, paying for performance, competence, skill or contribution, financial and non-financial rewards which are aimed at improving organizational culture (Robbins and Coulter (2008) . Change brings about review of work processes and with it reviewed rewards and as a result, reward policies are out in place and are aimed at improving the organizational performance. These rewards are both financial and non-financial and form a healthy mix of what can be used to improve organizational performance in the process of change. In the previous dispensation when the Service was a Department, the salary and allowances that staff used to earn were not competitive and were therefore not a motivator to performance. A forester for example earned less than Kshs 50,000/- while managing indigenous trees and plantations worth billions of shillings and that is in one forest station only. The same type of salary cascaded to the lowest level of staff including those manning/guarding the forest and other support staff. Salaries were therefore an inhibitor of performance which could have contributed to illegal logging and forest destruction.

1.10.2 Succession Planning

Succession planning is the process of assessing and auditing the talent in the organization in order to have enough potential successors available that have the right skills and attributes to drive the organization in the future. Succession planning is based on the information supplied by talents audits, supply and demand forecasts, performance and potential reviews (Armstrong, 2006).

However, Hirsh (2000) points out that the focus of succession planning has shifted from identifying successors for posts towards providing for the development of those successors by creating 'talent pools'. This is because it is difficult in the changeable environment in which most organizations exist to predict succession requirements. Organizations fear that too much talk of careers gives employees unrealistic expectations of promotions. It can be difficult to feel no one wants to talk about their careers prospects and the organization would secretly like them to stay just where they are. This situation leads to frustration and demotivation which in turn affects performance.

Organizations are looking at succession planning to enable them improve the filling up of key posts, support active development of longer term successions, generation of information through a regular audit of the talent pool within the organization and finally fostering a corporate culture through development of groups of people who are seen as a corporate resource to increase performance. In the case of the Service, 99 % of the staff were seconded from the Ministry. There were concerns on succession issues. Some of the staff opted to remain in the Ministry causing problems in institutional memory especially

for key areas such as survey and mapping sections which are concerned with issues of forestry boundaries. This affected performance especially when there were disputes with communities living near the forest land. Another point to note is the issue of career progression and promotions, this depended largely on lobbying and corruption which discouraged workers who performed hard and were not recognized for their efforts leading to inefficiencies and low morale for a workforce that was to perform.

1.10.3 Resistance to change

People resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards. Resistance to change usually implies that management is always rational in changing its direction and that employees are emotional and irrational in not responding in the way they should. But if an individual is going to be worse off, explicitly or implicitly when the proposed changes have been made, any resistance is entirely rational in terms of his/her own best interest. The interests of the organization and the individual do not always coincide and this is so because the main reasons among others that cause resistance are the shock of the new, economic and symbolic fears, change of status, inconvenience and uncertainty.

Resistance will comprise of employee behavior that is willingly designed to discredit, delay, or prevent the implementation of work change. This is because employees feel threatened however; this feeling can be reduced with proper implementation that can lead to improved organizational performance. As with most organizations which do not

exclude the Service, resistance was experienced somewhat as the new institution came to overhaul a department that had existed for more than 100 years. Being the oldest in the government, systems were not to change overnight. It took a lot of sensitization and creation of awareness to try and change mindsets meanwhile performance was affected. In the findings, most of the respondents felt that the transition was only moderately carried out and should have been done in a better manner and further they were not involved in the process which is a recipe for sabotage resulting to non-performance.

1.10.4 Training and Development

Training has been defined as “a planned process to modify attitude, knowledge or skill behavior through learning experiences to achieve effective performance in an activity (Armstrong, 2009). Training is essentially concerned with short-term performance of the job or task in hand. As such, it provides the preparation to undertake specific requirements by, usually, the development of particular skills. For example, it may include training to use a new piece of equipment or a new computer application, or to improve letter writing or report writing skills. It may also be linked to development plans, for the individual and/or the organization, in which case it may be applied to assist with career growth and the building of skills, which may or may not be immediately required but will be in the future.

The Manpower Services Commission (1981) defined development as “the growth or realization of a person’s ability, through conscious or unconscious learning”. Thus development is more concerned with long-term individual or organizational development

than short-term performance, although it encompasses this. It emphasizes on continuous learning and growth. For the organization, it provides a focus to plan its own future through its human resources. Organizational performance can only be achieved if proper training and development is identified and planned for. Some of the training and development challenges that were experienced by the Service when still a department still exist today and this include, lack of funds, irrelevant courses and lack of an environment for transfer of learning and this negatively affects performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews literature that is relevant with the effects of change management and the impact they have on the overall organizational performance. The chapter compares the views of different authors on the same topics as well as other sources of literature that are concerned with the study. The chapter provides a theoretical framework which presents relevant information on some of the effects of change and how they impact on performance and ways that can be used to mitigate poor performance and will constitute major areas of review on scholarly literature. Finally, in the summary it is envisioned that the information collection will be an eye opener on what needs to be done in future when implementing change with the hope of improving organizational performance. The environment is dynamic and whether one chooses or not, changes are inevitable both at the organizational and individual level

2.2 Theoretical Review

The literature presented was based on information generated from both the independent and dependent variables as elaborated in the conceptual framework. The review therefore delved into what has been researched and written by other scholars and/or writers over time and if there is any relationship that exists or links the variables.

2.3 Rewards

The professional Human Resource body in Kenya (2006) defines reward as payment to people for what they have done and what they can do for the enterprise and for themselves by contributing effectively to the achievement of the organizational objectives and subsequent organizational performance. Reward is therefore what one is entitled to and what one deserves based on the work done and the appropriate skills in possession. The constant consideration is how to get value for money out of the reward management system by ensuring that it fits the organization's strategies, underpins the values of the organization, aids in the recruitment process and retention increases motivation and commitment and generally adds value by providing leverage for the improvement of performance and productivity.

In the past, organizations have put in place fixed rewards incremental systems. However, most organizations are moving towards performance related pay as stressed by Thorpe & Homan (2000). Most organizations have therefore adopted performance related pay. Rewards are linked to performance as a way of boosting morale/motivation for employees to work harder. Thorpe and Homan (2000) continue to state that performance related pay is often used generally to refer to all the many ways in which performance and pay have been linked in order to motivate people at work with the aim of improving their performance. These, in addition to direct payments, could include all types of incentives schemes e.g. profit sharing, ownership etc. The Institute of Management, UK links additional payments over and above basic salary and cost of living increase to an assessment of an individual's performance. Targets are set up between employees and

supervisors and assessed at the end of a specific period after which they are awarded a sum of money that is paid in addition to one's salary.

It is therefore argued that rewards and performance achieve organizational objectives by motivating employees in an organization. This is made achievable by focusing attention on key performance areas. However the link between rewards and performance may bring out some difficulties whereby there is an over reliance or concentration on the targets at the expense of other aspects of a job. According to Torrington et al 2008, when there is a healthy mix of rewards in an organization, total reward is achieved. The trend towards viewing reward policies and practices as extending beyond the realms of payment has led to widespread interest in the concept of 'total reward' which involves managers viewing the way they reward employees all around totaling to equal account of both tangible and intangible ingredients that together help to make jobs rewarding and ultimately improve performance. Armstrong & Brown (2006) effectively illustrate this idea graphically in their model adapted from the work of Towers Perrein. Four distinct categories of rewards are identified and the implication being that each has equal potential significance as a source of reward from employees' perspective to achieve performance. This is as illustrated below in figure 2.3.1 below

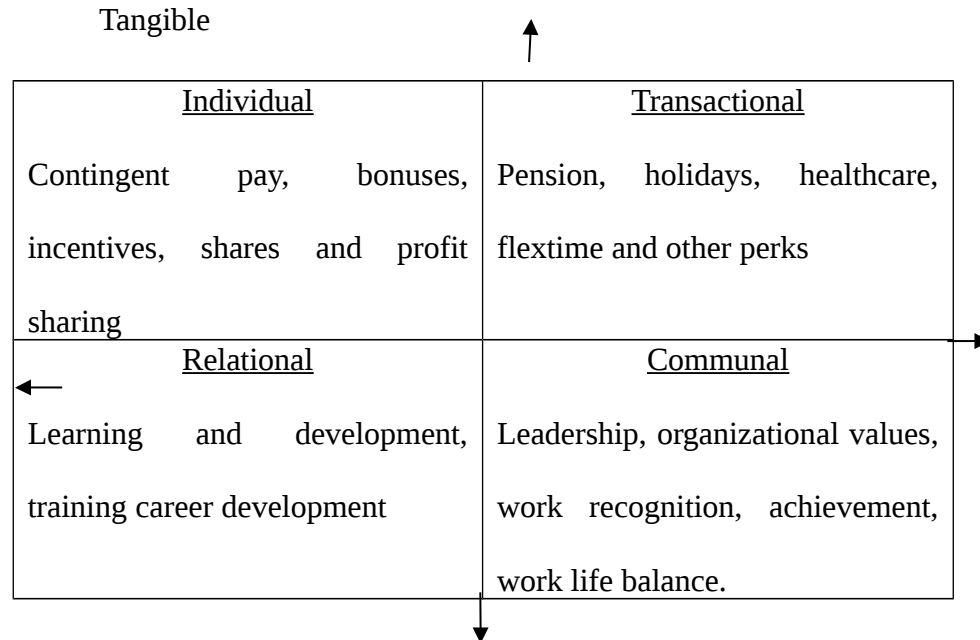


Figure 2.2: Categories of reward

Source: Armstrong & Brown (2006)

Rewarding involves a fair compensation or payment of work done on the basis of time spent, units produced, hazards that accompany a job, the skills required. An organization should strive to have a healthy mix of rewards i.e. both financial and non-financial rewards if it hopes to boost retention and enhance commitment and loyalty which then helps increase the performance of the organization. It is therefore to have in place policies that spell out salary reviews from time to time, fringe benefits that include life insurance, paid vacations, profit sharing, stock options among others that the researcher will look in a detailed manner (Armstrong & Brown,2006).

The non-financial rewards are intangible and relate to the satisfaction that an individual derives in performing his/her duties. They include recognition, praise personal growth, achievement, responsibility, quality of working life, certificates e.g. employee of the year and these can be as a result of meaningful jobs and social environment. The remuneration system should be able to attract and retain the right caliber of people and gives rewards that will increase the workers motivation and enhance organizational performance. The financial and non-financial rewards constitute total reward/remuneration and should boost organizational performance at an individual and team level. Other fringe benefits also known as supplementary compensation includes gratuity, insurance like accident cover and group life cover, housing schemes, car loan allowances, subsidized meals at the work place, company's goods at subsidized discounts and sabbatical leave.

The Business Management Study Manual (2008) defines financial rewards as those rewards that are monetary in nature and include salary, pension, bonuses, entertainment allowance, commuter allowance holiday perks and extraneous allowance. Armstrong (2006) adds other financial rewards to be profit sharing, stock options in an organization, contingent pay and long term incentives. The CPA (K) Study pack (2003) adds other indirect financial rewards as medical cover, insurance cover, club membership and paid leave and these are called the fringe benefits.

According to Griffeth and Hom (2001) the goals of any organization in designing a compensation system is to ensure that they are able to attract and retain the best employees with which the organization aims to work with in order to achieve the goals of

the organization and ultimately increase the performance of the organization. When an organization has the proper employees then the management can use them to implement the service charter and drive the strategic plan as it is outlined. After the organization has attracted and hired new employees as well as promoting from within, the compensation system should not hinder efforts to retain productive employees who can help in the achievement of the goals set. While many factors cause employees to leave organizations, inadequate and unattractive compensation is often the cause of turnover and if there is no turnover there is dissatisfaction which then leads to low productivity. This then affects the performance of the organization.

The reward philosophy is stressed by Armstrong (2006) in that it is a set of beliefs and guiding principles that are consistent with the values of the organization and to help enact them. This includes the belief in need to achieve fairness, equity, consistency and transparency in operating the rewards system. The philosophy recognizes that if human resource management is about investing in human capital from which a reasonable return is required, then it is proper to reward people differently according to their contribution and thus the usage of wage differentials.

Planning a specific job role also contributes to the welfare, goals, business development and general overall wellbeing of the organization and ultimately improved organizational performance and for this valuable contribution, the organization is obliged to appreciate and thus reward employees towards its success in business, image and culture in its pursuit of the vision, mission and objectives within its social environment. Reward

implies that whatever the employer rewards is only a token payment as there is no absolute method to calculate payment of individuals to a total contribution of a team or organization. Rewards are given based on an organization capacity to pay. Rewards therefore can be used to encourage individuals to be productive through motivating them to efficiency so as to attain the organizational business goals. The philosophy of rewards recognizes that reward management must be strategic in the sense that it addresses longer-term issues relating to how people should be valued for what they do and achieve.

A rewards manager designs, implements and maintains human resource processes and systems geared towards the improvement of organizational performance. According to Robbins and Coulter, (2008) managers need to make rewards contingent on performance. Rewarding factors other than performance will only reinforce those other factors not geared towards performance. Important rewards such as pay increases and promotions should be given for the attainment of specific goals. Managers should look for ways to increase the visibility of rewards, making them potentially more motivating. The importance of both financial and non-financial rewards is therefore recognized.

Rewards therefore make an overall positive impact on performance when it contributes to the development of a high performance culture in which the norms, values and human resource practice of an organization combine to create a climate in which the achievements of high levels of performance is a way of life. Armstrong, in his book, *Reward Management Practice*, (2006) underlines that such a culture can be manifested in a high performance work system. This will impact on both the individual and the

organizational performance. Rewards therefore convey that performance is important and helps individuals and teams to focus on specific aspects of performance that need to be improved. People can be motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They are even more satisfied if they are then rewarded through extrinsic recognition or an intrinsic sense of achievement. This then suggests that performance improvement can be achieved by giving people the opportunity to perform through jobs and work system design of which they have the knowledge and skills required to perform and further rewarding them by financial or non-financial means when they perform.

2.4 Succession Planning

Thinking ahead is a must in every institution as there is always the aspect of 'going concern' to be considered by the management, staff and stakeholders. For most managers however, it is difficult for them to envision the day that they will no longer be in charge. There is therefore the need to ensure that succession management is done to guarantee that there is continuity and constancy in the operations of an organization, (www.opm.gov)-United States Federal Government agency on staff matters.

Succession planning can be broadly defined as the art of identifying future potential leaders to fill key positions. Hirsch (2000) defines succession planning as a process by which one or more successors as identified for key posts and career moves and development are planned for these successors. Mahapatro (2010) reiterates the same as he defines succession planning as identifying potential leaders to fill in key positions. He

continues to state that employees aspire to grow and expect this growth to take place at frequent intervals. Achievement of organizational goals, increased productivity and fulfillment of corporate objectives can be possible if the employees are feeling satisfaction and achievement. To achieve this, there must be a well thought system of career planning and succession planning in an organization. This is achieved through mentoring, training, job rotation to replace key players within the organization as their terms expire.

Succession planning is critical as it ensures that the organization has the managers required to meet future needs. The organization therefore is assured of enough supply of suitable managers available to fill vacancies created by retirements, death, dismissals, resignations, promotions, transfers, acquisitions, mergers, leaves of absences and restructuring of organizations. Cadres of managers are available to fill these new appointments that may arise, Armstrong (2004). In return the stability and performance of an organization is assured.

The major purpose of any succession planning program is to have timely availability of experienced and diverse employees prepared to fill leadership positions as they become available. Wallam (1997) states that such a succession program will firstly prepare current and future employees to lead and manage the organization in the coming years by growing its own leadership rather than recruit from outside. This will greatly boost motivation and ultimately lead to improved performance while reducing uncertainty. It further establishes the guidelines and standards for selection and participation which

leads to an improved workforce capabilities and performance. This leads to commitment, loyalty and retention of management positions and finally focuses on leadership continuity and improved knowledge leading to shifts from job progression to job expansion.

Muthaura (2007) explains Public sector organizations find themselves in a time in which the demand for services has increased, the expectation for quality service is high and the accountability for results is exceptional. Agencies must be results driven, citizen centered and market based. In an effort to improve and enhance organizational effectiveness and to drive these state corporations towards becoming high performing organizations and this is only achievable through proper succession plans.

All organizations whether private or public need to constantly have people with the right skills to fill key managerial and leadership levels. This is a process that needs to be planned and managed objectively so as to ensure that performance of an organization is not hampered. In the traditional model, succession planning was run on a highly structured, mechanistic and secretive top-down scheme that was aimed at identifying internal successors for key posts and planning of their career paths started to provide the needed experience and skill. These types of schemes worked well in stable environments where structures were fixed and careers long term Kiptoo (2007). This changed this in the 90's and was brought about by the growing uncertainty, increasing speed of change, flatter structures and completion. Currently, the business environment is characterized by difference in size, scope and type and therefore various models of succession planning

will be used depending on these factors to improve productivity and performance. It is however common for succession planning to cover only the most senior jobs in an organization. The old model was based purely on organizational needs while the modern version takes into account growing recognition that people are eagerly making conscious career decisions so as to be able to balance career with family responsibilities which ultimately gives them satisfaction.

Succession planning has a very profile at present. This has developed from the original process of replacement planning which tended to be an informal approach to promotion with a short-term focus on who would be able to replace senior people if they left suddenly so that disruption and dislocation are minimized, Huang (2001). The focus now is on the need to build and develop a pool of talent without such a clear view of how the talent will be used in the future. This is more dynamic approach and fits well with the resource- based view of the organization. While the link to business strategy is emphasized, there is more recognition of individual aspirations and a greater opportunity for people to put themselves forward to be considered for talent pool. Much greater openness in succession planning is encouraged and more consideration is given to the required balance between internal talent development and external talent, Torrington et al (2005).

Fulmer (2001) states that while succession management process will differ from one organization to another. There are certain characteristics of an effective program that are universal. First is the smooth transition of having to help an employee to step into an

important vacancy in a positive manner with the necessary skills and knowledge which is more important and more often more challenging to execute. Second are the right developmental assignments which in a successful process will include job assignments that properly prepare candidates for their new positions to a sink-or-swim approach. Third is the meaningful appraisals and feedback. These objective assessments are essential in order for management to specify what is required for a successful promotion. Fourth is an appropriate selection criterion. A successful succession plan will depend on the development of competencies and skills of each job giving the employees concerned a clear picture of the values, behavior and attitude required to succeed. Finally, a wide range of good choices is required. A successful plan results in having more than one available for a key job. Real success lies in having a wide range of choices to pick from two or more qualified people.

In the Kenyan public service system, schemes of service and career progression documents policies and manuals usually offer guidelines for all serving officers on their expected growth and hence assist to promote smooth succession planning and management. This is facilitated by the Public Service Commission through the code of regulations just to name a few policies. In order to promote effective succession planning and management state corporations have to put in place appropriate schemes of service and career progression for all cadres. These ensure that all vacancies are filled promptly to eliminate succession gaps that may arise. Proper performance appraisal systems to identify potential managers are also assimilated into the process as explained by Muthaura (2007) on how performance contracts have been used to improve the public

sector. Preparation and implementation of comprehensive succession management plans greatly assist in this.

Quite a number of government departments in the main civil service in Kenya are being turned into state corporations in an effort to improve performance. There has therefore been a major paradigm shift from the way things have been run in the public service to a more pro active way of doing things. According to Venkata & Sri Vastava (1991) succession planning is key especially for organizations undergoing change.

Pattanayak (2008) says that succession planning used to be seen as a once a year exercise. Usually, it was undertaken by top management to meet the responsibilities of the stakeholders. This is because there is a need at best to have a thought about the succession of top level jobs. It is therefore not supposed to be rigid and fixed as a point in time because of the dynamism of an organization. It is very much linked to performance and therefore it is desirable to associate the succession plan with the annual appraisal process then only it can at least ensure that it is given a serious detailed attention at the time of the year when management is more predisposed to longer term thinking. Wallam (1997) has suggested steps to make succession planning a part of annual cycle of performance management as is illustrated in figure 2.2 below.

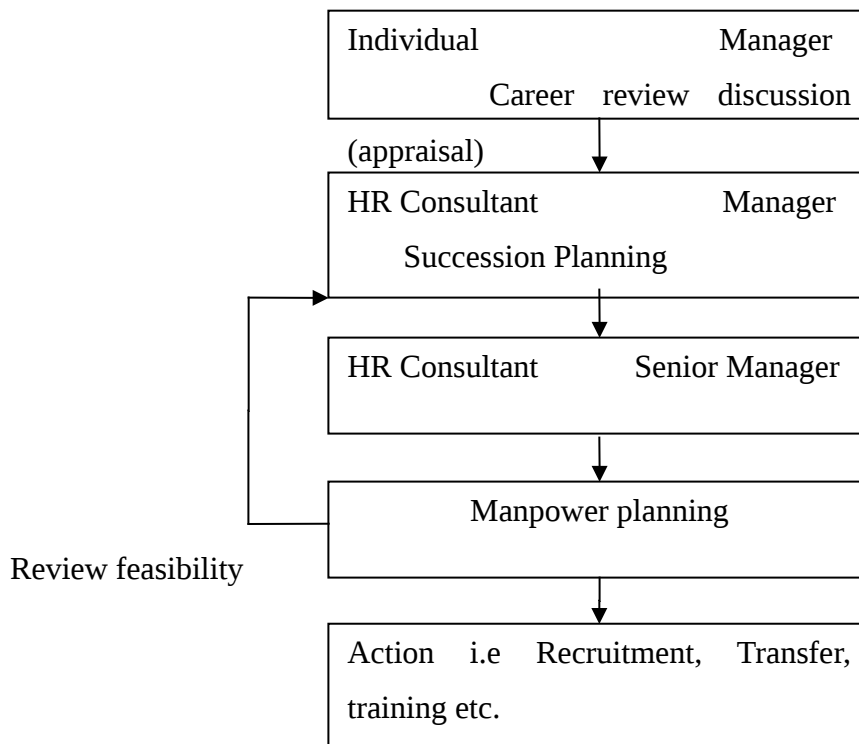


Figure 2.3: Succession planning annual cycle

Source: Peter Wallam (1997)

The human resource consultant can be internal or external but the process of review by the senior manager is crucial not just to verify judgments about people and to help ensure consistency in the appraisal but also incorporate the informed judgment about future head count needs. The process of succession needs to be aligned with the corporate strategy which will include strategic plans, Holbeche (2009). In the public sector this will include master plans, performance contracting plans and other policy documents. It ensures that there is a direct link between performance and succession planning. The process however needs to be continuous and should focus on the long term replacements. Human resource

consultants have a role to play in providing support and guidance in the design and development of approaches to talent management that will fit the needs of the organization. Further, human resource needs to take on a facilitative and coordinative role to monitor the process that guarantees that the organization's needs are well met.

Finally, a good succession planning system therefore is effective at spotting gaps in talents, identifying key positions. It monitors the succession process enabling the organization to ensure that the right people move into right jobs at the right time to better improved performance. This is supported by Mahapatro (2010) who says that for an organization to have a successful plan it is important that the best employees are identified from the talent pool. These future leaders should be engaged and monitored to assess the program. All these are coupled with the appraisals to gauge the level of performance and take corrective action.

2.5 Resistance to change

Ivancevich *et al*, (2008) states that as managers contemplate the futures of their organizations in the 21st century, they cannot escape the inevitability of change. Organizations are now operating in the wake of globalization, new technologies, demographic shifts, new alliances and mergers, change of customer preferences, open markets and stiff competition mean that organizations have to move fast and adopt itself to the dynamism of the its internal and external environment to enable it survive. It therefore makes a great deal of sense for managers to prepare the future issues associated with managing change. Resistance to change is one of them.

Most managers, at one point or another, will have to make changes in some aspects of their workplace and because of dynamism of the environment both internally and externally, then organizational change is inevitable. A human resource manager therefore becomes a change agent and is motivated to initiate change because they are committed to improving their organization's performance as per Robbins and Coulter (2008). Initiating change involves identifying what types of change might be needed and putting the change process in motion. But that's not all in managing organizational change and this is because managers must manage employee resistance to change.

Any attempt therefore to change an organizational culture is inevitably going to be met with resistance. Sometimes it is open and organized but most often it will be covert and instinctive with people trying to hold onto old ways and protect old order. Unlike many other forms of change, the main resistance may well come from middle and senior managers who see their status, power and personal beliefs challenged. This is a point made by Cummings and House (1989) who observed that culture change programs often result in or require the removal of managers from key leadership positions. This is supported by Kaila (2007) who states that the old managerial model of imposing change on the organization assumed that simply because management ordains a change, it can and must be executed flawlessly. This resulted to resistance to change and greatly affected performance.

Patton and McCalman (2000) further state that no matter how welcoming an organization is to change, it will face a degree of employee, supplier, distributor,

stakeholder and consumer resistance to change. It may manage to reduce the frequency and potency of such resistance but it will never eradicate the fear and this impact negatively in the performance of individuals and organizations.

Harigopal (2006) in his book on management of organizational change explains that aggressive resistance to change may be exhibited in terms of complains about and criticism of the change program, non cooperation in the change implementation, withdrawal, counter control activities and even planned sabotage. He further brings out passive resistance which could be in the form of faked sympathy to the desired cause, spreading of rumors, reluctance to cooperate, delaying change implementation and such others. Dealing with this silent sabotage is very difficult and greatly affects performance of individuals and the organization as a whole. This is because employees and groups with such mentality are like the unseen enemy. Those who are neutral to the intended change may tilt to the positive negative side on attitudinal continuum depending upon what is advantageous to them at that particular point. This inevitably harms the performance levels of the organization.

People resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards. Joan Woodward (1968) made this point clearly and stated that resistance to change tends to imply that management is always rational in changing its direction, and that employees are stupid, emotional or irrational in not responding in the way they should. However if an individual is going to be worse off explicitly or implicitly when the proposed changes have been made, any resistance is

entirely rational in terms of his own best interest. The interests of the organization and the individual do not always coincide.

According to Graham and Bennett (1998) research and experience shows that there is a widespread tendency among employees to resist change, even though it might appear to outside observers that working conditions would be improved. Resistance may disappear eventually with employees accepting the new processes but it would most likely be accompanied by industrial action which then makes the whole process of introduction of change very difficult.

People resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards. Resistance to change usually implies that management is always rational in changing its direction and that employees are emotional and irrational in not responding in the way they should. But if an individual is going to be worse off, explicitly or implicitly when the proposed changes have been made, any resistance is entirely rational in terms of his own best interest. The interests of the organization and the individual do not always coincide and this is so because the main reasons among others that cause resistance are the shock of the new, economic and symbolic fears, change of status, inconvenience and uncertainty.

Resistance will comprise of employee behavior that is willingly designed to discredit, delay, or prevent the implementation of work change. This is because employees feel threatened however; this feeling can be reduced with proper implementation that can lead

to improved organizational performance. One of the effects of change that are likely to impact negatively on organizational performance is resistance by employees to change.

Ivancevich et al (2006) states that every organization has an optimum level of resistance that can be considered negative. When the resistance level is too low, performance of both the individual and ultimately the organization suffers. This therefore means that innovation and change are less likely to take place and the organization may have difficulty adapting to its changing environment. When a high level of resistance to change continues, the survival of the organization can be threatened. This renders an organization ineffective due to non performance.

Main reasons for resistance to change as enumerated by Graham and Bennett (1998) are that employees fear losing their jobs, be transferred or demoted to a lower paying job. With change comes the possibility of one being declared redundant especially on the skills. Employees also fear that their status in the organization will be lowered and in effect their esteem which then may affect their performance. The issue of cohesive groups being broken up as well as established relationships is another factor that causes resistance to change. Personal life may be upset if one has to move to a new place.

Armstrong (2006) adds more reasons as to why employees resist change and states that the shock of the new, causes people to be suspicious of anything that is perceived to upset their established routines, methods and working conditions. There is usually uncertainty and this can be a worrying factor which is likely to cause resistance. The shock of the new therefore causes people to be suspicious of anything which they perceive will upset

their established routines, methods of working or conditions of employment. There is also the issue of symbolic fear whereby it may affect some treasured symbol such as a separate office or a reserved parking space.

Resistance and hostility to change usually results in reduced morale, lack of commitment, absenteeism, high labor turnover, strikes, sabotage and withdrawal of cooperation and if managers hope to achieve goals in the midst of change and boost organizational performance then the following something needs to be done according to Robbins and Coulter (2008). Education and communication to employees can be used with the aim of convincing the employees to see the logic of change. This can be done through one-one-discussions, group meeting, memos or reports and a manager can take the forum to build mutual trust and credibility between the manager and the employee.

Participation should be encouraged so as to help others make decisions on the things that are bound to affect them. Facilitation and support in terms of employee counseling or therapy for the employees is highly encouraged. It can be used as a basis for retraining in new skills which one can use to secure a job. Selecting people who accept change is an easy option for the change agent as these are employees who adapt and have the right personalities and attitudes that are required for change and therefore improved organizational performance.

Manipulation and co-option though not encouraged can also be effectively used to reinforce change and uses such tactics as arm twisting and distorting facts, creating false rumors and withholding damaging information which may increase resistance. Co-

optation is a form of manipulation and participation. Negotiations and agreements can sometimes be used where management wants to exchange something in return for acceptance of change and these covers aspects like proper compensation, making concessions in areas not related to change as well as work-team design.

2.6 Training and Development

Training is a learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation. It can be both formal and informal and is usually carried out to assist the employee understand and perform their job better. Tyson and York (1996) define training in work organization as essentially a learning process in which learning opportunities are purposefully structured by the managerial and staff working in collaboration or by external agents acting on their behalf. The aim of the process is to develop in the organization employee's knowledge, skills and attitudes that have been defined as necessary for effective performance of their work and hence for the achievement of the organizational aims and objectives by the most cost effective means as possible.

Abbas & Yacoub (2009) emphasized that trainings are designed to skill employees so that they can perform well. This can be done formally or informally and each of these type of training create new sparks which ignites into a rich and fulfilling learning experience. These ways of learning rebound off each other when interest, confidence and support come together. Formal training is often a catalyst to personal interest in a topic which

inspires the desire for self directed informal learning. Training and development is one of the key human resource functions. Most of the organizations look at it as an integral part of the human resource development activity. Many organizations have mandated training for employees every year keeping in consideration the fact that technology is deskilling the employees at a very fast rate.

The accelerated paces of advances on technology, competition, globalization, consumer preferences have led to an increase of the need to train as this ultimately decides the level of performance to be achieved. Quality performance requires that employees be capable and have clearly defined job roles. Employees should know what is expected of them and have the tools, knowledge and the skills to perform and have the right to receive regular feedback on performance. The types of training programs are tied to the performance of individuals. Determination of employee needs is very important as it enables the management to know what aspects of training are required, Mankin (2000).

Wachira (2010) states that forward thinking organizations across all industry sectors are swinging training and development to the top of their corporate agenda. They now recognize the link between training and overall performances. This is because within an organization, training helps new staff to learn their jobs more quickly and they are less likely to make costly mistakes or have accidents at work. Organizations with a reputation for training find it easier to recruit and retain high quality staff which results into better and improved performance. Trained workers are flexible and are able to undertake a wide range of jobs. Trained employees are more committed to the organization and less likely

to leave for other jobs. Training can therefore help to focus employee attention on how to achieve high levels of quality and customer service, Reid & Barrington (2001).

When employees are not trained, they may feel not motivated and lack commitment due to the insufficient knowledge and skills which can be imparted to them through training Sahinidis & Bouris (2008). This insufficiency may result into conflict with organizational goals achievement and eventually affect the performance of the organization. Such organizations must fill in the gap desired for there to be performance. This is as illustrated below figure 2.3 below.

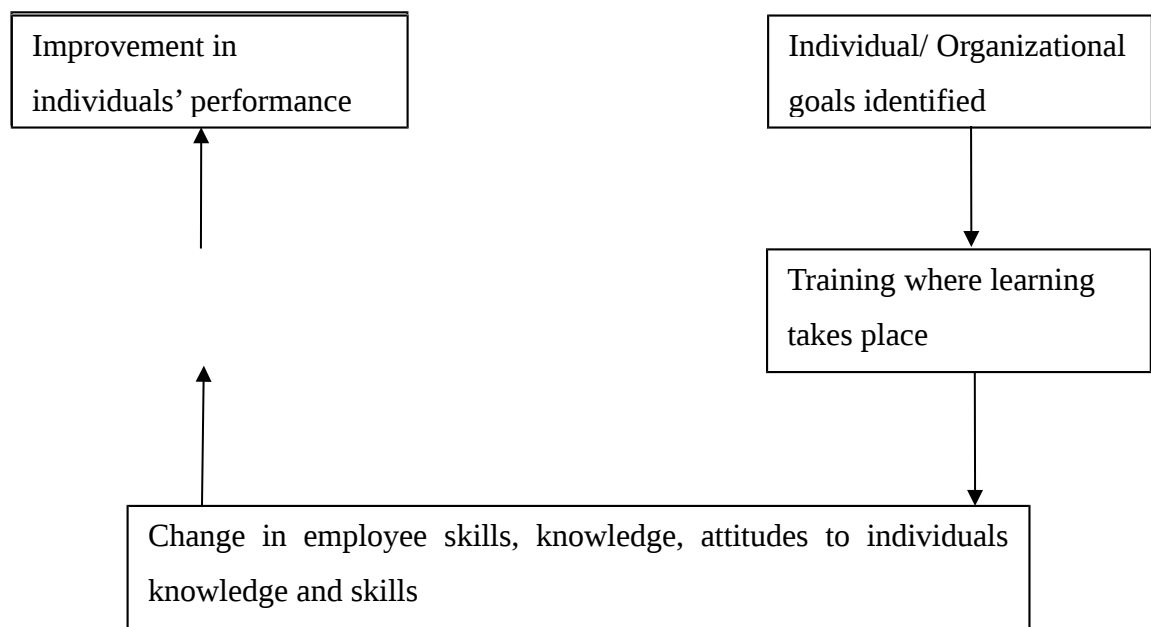


Figure 2.4: Training cycle

Source: Sahinidis & Bouris (2008)

Successful organizations always follow a training cycle to enable them improve their performance, Wachira (2010). The cycle comprises of four main stages: First, there should be a training policy to guide the entire process. Second, there should be an identification of training needs arising from appraisal of staff or the needs of the

organization through the training needs analysis and or competency development plans. Third is to design and plan suitable training plans. The next step is to carry out and implement the delivery of the training program. Finally evaluation of the training is needed to find out if there was any beneficial impact and of not what corrective steps to take.

Cole (2002) explains that a systematic approach to training will generally follow a logical sequence of activities commencing with the establishment of a policy and the resources to sustain it followed by an assessment of training needs for which appropriate training is provided and ending with some form of evaluation and feedback. When identifying training needs it assists the managers to understand and get the areas where there are performance gaps and once these are identified, with proper training, the organization will definitely improve performance. Training needs analysis is there very important and is essentially an audit done to diagnose the types, nature and causes of performance gaps. It will specifically focus on those gaps that relate to lack of skills, knowledge and appropriate attitudes, Wachira (2010). This also assists management in budget making, focus on a work plan that is achievable, decide the interventions which are relevant to the goals of the organization and equip the employees with capacity to improve performance. It considers the PEST factors known as political, economic, social cultural and technological factors as well as internal SWOT factors known as the strengths, weaknesses, opportunities and threats of an organization that are likely to influence the training of workers.

In order to improve performance, supporting initiatives on training must be implemented in a cohesive and integrated manner. Harrison, (2000) says that an organization's employee development program and performance management system identifies learning needs that are derived from the overall vision of the business, the characteristics of the specific jobs and the individual performance and the desired developmental path in the organization in the long term. There needs to be genuine involvement between the management, line managers and the employees for the process to be successful. These programs either done on the job or off the job should be demand driven to give employees to opportunity to acquire the required skills, knowledge and needed attitudes for enhanced performance. As these types of training are based on the identified training needs to determine the subject and contents they should be well targeted to match the individual and group capability of the participants. The design should help the organization reduce wastage of resources, achieve set objectives and focus on training needs to achieve organizational performance.

The ultimate goal of training is that learning that occurs during training be transferred back to the job, Benardin (2007). Research strongly supports the view that evaluation i.e. the post training climate will affect whether training influences behavior, attitudes, skills improvement to positively result in an improvement of performance. Evaluation of training is a crucial stage in the learning cycle which unfortunately it is one of the stages that is usually not done in an comprehensive and systematic manner. It usually deals with overall benefits of training and focuses also on validity. There are most well known classification of foci for evaluation which is Kirkpatrick's four level framework for categorizing training outcomes. Swart et al (2005) describes them as reactions which will

deal with how the participants felt about the training, second is learning which focuses on the facts or the information gained by the trainee. Third is the behavior and it measures the skills and competencies gained and if used at the workplace and lastly the results and on these it measures whether they can be tracked as a result of the participant applying their skills and knowledge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

Research methodology is defined as the general approach the researcher takes in carrying out a study (Leedy & Omrod, 2001). This chapter details the methodology employed in the study. Other areas discussed in the chapter are the research design that is most suitable for the study, the target population, the sampling technique, how to come up with the sample size. It also covers the data collection techniques with regard to their suitability for the study. Data analysis is also explained in the chapter. Finally, the chapter covers reliability and validity of the research instruments.

3.2 Research Design

The research design used was descriptive research design. Descriptive research was used to obtain information concerning the current status of the phenomena to describe 'what exists' with respect to variables or conditions (Cooper and Emory, 2002). It is therefore most suitable for this study as the study seeks to find out what exists currently as the design helps to provide an accurate and valid representation of the factors/variables that are relevant to the research question. Mugenda & Mugenda (2003) describe this method as one that determines and reports the way things are. This method is therefore suitable because it seeks to answer what is going on through description and when well done it

provokes the ‘why’ question. To answer these questions, questionnaires were administered to the sample population. Primary data used was collected from the employees in the target population. The researcher also used secondary data to support the primary data and included past documents and records, documentary and periodicals.

3.3 Target Population

The number of Kenya Forest Service staff is relatively large and thus due to time constraints and geographical spread, the researcher focused solely at the staff in headquarters. The target population of interest was inclusive of employees who are Foresters i.e. the technical staff, non Foresters who include functional support staff working in finance, human resource and administration, supply chain management, corporate communications, corporate services and Disciplined Staff. According to Mugenda (2003) population means all elements in a research area of interest. Target population usually ensures a comprehensive coverage of individual views. For this study the target population was staff working at the KFS headquarters. The total number of staff was grouped in various employee grades in relation to the levels of reporting/supervision. This is as detailed in table 3.1 below

Table 3.1: Target Population

CATEGORY	TARGET
Top Management (Grade KFS1-3)	12
Senior Management (Grade KFS4-5)	33
Middle Management (Grade KFS6-7)	40
Supervisors. (Grades KFS8-9)	32

Operational Staff(Drivers, Secretaries, Records management assistants, subordinate staff and forest rangers) (Grades KFS10-14)	290
Total	407

Source: Author (2014)

The target population of 407 employees was stratified on job grades and supervisory levels they fall under in the organizational hierarchy as outlined above. This was designed to favor collection of data because it ensured uniformity, making it possible for participants to participate without any inhibition. The job grades selected as the target population were the human resources that the organization relies upon in its quest for achieving organizational performance and are therefore critical to this study.

3.4 Sampling procedure and Sample size

Stratified random sampling was used to come up with a sample that was representative. It ensured that each of the strata was represented proportionally. The target population was then divided into five significant strata based on the various job grades. Respondents from various strata were selected to represent the target population. This sampling method was the most appropriate given that the number of the total population was divided into discreet strata. Simple random sampling was then used to select the actual number of the respondents as each stratum had a small population. Through simple random sampling, each individual was chosen at random and entirely by chance as it ensured that the individuals have the same probability of being chosen at any stage during the sampling process (Mugenda & Mugenda, 2003). To come up with a sample size, the researcher used 30% of the target population as this formed a relevant sample size.

According to Kothari (2004) a representative sample is one which is at least 10% of the population thus the choice of 30% is considered as representative of the population. The sample size was 122 and is 30% of the 407 staff at the headquarters. This is as illustrated in table 3.2 below.

Table 3.2: Sample Size

CATEGORY	TARGET	SAMPLE SIZE
Top Management (Grade KFS1-3)	12	4
Senior Management (Grade KFS4-5)	33	10
Middle Management (Grade KFS6-7)	40	12
Supervisors. (Grades KFS8-9)	32	9
Operational Staff(Drivers, secretaries, records management assistants, accounts assistants, subordinate staff and forest rangers) (Grades KFS10-14)	290	87
Total	407	122

Source: Author (2014)

3.5 Data Collection Instruments

The primary data was collected through a structured questionnaire to get the required data from the staff at Kenya Forest Service. Questionnaires consisted of open-ended questions which allowed the researcher to gather varied views from respondents without constriction. The questionnaire also allowed closed ended questions, which assisted in getting categorized information. Secondary data was obtained from the organizations

records to make up for information that staff were not able to give or inaccurate and included quarterly and annual reports, pamphlets and published magazines of the organization, grey literature for example presentations in conferences, workshops and seminars held by the organization.

3.6 Reliability and Validity

Kothari, (2004) defines reliability as the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Without the agreement of independent observers able to replicate research procedures, or the ability to use research tools and procedures that yield consistent measurements, researchers would be unable to satisfactorily draw conclusions, formulate theories, or make claims about the generalizability of their research. In addition to its important role in research, reliability is critical for many parts of our lives, including manufacturing, medicine and sports. Reliability is such an important concept that it has been defined in terms of its application to a wide range of activities- class notes.

To ascertain the reliability of the instrument to be used, the researcher conducted a pilot test at Nairobi Conservancy whose administration and management is separate from the Headquarters. It was targeted at a few staff in support and technical functions. They were issued with the instrument and their suggestions sought. Emanating from the results of the pilot the instrument was then restructured to make it more reliable. The piloted questionnaire was scrutinized to remove unclear statements or words and reviewed to improve it.

On the other hand, content validity was used to measure the validity of the instrument. This is because it aims at measuring the degree to which data collected using a particular instrument represents a specific domain or content. Content validity is the degree by which the sample of test items represents the content the test is designed to measure. Mugenda and Mugenda (1999) argue that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field to tap in their experience and useful insights. The researcher therefore sought the expertise and opinions of the supervisor and other peers to establish validity. According to Kimberlin and Winterstein (2008) validity is focused on reducing error in the measuring process.

3.7 Data Analysis and presentation

Primary data which was largely quantitative was analyzed through use of descriptive statistics which included percentages, means, rankings and frequencies. The presentation of quantitative data included tables, graphs and pie charts.

Qualitative data on the other hand which largely was comprised of data collected from the open ended questions was analyzed using conceptual content analysis which is the best suited method of analysis. According to Mugenda and Mugenda (2003) the main purpose of content analysis is to study the existing information in order to determine factors that explained a specific phenomenon. This is because it is a technique for making inferences by systematically and objectively identifying specific characteristic of

messages and using the same approach to relate trends. The results can then be interpreted in order to draw conclusions and recommendations.

3.8 Ethical issues to be considered

The researcher considered confidentiality when carrying out the research process as this encouraged and prevented cases of staff sampled giving false information. As much as possible the researcher tried to be objective and keep away from presenting biased data. The study was academic and as such the researcher would not sell information and/or data for monetary gains. The researcher also endeavored to respect the views of the respondents while ensuring and avoiding leading questions. The letter of introduction from the University also instilled confidence in the respondents as the management of Kenya Forest Service consented to having the study done.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Overview

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data to establish the effects of transformation on organizational performance in state corporations. The chapter also provides the major findings and results of the study.

4.1.1 Response rate

This research study had a sample size of 122 respondents who were staff at the headquarters of KFS. Out of this sample size 109 questionnaires were filled and returned to the researcher which represents 89.3% response rate. The response rate was adequate for this analysis and conforms to Babbie (2002) stipulation that any response of 50% and above is adequate for analysis.

4.2 General Information

4.2.1 Gender

Figure 4.1. is general information which gives an indication of the gender of the respondents. According to the findings, majority of the respondents (60.6%) were male while 39.4% were female

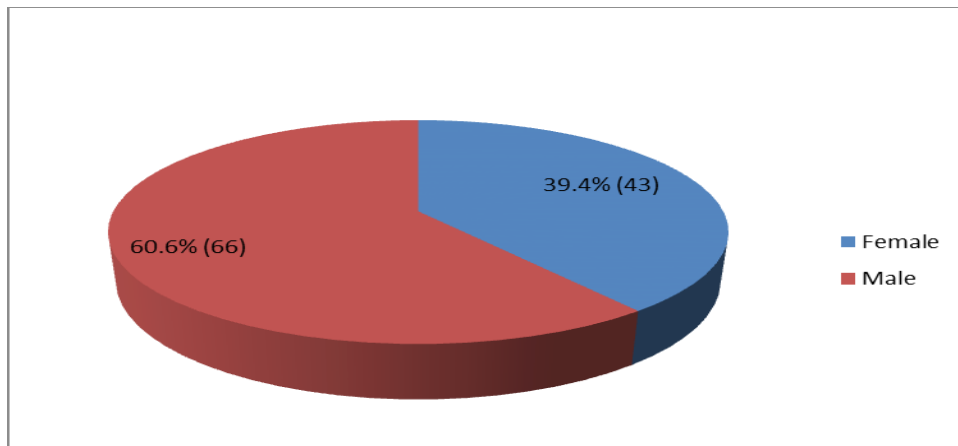


Figure 4.1: Gender

Source: Author (2014)

This is representative of the entire population of the Service and is nationally accepted. This therefore means that the Service has achieved the requirements of the Constitution and has a well balanced workforce for better performance.

4.2.2 Age

Figure 4.2 is a general representation of age of the respondents. From the findings in Figure 4.2 below majority of the respondents (35.8%) were 31-40 years, 25.7% 41-50 years, 21.1% 51-60 years and 17.4% 20-30 years. This implies that majority of the employees at KFS are above 30 years. However a significant 21 % are in the bracket of retirements which calls for proper succession.

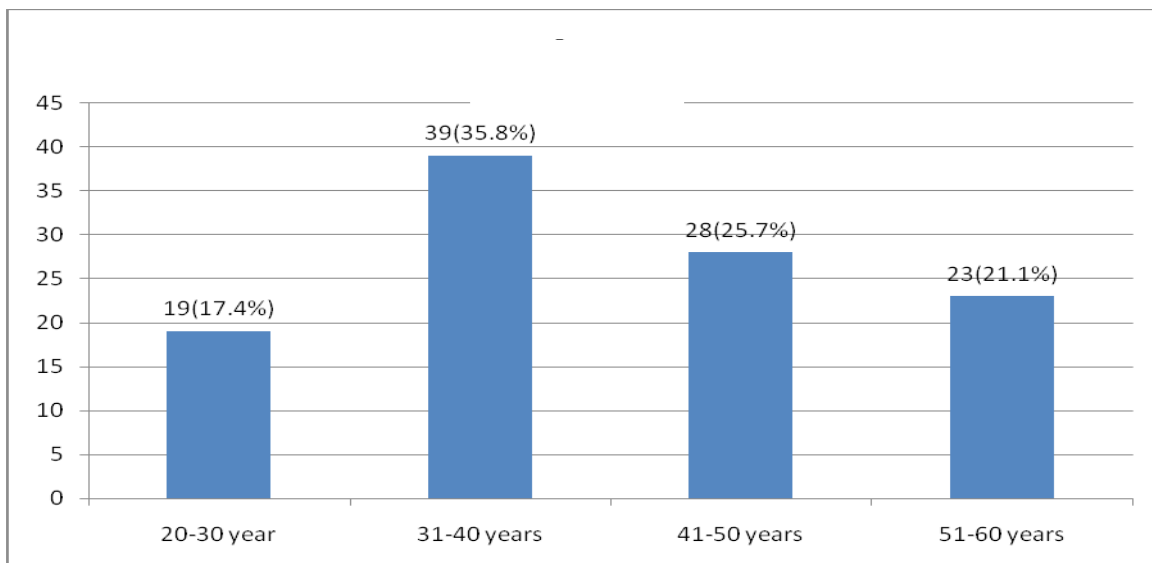


Figure 4.2: Age

Source: Author (2014)

The Service has a mixed balance of various staff per age which is healthy. A mixture of a young work force together with the old forms a balanced mix which ensures that the Service would have no problems on issues of succession, institutional memory and continuity during transition.

4.2.3 Accumulated Years of Service Worked in KFS and Relevant Environment Ministry

The Service has undergone major changes and has a mixture of both new and old staff. The researcher saw the significance of seeing the change process through the eyes of the old and new staff and see whether the views are the same.

From the findings in Figure 4.3 majority of the respondents (41.3%) had worked in KFS and relevant ministry for 11 years and above cumulatively, 29.4% for 5-10 years, 15.6%

for 2-4 years and 13.8% for 0-1 years. This is due to the fact that the Service absorbed the largest percentage of staff from the defunct forestry department.

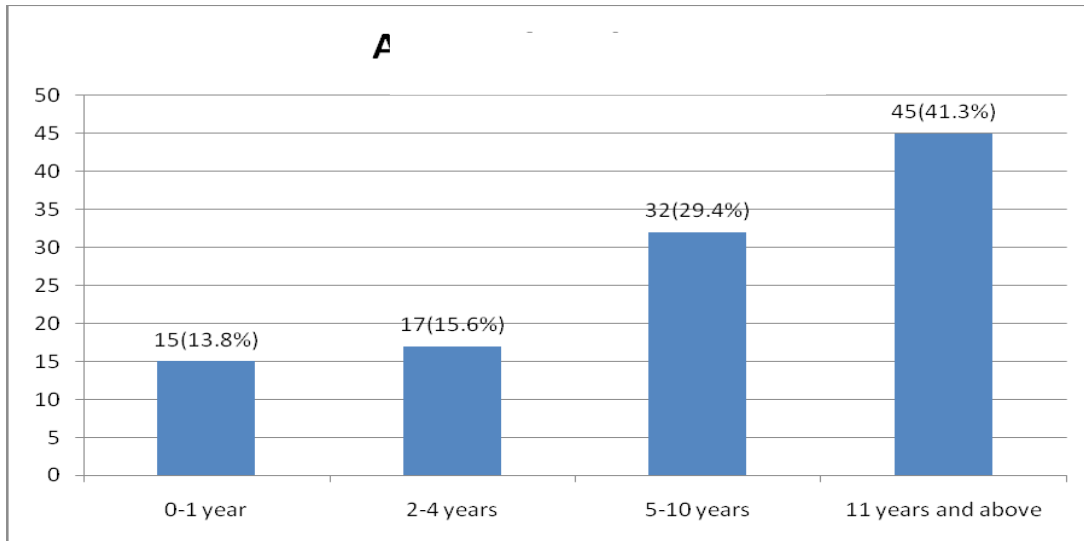


Figure 4.3: Accumulated years

Source: Author (2014)

According to the responses gotten above, most of the staff are in the gap of 11 years and above. This forms a significant percentage which is very experienced and therefore can assist in the process of transformation having learnt the systems and the culture. It is possible through HR systems that support change. On the other hand, it could have worked out negatively through resistance to change.

4.2.4 Highest Level of Education

Any organization seeking change must have staff with relevant capacity to implement it. According to the findings in Figure 4.4 below, 38.5% of the respondents had an undergraduate degree, 32.1% had masters, 21.1% had a diploma while 8.3% had others (certificate of proficiency). This implies that the staffs of KFS are learned. This could be attributed to the fact that one of the conditions, of recruitment and absorption into the Service from the Department, was to have professional qualifications for the jobs advertised.

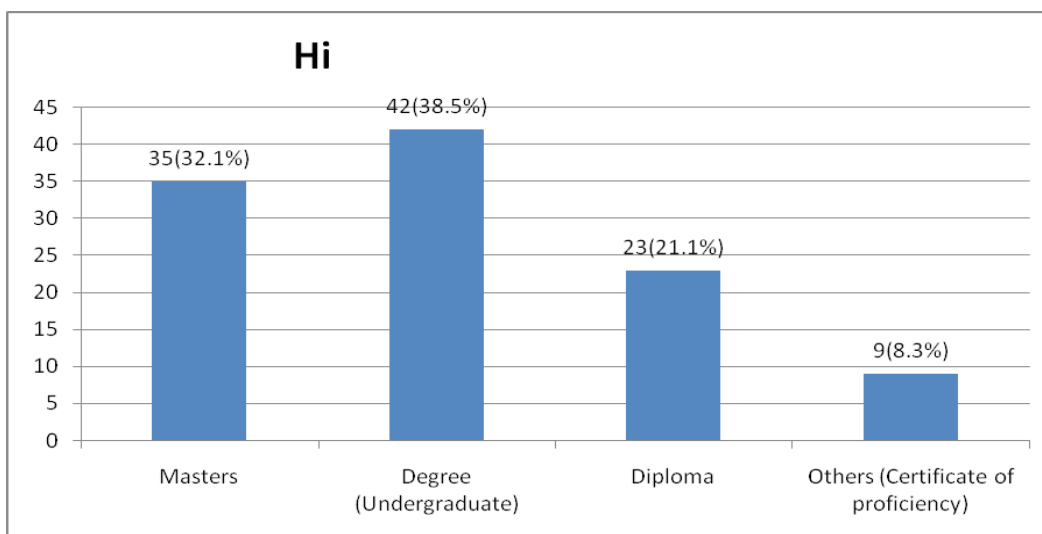


Figure 4.4: Highest level of education

Source: Author (2014)

From the findings, it was deduced that the Service has a staff force that is well read and this is important for any institution that seeks to undergo the change process successfully. The change team is able to implement the process in a simpler way since what remains to

be done is sensitization. The Service was able to carry out awareness and sensitization campaigns and did not need to do actual training for capacity gaps as they were few.

Another factor that could be attributed to this is the fact that one of the conditions, of recruitment and absorption into the Service from the Department, was to have professional qualifications for the jobs advertised. During the long period before the Act was assented to, most staff went back to institutions of higher learning to learn. The respondents indicated their grades to range from grade 3 to 12. The respondents indicated they were from various divisions that is finance, conservancies coordination, plantations and enterprise, human resource and administration, corporate services, engineering, extension services, internal audit, forest conservation and enforcement and compliance.

4.3 Rewards

4.3.1 Effect of Reward on Organizational Performance

Figure 4.5 captured the response of the respondents in regards to whether reward affects performance. From the findings in Table 4.5 below, 87.2% of the respondents indicated that rewards positively affect or inspire organizational performance while 12.8% indicate that rewards do not affect or inspire organizational performance positively.

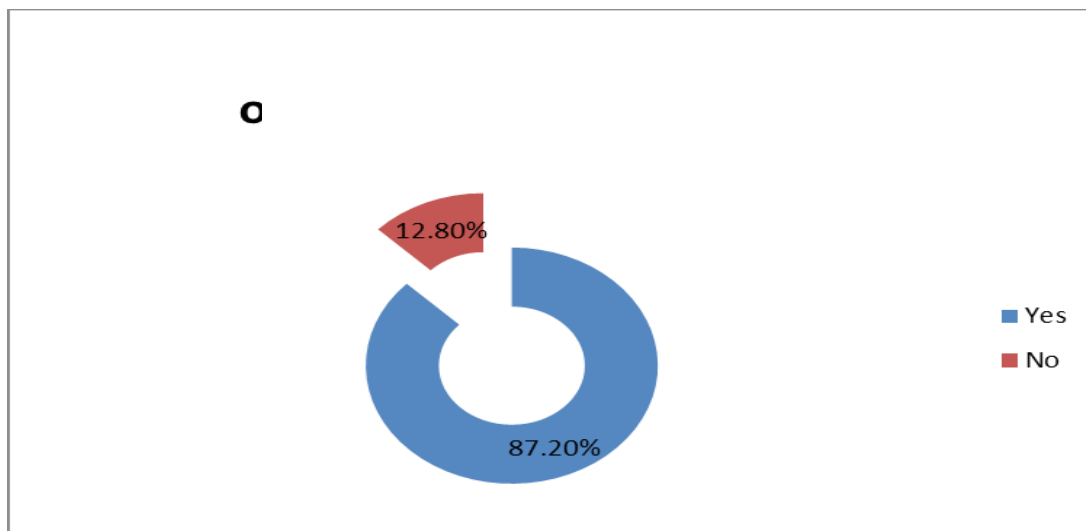


Figure 4.5: Effect of rewards on organizational performance

Source: Author (2014)

From the figure 4.5 above, 12.8 % responded that rewards don't affect performance and the researcher through an open ended question got the following responses/statements. The comments and voices in the questionnaires made included: "poor allowances"; "They are low and cannot justify coming to work"; "Salary alone is not an inspiration of organizational performance but a combination of factors including working conditions"; environment, job security and psychological satisfaction; performance has not significantly changed despite higher salaries in one new dispensation; if isolated from other factors like good work environment, proper employee relationships and effective communication, rewards may not inspire organizational performance; and the house allowance is very low. One of the fundamental changes that occurs when departments become Parastatals is that the salary triples for the management levels and doubles for the lower cadres levels. The same applies for allowances. In the previous dispensation, the work environment was one of the factors that staff complained about most and included

temperature extremes without proper clothing when going for patrols during the day or night, altitude variation, forbidding terrain and vast distances on foot, forest fires, danger from wild animals including snakes, poachers and bandits, hostile communities and ill conceived political interference are cases that were brought to prominence during the field trips were some of the problems which the parastatals had used as a rationale to have the transformation done. However, in a report of an investigation conducted between November and December 2013 for Human Resource Management Systems for the Service, the same is being experienced especially by the enforcement staff who form nearly half of the total population of the Service. The report still cites the above problems as still happening.

The study revealed that rewards positively affect or inspire organizational performance. This is in line with Torrington et al (2008) who stated that when there is a healthy mix of rewards in an organization, total reward is achieved, hence better performance. The employees indicated that poor allowances and low salaries affect organizational performance; salary alone cannot improve organizational performance but a combination of factors including working conditions, proper employee relationships, effective communication boosts organizational performance and rewarding performance.

Awarding of salaries

On whether the salaries awarded are pegged on individual performance, the findings in Figure 4.6, show that majority of the respondents (93.6%) indicated that the salaries are

not pegged on individual performance while 6.4% indicated that salaries are pegged on individual performance.

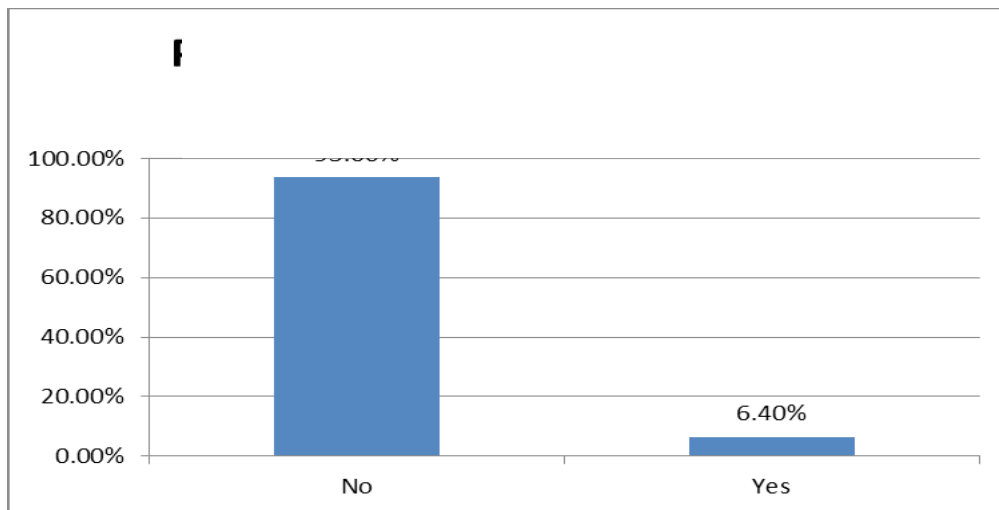


Figure 4.6: Pegging of rewards on individual performance

Source: Author (2014)

Figure 4.6 above is clear that the rewards in the Service are not linked to performance. This could be as a result of approved structure. This would normally result in complacency, lack of motivation to perform and therefore cause a problem in the transformation process. This is echoed in statements where staff indicated that they are lacking satisfaction. Another attributable factor is the fact that allowances have been rated low and perhaps with rewarding being linked to good work implemented, then there's a possibility of improved salaries and increased productivity.

4.3.3 Factors Considered While Awarding Salary Increments to Employees

As part of the research, respondents were required to tick what the Service uses to implement salary increments. The factors suggested included: prior experience in the past; devoted staff; work load; level of education and experience.

According to the findings in Table 4.1, all the respondents (100%) said that approved increments structure is considered while awarding salaries increment, 84.4% of the respondents indicated that availability of funds is considered while awarding salaries increment, 9.8% of the respondents indicated that exemplary performance is considered while awarding salaries increment, 8.6% indicated that competence is considered while awarding salaries increment, while 69.7% of the respondents indicated that years of service are considered while awarding salaries increment. Lastly, 7.6% indicated that achieved targets are considered while awarding salaries increment. From the above findings, salary increments are largely due to a structure and not performance and or achievements. On the aspect of years of service, staff who have worked longer than others may get a higher entry grade and therefore influence their increments even when on the same grade with fellow peers.

Table 4.1: Factors considered when awarding salary increments to employees

Salary incremental factors	Frequency	Percentage
Exemplary Performance	9	9.8
Approved increments in structure	109	100.0
Availability of funds	92	84.4
Years of service	76	69.7
Achieved targets	7	7.6
Competence	8	8.6

Source: Author (2014)

According to Table 4.1. above, respondents cited approved increments in structure as the most commonly process used in award of increments followed by availability of funds. Exemplary performance, achieved targets and competence were below 10% respectively. These three factors are a catalyst to improved productivity and organizational performance. It is possible that this is the reason why the Service is plagued by numerous problems. There is no link of rewards to performance since staffs are assured of salary whether they perform or not which is unprofessional.

4.3.4. Financial and non financial rewards that would mostly impact on performance

The principal investigator wanted to establish the financial rewards that would impact most strongly to boost performance. The researcher listed some of the common financial rewards in order to get the views from respondents.

From the findings in Table 4.2 the financial reward that would impact most strongly to boost performance is competitive basic pay & allowances (97.2%), followed bonuses (94.5%), followed by cash rewards (87.2%), followed by paid vacations (71.6%) and then negotiated salaries (51.4%). The information is presented according to the strata. The various factors had different impact on different levels of functions irrespective of the Divisions and Departments they worked under. Most of the financial rewards had a significant impact on the operational staff and middle managers rather than the senior and top managers.

Table 4.2: Financial rewards that would impact most strongly to boost performance

Financial rewards for various staff levels	Frequency	Percentage
Negotiated Salaries		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	3	2.8
Middle Management (Grade KFS6-7)	7	6.4
Supervisors. (Grades KFS8-9)	3	2.8
Operational Staff (Grades KFS10-14)	40	36.7
Total	56	51.4
Competitive basic pay & allowances		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	7	6.4
Middle Management (Grade KFS6-7)	12	11.0
Supervisors. (Grades KFS8-9)	9	8.3
Operational Staff (Grades KFS10-14)	75	68.8
Total	106	97.2
Cash rewards		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	6	5.5
Middle Management (Grade KFS6-7)	8	7.3
Supervisors. (Grades KFS8-9)	6	5.5
Operational Staff (Grades KFS10-14)	72	66.1
Total	95	87.2
Paid vacations		
Top Management (Grade KFS1-3)	2	2.0

Senior Management (Grade KFS4-5)	6	5.3
Middle Management (Grade KFS6-7)	8	7.2
Supervisors. (Grades KFS8-9)	6	5.3
Operational Staff (Grades KFS10-14)	57	51.9
Total	78	71.6
Bonuses		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	7	6.4
Middle Management (Grade KFS6-7)	8	7.3
Supervisors. (Grades KFS8-9)	8	7.3
Operational Staff (Grades KFS10-14)	77	70.6
Total	103	94.5

Source: Author (2014)

From the findings above, it can be concluded that the middle and operational managers may not feel adequately rewarded and prefer competitive basic pay and other allowances followed by bonuses, cash rewards. Top managers in level 1-3 also indicated that they prefer negotiated salaries, competitive pay, cash rewards and bonuses as a priority. Paid vacation although indicated had a lower percentage. This indicates that the need for better pay applies across the entire organization. However the middle managers and operational staff are more affected than others. The table above shows that different staff levels have different motivators. The researcher wanted to establish the non-financial rewards that enhance organizational performance.

Table 4.3: Non-financial rewards that enhance organizational performance

A variety of non financial rewards were listed for the respondents to choose on what they saw having a huge impact on organizational performance. The responses are captured in Table 4.3 based on the levels of management and grades.

Non-Financial rewards for various staff levels	Frequency	Percentage
Attractive medical insurance package		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	7	6.4
Middle Management (Grade KFS6-7)	8	7.3
Supervisors. (Grades KFS8-9)	8	7.3
Operational Staff (Grades KFS10-14)	78	71.6
Total	104	95.4
Attractive pension fund plans		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	8	7.3
Middle Management (Grade KFS6-7)	11	10.1
Supervisors. (Grades KFS8-9)	8	7.3
Operational Staff (Grades KFS10-14)	79	72.5
Total	109	100.0
Recognition for good performance		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	5	4.6
Middle Management (Grade KFS6-7)	8	7.3
Supervisors. (Grades KFS8-9)	6	5.5
Operational Staff (Grades KFS10-14)	66	60.6
Total	88	80.7
Certification awards		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	5	4.6
Middle Management (Grade KFS6-7)	7	6.4
Supervisors. (Grades KFS8-9)	6	5.3
Operational Staff (Grades KFS10-14)	55	50.5
Total	76	69.7

Source: Author (2014)

From the findings in Table 4.3 above, the non-financial rewards that enhance organizational performance the most is attractive pension plans (100%) followed by attractive medical insurance package, followed by recognition for good performance (80.7%) and then certification awards (69.7%). From the responses, the middle managers,

supervisors and operational staff cited pension, recognition for good work and attractive medical packages as those non financial rewards that would motivate them to improve their performance. In the previous Department, cash rewards, paid vacations and bonuses were not part of the rewards and this was promised to staff when starting through the Minister and the current policy on rewards. It has yet to be implemented as respondents pointed out. From the above findings, the trend on non-financial rewards repeated itself with most of the respondents falling under the bracket of middle managers and operational staff. Senior management seem content from the factors asked and their response to the same. It can be concluded that non financial rewards too are an important aspect to improved performance as per the respondents' answers.

4.4 Succession Planning

The study wanted to generally find out the relationship and role that succession planning plays in the achievement or non achievement of organizational performance.

Table 4.4: Extent that succession planning affects performance

The responses captured in Table 4.4. Indicates the views of respondents in relation to how succession planning affects performance. From the findings in Table 4.4 below, majority of the respondents (66.1%) indicated that succession planning affects performance to a great extent, 23.9% to a moderate extent and 10.1% to a little extent.

Table 4.5: Extent that succession planning affects performance

Extent levels	Frequency	Percentage
Great extent	72	66.1
Moderate extent	26	23.9
Little extent	11	10.1
Total	109	100.0

Source: Author (2014)

The respondents agree to a great extent that succession is a key factor for improved performance. Such support from the staff would be a positive contributing factor for future change.

Table 4.6: Whether KFS has a succession planning policy

The respondents were asked whether KFS has put a succession planning policy to guide career growth for staff. According to the findings 57.8% of the respondents indicated that KFS does not have a succession planning policy while 42.2% said that KFS has a succession planning policy.

Table 4.5 Whether KFS has a succession policy

Existence of policy	Frequency	Percentage
Yes	63	57.8
No	46	42.2
Total	109	100.0

Source: Author (2014)

The Service has a succession policy deduced from the majority, however it is clear that a significant number are not aware/sure of its existence. This shows that there is a communication problem and the human resource department has to create the awareness. This scenario can further bring confusion especially for exiting officers who may not be

aware of the policy and therefore may not follow procedure during separation resulting in interrupted workflows, confusion etc.

Table 4.7: Schemes of Service

Schemes of service play a role in succession planning and the respondents were asked the same was in place in the Service. From the findings in Table 4.6 below majority of the respondents (56.9%) indicated that KFS has schemes of service in place to enable implement succession while 43.1% indicated that KFS does not have schemes of service in place to enable implement succession

Existence of Scheme	Frequency	Percentage
Yes	62	56.9
No	47	43.1
Total	109	100.0

Source: Author (2014)

The findings above show that the schemes could be there, however they may not be well communicated by human resource. The presence of this vital document albeit not communicated may create rivalry and unhealthy competition while jostling for promotions. This leads to unprofessional practice of human resource management. There is also a possibility of high turnover as staff may not know the path to career growth. In human resource management, this results in apathy, demotivation, work sabotage, low satisfaction and unwillingness to meet targets. In the end the organization ends up having a negative culture. For purposes of succession management, the researcher also wanted to verify who does the employees jobs when they are away.

Respondents were asked in relation to the above question on who does their jobs when they are away. From the findings all the respondents (100%) indicated that their fellow

colleagues/peers do their job when they are away. They were further asked whether training is done for identified future managers, again all the respondents (100%) answered in the affirmative that indeed training is done for identified potential future managers. The study found out that succession planning affects organizational performance. This correlates with Armstrong (2004) who states that succession planning is critical as it ensures that the organization has the managers required to meet future needs. The organization therefore is assured of enough supply of suitable managers available to fill vacancies created by retirements, death, dismissals, resignations, promotions, transfers, acquisitions, mergers, leaves of absences and restructuring of organizations.

Table 4.8: How training for staff for purpose of succession is done

The respondents were further asked how training for these staff is done. According to the findings in Table 4.7 below, the method mostly used for staff training is delegation of challenging duties (94.5%), followed by coaching and mentoring (on-job) (92.7%), followed by seminars/workshops (Off-job) (84.4%) and then induction (81.7%). On the factors of succession like mentoring /coaching and delegation of challenging duties, middle managers and operational staff answered in affirmative showing that this is done at their levels mostly.

Table 4.9: How training for staff for purpose of succession is done

Types of training on various staff levels	Frequency	Percentage
Coaching and mentoring (on-job)		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	5	4.6
Middle Management (Grade KFS6-7)	9	8.3
Supervisors. (Grades KFS8-9)	8	7.3
Operational Staff (Grades KFS10-14)	76	69.7
Total	101	92.7
Seminars/workshops (Off-job)		
Top Management (Grade KFS1-3)	3	2.3
Senior Management (Grade KFS4-5)	7	6.2
Middle Management (Grade KFS6-7)	9	8.5
Supervisors. (Grades KFS8-9)	7	6.2
Operational Staff (Grades KFS10-14)	66	61.2
Total	92	84.4
Delegation of challenging duties		
Top Management (Grade KFS1-3)	3	2.8
Senior Management (Grade KFS4-5)	7	6.4
Middle Management (Grade KFS6-7)	9	8.3
Supervisors. (Grades KFS8-9)	9	8.3
Operational Staff (Grades KFS10-14)	75	68.8
Total	103	94.5
Induction		
Top Management (Grade KFS1-3)	2	2.2
Senior Management (Grade KFS4-5)	7	6.0
Middle Management (Grade KFS6-7)	9	8.2
Supervisors. (Grades KFS8-9)	7	6.0
Operational Staff (Grades KFS10-14)	65	59.2
Total	89	81.7

Source: Author (2014)

From the findings above, it can be concluded that succession is done mostly at the operational level unlike at the senior management level which should be more at the top than below. Managers have specialized skills and assignments that should be cascaded downwards. Factors above delegation of challenging duties, coaching and mentoring are more meaningful since they are on job and experiential in nature compared to workshops and seminars which may take a long time for junior staff to catch up with.

Another key question to the researcher sought to ascertain was how KFS fills vacant positions for senior managers. From the findings, all the respondents (100%) indicated that KFS fills vacant positions for senior managers through recruitment/internal interviews. Factors like automatic promotions, lobbying and political appointments were not chosen by respondents. This is a positive factor for the institution for growth of staff. However, human resource practice supports acting appointments which can be used to gauge internal staff capabilities and therefore be a motivator and would be a cheaper option of organization filling a position.

Table 4.10: Extent of agreement with various statements on succession for performance improvement

Various statements on succession and performance were presented to the respondents in the questionnaire to find out the extent to which each affected the other i.e. succession and performance. From the findings in Table 4.8 above the respondents strongly agreed that outgoing officers are objectively involved in identification process of their successors as shown by a mean score of 3.719, there's lack of continuity/confusion in some jobs

when gaps/vacant position arise as indicated by a mean score of 3.641 and outgoing officers cooperate with their successors through mentoring/coaching as shown by a mean score of 3.532. However, the respondents strongly disagreed that outgoing officers readily impart knowledge and information on their experience as shown by a mean score of 1.264. On extension of service, outgoing officers usually request for extension of service while retiring as expressed by a mean score of 1.129 and outgoing officers are allowed to extend their service after retirement as indicated by a mean score of 1.118.

	Mean	Standard deviation
Succession statements on performance improvement		
Outgoing officers are objectively involved in identification process of their successors	3.719	0.564
There's lack of continuity/confusion in some jobs when gaps/vacant position arise	3.641	0.488
Outgoing officers cooperate with their successors through mentoring/coaching	3.532	0.872
Outgoing officers readily impart knowledge and information on their experience	1.264	0.718
Outgoing officers usually request for extension of service while retiring	1.129	0.796
Outgoing officers are allowed to extend their service after retirement	1.118	0.604

Source: Author (2014)

For succession process to be objective, it is prudent that the outgoing officers share knowledge, information and expertise generously so as to prevent inefficiencies that may occur. The fact that the Service does not accept to extend service of those leaving through retirements and or expiry of contracts leaves the organization exposed to loss of institutional memory.

These findings are in line with Mahapatro (2010) who says that for an organization to have a successful plan it is important that the best employees are identified from the talent pool. These future leaders should be engaged and monitored to assess the program. All these are coupled with the appraisals to gauge the level of performance and take corrective action.

Table 4.11: Whether human resource has visible programs that support smooth transition on succession/taking without interrupting performance

Table 4.9 is a summary on the responses gotten regarding visible succession programs which support and ensure smooth transition on succession to reduce interrupting performance.

According to the findings in Table 4.9, majority of the respondents (61.5%) indicated that human resource at KFS do not have visible programs that support and ensure a smooth transition on succession/taking over of responsibilities of vacated offices without interrupting performance while 38.5% indicated that human resource at KFS have visible programs that support and ensure a smooth transition on succession/taking over of responsibilities of vacated offices without interrupting performance.

Table 4.12: Whether human resource has visible programs that support smooth transition on succession/taking without interrupting performance

Existence of succession programs	Frequency	Percentage
Yes	42	38.5
No	67	61.5
Total	109	100.0

Source: Author (2014)

Visible programs support succession and are a source of motivation and learning for staff. The Service has no visible programs on succession. Therefore both parties i.e. the ones leaving the organization and those succeeding them may be unaware on what they are supposed to do. This could be one of the contributors why the Service may not be performing as expected.

4.5 Training

This section basically brings out the relationship and impact of training on organizational performance as viewed by responses given.

Table 4.13: Whether KFS has a training policy/manual guiding training and development of staff

The researcher sought to find out whether KFS has a training policy/manual guiding training and development of staff. From the findings in Table 4.10 below, majority of the respondents (65.1%) indicated that KFS has a training policy/manual guiding training and development of staff while 34.9% indicated that KFS does not have a training policy/manual guiding training and development of staff.

Existence of training policy	Frequency	Percentage
Yes	71	65.1
No	38	34.9
Total	109	100.0

Source: Author (2014)

As with other human resource policy documents, training policy seems not to have been well communicated to staff. The policy will offer a guideline on how the training processes and management are. Training is linked to performance since it equips the employees with the skills, knowledge and capabilities to perform assigned tasks. These findings correlate with Abbas & Yacoub (2009) who emphasized that trainings are designed to skill employees so that they can perform well. Tyson and York (1996) argue that learning is a learning process in which learning opportunities are purposefully structured by the managerial and staff working in collaboration or by external agents acting on their behalf. The aim of the process is to develop in the organization employee's knowledge, skills and attitudes that have been defined as necessary for effective performance of their work and hence for the achievement of the organizational aims and objectives by the most cost effective means as possible.

As cited in the HRM systems report on KFS, ineffective communication was listed by staff as one of the primary problems still existing and inherited from the Forest Department. This could have resulted in staff not being aware of the existence of the policy.

Figure 4.1: Whether the training policy is aligned to strategic objectives and mandate of the organization

The table below sought to assess from the respondents' answers whether the training policy is aligned to strategic objectives and mandate of the organization. According to the findings in Figure 4.7 88.7% of the respondents indicated that the policy is aligned to strategic objectives and mandate of the organization while 11.3% indicated that the policy is not aligned to strategic objectives and mandate of the organization. This is as illustrated in figure 4.7 above.

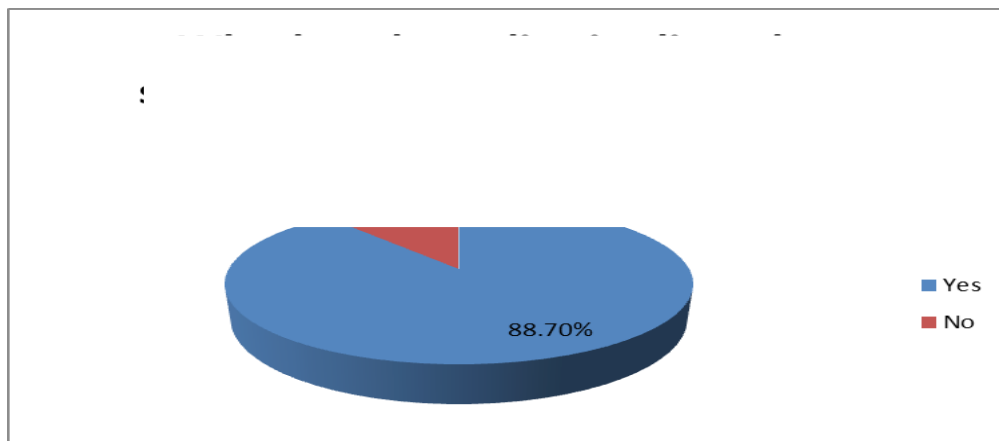


Figure 4.7: Whether policy is aligned to strategic objectives and mandate of the organization

Source: Author (2014)

Aligning the policy to the strategic plan ensures that an organization's objectives are supported by staff who are capable in achieving the objectives in terms of capacity.

Table 4.14: Whether the employees at KFS have been trained by the organization in relation to the job they are currently handling

On the issue of training on specific job, respondents answered as illustrated in Table 4.11 below. The findings indicate that majority of the respondents (74.3%) have been trained by the organization in relation to the job they are currently handling while 25.7% have not been trained by the organization in relation to the job they are currently handling.

Table 4.15: Whether the employees at KFS have been trained by the organization in relation to the job they are currently handling

Staff who are trained by KFS	Frequency	Percentage
Yes	81	74.3
No	28	25.7
Total	109	100.0

Source: Author (2014)

From the findings, a significant 26% have not been trained to do their job and this could be affecting performance. The benefits of employee training include achieving targets, improved job performance and increased creativity/innovation. This is in line with Wachira (2010) who states that training helps new staff to learn their jobs more quickly and they are less likely to make costly mistakes or have accidents at work.

Table 4.16: Extent the training assists the employees to perform their roles better

The extent to which training assists the employees to perform their roles better was realized as per the percentages illustrated in Table 4.12 below. 70.4% of the respondents indicate that training assists them to perform their roles better, 16.0% to a moderate extent, 8.6% to a little extent and 4.9% to no extent.

Table 4.17: Extent the training assists the employees to perform their roles better

Response on training & performance	Frequency	Percentage
Great extent	57	70.4
Moderate extent	13	16.0
Little extent	7	8.6
No extent	4	4.9
Total	81	100.0

Source: Author (2014)

From the above findings, a total 70% have been trained by the service. However of these, 30% don't feel that the training has been of benefit to them in helping them perform better which hampers performance.

Table 4.18: How training for those who were not trained by an organization was facilitated

On the question of how respondents facilitated their training, majority of the respondents indicated that they had facilitated themselves at 78.6% while 21.4 got scholarships that were independent from the Service. This is as demonstrated above.

Training facilitation	Frequency	Percentage
Self-sponsored	22	78.6
Scholarship	6	21.4
Total	28	100.0

Source: Author (2014)

Human resource is the most important resource an organization can have and is therefore imperative that it takes capacity building seriously by giving it the priority it deserves in

terms of planning, allocating required resources like finance to facilitate the process. On further investigation, the 78.6% consist of staff who the organization has not trained and has caused them to go out of their way to train themselves. Once they acquire this training, the higher possibilities is that they will not have their loyalties to the organization and turnover occurs as other organizations see well trained employees who can perform for them. This supports Reid & Barrington (2001) Who state that trained workers are flexible and are able to undertake a wide range of jobs. Trained employees are more committed to the organization and less likely to leave for other jobs. Training can therefore help to focus employee attention on how to achieve high levels of quality and customer service.

Identification of Staff to be trained

Findings from the study on whether there were fora to discuss training needs with the supervisors to enable the employees perform better was non affirmative. All the respondents (100%) indicated that there is no forum to discuss training needs with the supervisors to enable the employees perform better at KFS. The results are as discussed in the table 4.14 above.

Table 4.19 : Methods used to identify staff to be trained

A variety of training methods were listed for the respondents to choose and see which one the Service uses. These are as illustrated below. Regarding the methods used to identify staff to be trained, 20% of the respondents indicated that training committee was involved, 10.9% said that the organization used training needs assessment plans to identify staff to be trained. Further, 2% said that the organization used performance appraisal, 35% indicated that individual employees make applications for training and

canvassing for sponsorship while 30% and 2.1% indicated that the company used seniority and nomination by supervisors.

Identifying training methods	Percentage
Performance appraisal	2
Nomination by supervisor	2.1
Training Committee	20
Training needs assessment plans	10.9
Seniority	30
individual employees make applications for training and canvassing for sponsorship	35
Total	100

Source: Author (2014)

The above findings are contrary to Cole (2002) who explains that a systematic approach to training will generally follow a logical sequence of activities commencing with the establishment of a policy and the resources to sustain it followed by an assessment of training needs for which appropriate training is provided and ending with some form of evaluation and feedback. The managers at the Service need to identify training needs which will assist them to understand the areas where there are performance gaps and once these are identified, with proper training, the organization will definitely improve performance. Training needs analysis is therefore very important and is essentially an audit done to diagnose the types, nature and causes of performance gaps. It will specifically focus on those gaps that relate to lack of skills, knowledge and appropriate attitudes. Canvassing and seniority were chosen by most respondents meaning that a only seniors get to be trained yet they are fewer than the operational staff who do the day to day activities.

Table 4.20: How the organization implements training for employees.

As part of the study, the respondents were to indicate what process the service used in implementing training. As per table below majority of the respondents (95.4%) use ad hoc government sponsorships and then followed by individual staff requests (84.4%) and lastly training needs assessment plans (42%).

Implementation of training	Frequency	Percentage
Training needs assessment plans	55	42
Ad hoc government sponsorships	104	95.4
Individual staff requests	92	84.4

Source: Author (2014)

This indicates that the Service is geared more towards scholarships and not training staff on its own. Training needs assessment plans are the least at 42%. This is minimal compared with the others yet it should form the bulk of where training opportunities shoot from. It is contrary to Tyson and York (1996) who argued that learning is a process in which learning opportunities are purposefully structured by the managerial and staff working in collaboration. What is happening at the Service renders the training policy useless as it will work in support with the main document which is a training needs plan/report.

Table 4.21: Benefits received after training

A question on the benefits received after attending training in the questionnaire gave the following responses. From the findings in Table 4.16 below, majority of the respondents (97.2%) indicated improved performance, 93.6% cited increased creativity and lastly 98.2% responded that they were able to achieve their targets.

Training benefits	Frequency	Percentage
Improved job performance	106	97.2
Increased creativity/innovation	102	93.6
Achieved target	107	98.2

Source: Author (2014)

The Service is experiencing training benefits as listed above in high percentages by the staff. It would be more advantageous to the Service if it were to ensure that it facilitates the training more unlike where staff sponsors themselves and or await ad hoc sponsorship from the Government which may not be consistent. This correlates with and is in line with Wachira (2010) who explains that training helps staff to learn their jobs in detail and quickly and are more likely to not only reduce mistakes at work, but also achieve targets and ultimately performance.

Table 4.22: How the impact of training is evaluated after attending training

A question on evaluation and impact of training on staff affects staff, resulted in the following response. In table 4.17 below, 63.3 % indicated that no evaluation is done, while 24.8% and 11.9 % stated that they are given challenging responsibilities and appraisal through observation respectively.

Evaluation & Impact of training	Frequency	Percentage
Given challenging responsibilities	27	24.8
Appraisal through observation	13	11.9
No evaluation is done	69	63.3
Total	109	100.0

Source: Author (2014)

From the above results show that a large number of staff are not being evaluated after training and this could be one of the aspects affecting performance. The Service was formed just around the time when performance contracting was beginning to take shape in the entire government and may not have caught on after the formation since it would have greatly assisted in the evaluation process and therefore assist in improving

performance once the weak areas have been identified earlier and addressed. The Service may not have a way of measuring how well training improves productivity and would therefore be unsure on capacity gaps that may linger.

This is contrary to The Benardin (2007) who states that the ultimate goal of training is that learning that occurs during training be transferred back to the job. Research strongly supports the view that evaluation i.e. the post training climate will affect whether training influences behavior, attitudes, skills improvement to positively result in an improvement of performance. Evaluation of training is a crucial stage in the learning cycle which the Service cannot do without if it is to achieve its mandate.

Table 4.23: Challenges experienced in the implementation of training

Challenges on implementation of training were cited as demonstrated in the table below with regards to the Service. From the findings below the challenges most experienced in the implementation of training are irrelevant courses (95.4%), lack of funds (88.1%) and lack of competent trainers (75.2%).

Table 4.24: Challenges experienced in the implementation of training

Challenges of implementing training	Frequency	Percentage
Lack of funds	96	88.1
Irrelevant courses	104	95.4
Lack of competent trainers	82	75.2

Source: Author (2014)

Most of the respondents cited irrelevant courses as the major challenge that is being experienced. This could be as a result of the fact that a large number of courses offered come from sponsorships from the Government that could have collaborated with other

Governments and or other private partnerships that may be tailored to fits the needs of the staff in relation to the work they are doing.

There most well known classification of foci for evaluation is Kirkpatrick's four level framework for categorizing training outcomes. The fact that the Service is not conducting evaluation, then challenges like irrelevant courses are likely to come and not shared to management since a forum to do that is missing. It is contrary to Swart et al (2005) who describes evaluation as reactions which will deal with how the participants felt about the training and second is learning which focuses on the facts or the information gained by the trainee.

4.6 Resistance

Resistance to change and effects on organizational performance was evaluated in this section through various questions needing responses by the researcher. Respondents were required to answer on how resistance affects organizational performance. From the findings all the respondents (100%) indicated that resistance to change has a negative effect on organizational performance. The respondents explained this view with comments such as: "People here work as individuals and there is no teamwork"; "There is a lot of complacency"; just to name a few voices. Further they indicated that targets are not met; 'staff do not perform their duties'; 'stalls any meaningful change meant to enhance the organization' and 'Status quo hinders innovation which has a negative effect on performance'. The responses above show that the Service is far from stating that the change process has occurred successfully. Sentiments expressed such as these, show that

much needs to be done if there's going to any meaningful change for improved performance.

Table 4.25: Extent that the transformation of Forest Department into Kenya Forest Service made the organization better than it was

The respondents were asked the extent to which the transformation of Forest Department into Kenya Forest Service made the organization better than it was. From the findings in Table 4.19 below majority of the respondents (87.2%) indicated that to a great extent the transformation of Forest Department into Kenya Forest Service made the organization better than it was while 6.4% indicated a moderate extent at 4.6% and lastly to little extent and no extent at 1.8% and 4.6% respectively. It is as illustrated below.

Extent of improvement	Frequency	Percentage
Great extent	95	87.2
Moderate extent	7	6.4
Little extent	2	1.8
No extent	5	4.6
Total	109	100.0

Source: Author (2014)

Responses from this question shows that while the transformation process may have problems and obstacles, it is an improvement from the earlier dispensation where staff were working under the former Forest Department.

Table 4.26: Sources of resistance to change experienced in KFS

The researcher provided some of the sources of resistance to change and wanted to assess whether this had been experienced in KFS. According to the findings in Table 4.20 below the greatest source of resistance experienced in KFS is lack of involvement off staff in the process of change (98.2%) followed by demotion from previously held positions (94.5%) followed by lack of proper communication and information flow management (68.8%) then fear of the unknown (49.5%) and finally deep rooted organizational culture at 33.0%. Some of the sources of resistance were indicated mostly in the brackets of the middle management and operational staff. Lack of involvement and demotion from previous job groups featured with greater percentages as indicated. It is observed in the findings that the top management did not agree with sources of resistance or may not have experienced them. This applied to the senior managers.

Sources of resistance to change	Frequency	Percentage
Deep rooted organizational culture		
Top Management (Grade KFS1-3)	0	0.0
Senior Management (Grade KFS4-5)	1	0.9
Middle Management (Grade KFS6-7)	4	3.3
Supervisors. (Grades KFS8-9)	3	2.4
Operational Staff (Grades KFS10-14)	29	26.6
Total	36	33.0
Fear of the unknown		
Top Management (Grade KFS1-3)	1	1.4
Senior Management (Grade KFS4-5)	4	3.6
Middle Management (Grade KFS6-7)	5	5.0
Supervisors. (Grades KFS8-9)	4	3.6
Operational Staff (Grades KFS10-14)	39	35.9
Total	54	49.5
Demotion from previously held positions		
Top Management (Grade KFS1-3)	3	2.6
Senior Management (Grade KFS4-5)	8	6.9
Middle Management (Grade KFS6-7)	10	9.5
Supervisors. (Grades KFS8-9)	8	6.9
Operational Staff (Grades KFS10-14)	75	68.5
Total	103	94.5
Lack of proper communication and information flow management		
Top Management (Grade KFS1-3)	2	1.8
Senior Management (Grade KFS4-5)	5	4.6
Middle Management (Grade KFS6-7)	7	6.4
Supervisors. (Grades KFS8-9)	8	7.3
Operational Staff (Grades KFS10-14)	53	48.6
Total	75	68.8
Lack of involvement off staff in the process of change		
Top Management (Grade KFS1-3)	3	2.7
Senior Management (Grade KFS4-5)	8	7.2
Middle Management (Grade KFS6-7)	11	9.9
Supervisors. (Grades KFS8-9)	8	7.2
Operational Staff (Grades KFS10-14)	78	71.1
Total	107	98.2

Source: Author (2014)

It is well to deduce that the study established that the greatest source of resistance experienced in KFS is lack of involvement of staff in the process of change. This relates with Armstrong (2006) who states that negotiations and agreements can sometimes be used where management wants to exchange something in return for acceptance of change and these covers aspects like proper compensation, making concessions in areas not related to change as well as work-team design. The management may have been the greatest beneficiaries of the change process and therefore resulted in the above response, In earlier findings, the Service is wanting in terms of communication and this is echoed from lack of knowledge of existing policies to lack of involvement in the process which will require a lot of communication during negotiation. Lack of involvement could also been as a result of not sharing information which resulted in a majority of staff feeling left out.

Table 4.27: Extent of agreement with various statements on resistance

The respondents were also asked to indicate their extent of agreement with various statements on resistance. According to the findings the respondents strongly agreed that education and sensitization to staff was done on the transformation process as expressed by a mean score of 3.871, the transformation of Forest Department into KFS has improved performance as shown by a mean score of 3.693, the implementers of change did not use coercion/force to implement change as indicated by a mean score of 3.679 and regular information flow and communication was carried out in various change stages as expressed by a mean score of 2.508. The respondents disagreed that involvement and participation of seconded staff in the transformation process was done. This is as shown in the table.

Table 4.28: Extent of agreement with various statements on resistance

Various agreements on statements of resistance to change	Mean	Standard deviation
Education and sensitization to staff was done on the transformation process	3.871	0.703
The transformation of Forest Department into KFS has improved performance	3.693	0.696
The implementers of change did not use coercion/force to implement change	3.679	0.556
Regular information flow and communication was carried out in various change stages	2.508	0.400
Involvement & participation of seconded staff in the transformation process was done	1.235	0.206

Source: Author (2014)

Respondents agree that while they were sensitized in the process and were not coerced, it would seem that they were not participators in the process rather they were to actualize what was decided which would bring out the sentiment of not having been involved in the process and therefore feeling left out.

Table 4.29 On whether the transitional process has been well managed in Kenya

Forest Service

On the question of how the transitional process was handled at the Service, majority of the respondents (62.4%) indicated to a moderate extent, 29.4% said Yes and 8.3% not sure. This is as shown below.

Table 4.30 On whether the transitional process has been well managed in Kenya Forest Service

	Frequency	Percentage
Yes	32	29.4
Moderate extent	68	62.4
Not sure	9	8.3
Total	109	100.0

Those who were not sure suggested that: all staff should be involved in the transitional process; continue training and sensitization to all members of staff assuring them of their job security; absorption of the seconded staff should have been carried out at once as opposed to phased approach that was used; clear accountability of the roles assigned and there is need to blend the existing staff with those with immense experience in various areas of specialization.

The process of change in the Service can be said to be average in terms of success and a lot needs to be improved.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter presents the summary of key data findings and conclusions drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the effects of transformation on organizational performance in state corporations.

5.2 Summary of Findings

5.2.1 Rewards

The study revealed that rewards positively affects or inspire organizational performance. The employees indicated that poor allowances and low salaries affect organizational performance. Salaries alone cannot improve organizational performance but a combination of factors including working conditions and proper employee relationships and effective communication boosts organizational performance. The study found out that salaries in KFS are awarded based on approved salary structure or bands and are not pegged on individual performance or competence which is most likely why the Service is performing poorly since there is no motivation to be outstanding. The study also found out that approved increments structure, availability of funds, exemplary performance, competence and years of service are considered while awarding salaries increment. The study also deduced that achievement of targets was not considered in awarding rewards. This could be leading to complacency. The employees suggested that prior experience in

the past, devoted staff, work load, level of education and experience should also be considered while awarding salary increments. The study revealed that the financial rewards that would impact most strongly to boost performance is competitive basic pay and allowances. The study also established that the non-financial rewards that enhances organizational performance the most is attractive pension plans and was followed by cash rewards and bonuses.

5.2.2 Succession Planning

The study found out that succession planning affects organizational performance. The study further established that KFS does not have a succession planning policy or if it is in place it is not well communicated to staff. Further, the study found out that KFS has schemes of service in place to enable implement succession however it is not available to all for purposes of information and therefore staff may not be aware on how to further their careers. The employees indicated that their fellow colleagues/peers do their job when they are away and training is done for identified potential future managers. The study revealed that the method mostly used for staff training is through delegation of challenging duties. Further the study found out that KFS fills vacant positions for senior managers through recruitment that is both internal and external interviews and not through lobbying or political appointments.

The study established that outgoing officers are objectively involved in identification process of their successors in KFS as shown by a mean score of 3.719, further there's lack of continuity/confusion in some jobs when gaps/vacant position arise in KFS as indicated by a mean score of 3.641. Outgoing officers cooperate with their successors through

mentoring/coaching in KFS as shown by a mean score of 3.532. The study also revealed that human resource does not have visible programs that support and ensure a smooth transition on succession/taking over of responsibilities of vacated offices without interrupting performance. Cases of officers requiring extension are few. Outgoing officers are objectively used in the identification of their successors however, these outgoing officers do not readily impart knowledge to staff taking over their responsibilities. Mentoring and coaching exists at high percentages among the top and middle management as well as the operational staff. Delegation of challenging duties and seminars and workshops is frequently used when carrying out succession.

5.2.3 Training

The study established that KFS has a training policy/manual guiding training and development of staff and the policy is aligned to strategic objectives and mandate of the organization however a significant number are not aware of this policy. The study also revealed that while majority of the employees in KFS have been trained in relation to the job they are currently handling, the Service was not involved as employees sponsored themselves. Further, the study revealed that training assists employees in KFS to perform their roles better if only they can get access to the facility. The study established that for those employees who were not trained by the organization they self-sponsored themselves or get scholarships. From the study, only a small percentage have been trained by the service i.e sponsored in relation to the job they were performing. The Service also relies more on ad hoc government sponsorship than the training plan and budget.

The study found out that there is no for a to discuss training needs with supervisors to enable the employees perform better at KFS. Regarding the methods used to identify staff to be trained, the employees indicated that individual employees make applications for training and canvassing is experienced. The study found out that the benefits of employee training include achieving targets, improved job performance and increased creativity/innovation however it is very little due to the above factors. Evaluation is not done after attending training and therefore linking training to performance at the Service may be difficult. This would mean that the cost benefit analysis may not have been realized as a result. The study established that a significant number felt that to some extent training did not help them perform better as they cited irrelevant courses and lack of competent trainers. Lack of funds was also indicated by most respondents as hampering successful implementation of training.

5.2.4 Resistance

The study found out that resistance to change has a negative effect on organizational performance. The study established that resistance has resulted in employees tending to work as individuals rather than as a team. The study found out that resistance had brought about complacency and had stalled meaningful change meant to enhance the organization. This status quo hinders innovation and has a negative effect on performance. The study further established that the transformation of Forest Department into Kenya Forest Service had still made the organization better than it was even with resistance. The study also established that the greatest source of resistance experienced in KFS is lack of involvement off staff in the process of change.

According to the findings, education and sensitization to staff was done on the transformation process as expressed by a mean score of 3.871. The transformation of Forest Department into KFS has improved performance as shown by a mean score of 3.693, the implementers of change did not use coercion/force to implement change as indicated by a mean score of 3.679 and regular information flow and communication was carried out in various change stages as expressed by a mean score of 3.508. However, there was lack of involvement and participation of second staff into the process. The employees suggested that all staff should be involved in the transitional process, continue training and sensitization to all members of staff assuring them of their job security, absorption of the seconded staff should have been carried out at once as opposed to phased approach that was used, clear accountability of the roles assigned and there is need to blend the existing staff with those with immense experience in various areas of specialization.

5.3 Conclusions

The study concludes that while approved increments structure, availability of funds, exemplary performance, competence and years of service should be considered while awarding salaries increment, pay needs to relate to performance and competence. This would spur performance and increase motivation. The study also concludes that poor allowances and low salaries affect organizational performance.

The study concludes that outgoing officers are objectively involved in identification process of their successors. The study also concludes that outgoing officers cooperate

with their successors through mentoring/coaching in KFS. The study further concludes that that human resource in KFS do not have visible programs that support and ensure a smooth transition on succession/taking over of responsibilities of vacated offices without interrupting performance. The study concludes that training assists employees in KFS to perform their roles better. The study also concludes that the benefits of employee training include achieving targets, improved job performance and increased creativity/innovation. Evaluation which is an important aspect of training for sustained performance is critical and should be done.

The study further concludes that resistance to change has a negative effect on organizational performance. The study finally concludes that greatest source of resistance experienced in KFS is lack of involvement off staff in the process of change.

5.4 Recommendations

Based on the findings and the conclusions, the study recommends that KFS should improve the allowances and basic salaries for their employees. However, human resource should peg rewards to performance and do away with salary increments which do not reflect performance. This will reduce complacency at work. This type of arrangement tends to motivate employees which leads to an enhanced performance by the employees due to enhanced job satisfaction. Further, a healthy mix of the financial and non financial rewards should be put and should be differentiated among the various job groups since they are motivated by different things.

The study also recommends that the human resource department in KFS should have visible programs that support and ensure a smooth transition on succession/taking over of responsibilities of vacated offices. This will help ensure that there is no break or discontinuation in service when some officers leave the organization. Employees should be sensitized on the policies that exist including the schemes of service to enable them chart their growth in the organization. Supervisors should be well trained to assist the employees in their career growth. Different ways of implementing succession should be applied to the different cadres.

The study further recommends that the process of training of employees at KFS should be conducted fairly and transparently to prevent unhealthy practices such as canvassing and corruption in awarding sponsorships. Human resource division ought to have comprehensive training plan supported with a budget for all staff. Relevant courses and competent trainers should be vetted before they are pre-qualified to ensure a high standard of training. Further, evaluation should be done for every training done to see if transfer of learning has occurred This will help staff to know what weaknesses still linger as well as strengths which may be useful for future assignments. Further, the managers need to have forums to discuss performance and follow ups for the staff who report under them. A Training Needs Analysis needs to be done to ensure relevant courses are offered at any time.

Finally the study recommends that the management at KFS should involve the employees when they plan to introduce new changes in the organization. This will help reduce the level of resistance to change in the organization.

5.5 Suggestions for further studies

The study focused on the effects of transformation on organizational performance in state corporations. A similar study should be done in other public institutions of similar nature of inception sector to establish whether it will yield the same results.

Another study should be conducted on the challenges faced in transformation among state corporations. The same can also be done on the private sector and the findings analyzed to see whether there will be a correlation.

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APPENDICES

Appendix I: Letter of Introduction



MOI UNIVERSITY
SCHOOL OF HUMAN RESOURCE DEVELOPMENT
DEPARTMENT OF DEVELOPMENT STUDIES

Tel: (053) 43153

P.O Box 63056-00200
NAIROBI
KENYA

Fax: (053) 43153

MU/NRB/SHRD/SA/01

1ST May, 2014

National Commission for Science, Technology and Innovation
 Utalii House
 NAIROBI

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH PERMIT
VERONICA NYAMBURA MAINGI- REG. NO. SHRD/PGD/012/12

This is to confirm that the above named is a bonafide postgraduate student of Moi University, School of Human Resource Development, Department of Development Studies. The student is pursuing a Master of Science in Human Resource Development (Msc. In Human Resource Development) offered at the Nairobi campus.

Ms. Maingi is in her second year of study and is required to proceed for her research.

The research Title is – **The Transformation of Government Departments into Parastatals and their effects on organizational performance. A case of Kenya Forest Service.**

The student is in the process of obtaining a research permit to enable her visit the identified research centers. The university shall highly appreciate any assistance accorded to her.

Yours faithfully,

MOI UNIVERSITY
 NAIROBI SATELLITE CAMPUS
 P. O. Box 63056 - 00200, NAIROBI.

S. Gacheva 2 MAY 2013
Mr. S. GACHEWA
COORDINATOR, DEVELOPMENT STUDIES,
NAIROBI CAMPUS

APPENDIX II: LETTER OF AUTHORIZATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

10th June, 2014

NACOSTI/P/14/9162/1750

Veronica Nyambura Maingi
Moi University
P.O.Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Transformation of Government Departments into Parastatals and effects on Organizational Performance,”* I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for a period ending **31st July, 2014.**

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


SAID HUSSEIN
FOR: SECRETARY/CEO

Copy to:

The County Commissioner
The County Director of Education
Kiambu County.

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.

2. Government Officers will not be interviewed without prior appointment.


3. No questionnaire will be used unless it has been approved.

4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.


5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.

6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice ~~if necessary~~.

REPUBLIC OF KENYA



NACOSTI



National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 1896

CONDITIONS: see back page

APPENDIX III: QUESTIONNAIRE

This questionnaire is meant to help the researcher in collection of information on transformation of government departments into parastatals and their effects on organizational performance. A case of Kenya Forest Service. Information is for academic purposes only and will be treated confidentially.

INSTRUCTION

Answer the questions by ticking in the appropriate box and writing in the space provided.

SECTION A. GENERAL INFORMATION

1. Gender M F

2. Age- please tick in the box provided

a) 20-30 years <input type="checkbox"/>	b) 31- 40 years <input type="checkbox"/>
c) 41- 50 years <input type="checkbox"/>	d) 51- 60 years <input type="checkbox"/>

3. Accumulated years of service worked in Kenya Forest Service & relevant environment ministry

a) 0-1 year <input type="checkbox"/>	b) 2- 4 years <input type="checkbox"/>
c) 5-10 years <input type="checkbox"/>	d) 11years and above <input type="checkbox"/>

4. Highest education level

a) Masters (Graduate) <input type="checkbox"/>	b) Degree-(Under –Graduate) <input type="checkbox"/>
c) Diploma <input type="checkbox"/>	d) Others (certificate of proficiency) <input type="checkbox"/>

5. Grade in the organization.....

6. Which Department/Division do you work under.....

SECTION B. REWARDS

7. Do rewards (salary& allowances) positively affect /inspire organizational performance?

Please tick as appropriate

a) YES b) NO

8. If answer is NO, please explain.....

.....

9. How are salaries awarded in the organization? Tick as appropriate regarding your position

a) Approved salary structure/bands b) Negotiated

10. In relation to above, are they pegged on individual performance?

a) Yes b) No

c) Others, please specify.....

.....

11. What factors are considered when awarding salary increments to employees

a) Exemplary Performance b) Approved increments in structure

c) Availability of funds d) Years of service

e) Achieved Targets f) Competence

12. Are you in agreement with the above factors in the decision of awarding salary increments to improve performance? If not, what other factors should be considered

16. Has KFS put in place a succession planning policy to guide career growth for staff?

a) Yes b) No

17. Does the organization have schemes of service in place to enable implement succession?

a) Yes b) No

18. Who does your job when you are away from work?

a) No one b) Fellow colleagues/peers

c) Boss/Supervisor d) Junior staff

19. Is training done for identified potential future managers?

a) Yes b) No

20. If yes, how is training for these staff done? please tick the ways this is carried out

a) Coaching and mentoring (on-job) b) Seminars/Workshops (Off-job)

c) Delegation of challenging duties d) Induction

e) Others.....
.....

21. How does KFS fill in vacant positions for senior managers

a) Automatic Promotion b) Recruitment/internal interviews

c) Acting appointments d) Lobbying/political appointments

e) Others.....
.....

22. State the extent of which you agree/disagree with the following statements on succession with an aim of improving performance.

Indicate number in the tick box provided for.

Strongly agree-1, Agree- 2, Not Sure-3 Disagree-4, Strongly Disagree -5.

- a) Outgoing officers are objectively involved in identification process of their successors
- b) Outgoing officers cooperate with their successors through mentoring/coaching
- c) Outgoing officers readily impart knowledge and information on their experience
- d) There's lack of continuity/confusion in some jobs when gaps/vacant positions arise
- e) Outgoing officers usually request for extension of service while retiring
- f) Outgoing officers are allowed to extend service after retirement

23. Does human resource have visible programs that support and ensure a smooth transition on succession/ taking over of responsibilities of vacated offices without interrupting performance?

- a) Yes b) No

SECTION D. TRAINING

24. Does the organization have a training policy/ manual guiding training and development of staff?

- a) Yes b) No

25. If YES, is the policy aligned to the strategic objectives and mandate of the organization?

a) Yes b) No c) Do not know

26. Have you been trained by the organization in relation to the job you are currently handling?

a) YES b) NO

27. If Yes, to above to what extent did the training assist you to perform your roles better?

a) Great extent b) Moderate extent
 c) Little extent d) No extent

28. If Not trained by the organization but still trained, how was your training facilitated?

a) Self Sponsored b) Scholarships

29. Is there a forum to discuss training needs with your supervisor to enable you perform better?

a) Yes b) No

30. What methods are used to identify staff to be trained?

a) Performance appraisal b) Training needs assessment plans
 c) Nomination by supervisor d) Seniority
 e) Training Committee
 f) Other.....

31. What is the organization using to implement training for employees?

a) Training needs assessment plans
 b) Ad hoc government sponsorships
 c) Individual staff requests

d) Other.....

32. Please tick as appropriate the benefits you received after training?

a) Improved job performance b) Increased creativity/innovation

c) Achieved targets

d) Other.....

33. How is the impact of training evaluated after attending training?

a) Given challenging responsibilities

b) Appraisal through observation

c) No evaluations are done

d) Other.....

34. What are some of the challenges experienced in the implementation of training?

a) Lack of funds b) Irrelevant courses

c) Lack of competent trainers

d) Other.....

SECTION E. RESISTANCE

35. What is the effect of resistance to change on organizational performance

a) Positive effect b) Negative effect

36. If negative, please explain why?

.....

To what extent has the transformation of Forest Department into Kenya Forest Service made the organization better than it was?

- a) Great extent b) Moderate extent
 c) Little extent d) No extent

37. Please tick some of the sources of resistance to change experienced in KFS

- a) Deep rooted organizational culture
 b) Fear of the unknown
 c) Demotion from previously held positions
 d) Lack of proper communication and information flow from management
 e) Lack of involvement of staff in the process of change

38. State the extent of which you agree/disagree with the following statements

Indicate number in the tick box provided for.

Strongly agree-1, Agree- 2, Not Sure-3 Disagree-4, Strongly Disagree -5.

- a) Education and sensitization to staff was done on the transformation process
 b) Involvement & participation of seconded staff in the transformation process was done
 c) The implementers of change did not use coercion/force to implement change
 d) Regular information flow and communication was carried out in various change stages
 e) The transformation of Forest Department into KFS has improved performance

39. Has the transitional process been well managed in Kenya Forest Service?

- a) Yes b) Moderate extent c) Not sure

40. If not suggest ways that could have improved the process to make it better

.....
