

**FACTORS INFLUENCING PERFORMANCE OF WILDLIFE COMMUNITY
ENTERPRISES IN NORTHERN RANGELAND TRUST, KENYA**

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Fulfillment of the Requirement for the Conferment of the Degree of Masters of
Business Administration (Entrepreneurship Option) of Kenya Methodist
University**

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DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been presented for a degree or any other award in any other University

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BUS-3-0522-2/2014

Recommendation

We confirm that the candidate carried out the work reported in this thesis under our supervision.

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DEDICATION

I dedicate this thesis to my parents Tabitha Mwenda and Simon Mutiga who have been a key asset in my well-being in completing this thesis within the specified time line.

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I would want to thank the Kenya Methodist University for offering me a chance to take a course in Master of Business Administration. Appreciation to my supervisors Dr Nancy Rintari Ph.D. and Prof. Kenneth Mugambi, Ph.D. for their encouragement, supervision and guidance in writing this thesis. In addition, recognition goes to the staff at Kenya Methodist University for their administrative support during the preparation of this process. My regards also to my peers in the Master of Business Administration for their support and direction in any respect towards the completion of this thesis.

ABSTRACT

Wildlife linked conservancies are experiencing deteriorating performance in developing nations and Kenya in particular. Conservancies being one of the sources that the government generates revenue, wildlife protection and conservation of natural resources has not only been subjected to human disruptions but also little effort is put by the government to safeguard the natural resources for sustainable development. Based on the fact that Kenya is underperforming among countries of the world in terms of conservation of natural resources, it's therefore on this regard that this research sought to assess factors affecting performance of wildlife linked community enterprises in the Northern Rangeland. The specific objectives were to determine the influence of community support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya; To establish the influence of management practices on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya; To determine the influence of donor support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya; and to establish the influence of technical support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The study was guided by commitment-trust theory, the stakeholder, equity, and agency theories. Commitment-trust theory guided community support; stakeholder theory guided management practices; equity theory guided donor support; and agency theory guided technical support. This study employed a descriptive design of research. This study targeted management of the Northern Rangeland wildlife community linked enterprises. All (78) management employees of the Northern Rangeland wildlife community linked enterprises were used as the participants. This research used a census sample design for management and because targeted population was manageable and the participants were within accessible environs. Data was collected through questionnaire. Internal consistency of the tool was assessed through Cronbach Alpha coefficient of 0.7. Instrument's Validity was affirmed through experts in the field of tourism and lecturers of Kenya Methodist University. Multiple regression was utilized to examine the data and reveal the statistical link among the factors. The study established a positive association among community support, management practices, donor support, technical support and performance of wildlife linked community enterprises. The study concludes that unless management of wildlife linked community enterprises embrace initiatives intended to promote community support, stakeholder involvement, attraction of local and foreign donors and provision of technical support and resources, achieving sustainability of wildlife conservancies will be an uphill task. This research recommends that government and in partnership with community conservancies should embrace policies that promote protection of conservancies rather than wildlife human conflict.

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LIST OF ABBREVIATIONS

NRT	Northern Rangelands Trust
PAs	Protected Areas
SPSS	Statistical Package of Social Sciences
USA	United States of America
WLCE	Wildlife Linked Community Enterprises

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Success small enterprises is crucial for economy and society at large. As a result, it has received significant scholarly interest (Halab & Lussier, 2014). Because they are largely employed to anticipate failures (Amankwah-Amoah, 2016) or sustainability (Bhaduri and Fogarty, 2016) models of performance are the standard of excellence in the academic evaluation of SMEs' economic output. However, there are substantial limitations to performance models, such as covariate choice (Gupta and Gregoriou, 2018) an emphasis on the "negative" aspect of performance (failure), and the removal of a significant number of elements that may impact SMEs' good performance. Performance is the process of using shareholders wealth in the cause of attaining organizational objectives and with an aim of maximizing the wealth (Mureithi et al., 2019).

It is obvious that local populations must be a part of sustainable American conservation (Chidakel, 2017). Many contend that when people profit from protected areas and ecotourism, they are more likely to support preservation as a form of land utilization and to uphold care of the local natural assets (Nicholas & Steyn, 2012). Local communities can profit from conservation through community conservation, both direct via salaries and wages and indirectly by serving as providers of services and goods. Wildlife community enterprises are considered as revenue generating entities that have been established with an aim of protecting the environment (Salafsky & Wollenberg, 2020). Therefore, community support, according to a number of experts, is essential for the long-term viability of conservation efforts and the protected areas that go along with them (Villafiorita, 2014).

In this study the factors under consideration will include community support, management practices, donor support, technical support and performance of wildlife community enterprises. Community support is considered as help gotten from the members of the society towards the preservation of the environment (Brown et al., 2019). Management practices are administration roles that enable an organization be in a better position of protecting and preserving the environment (Ivanic, 2020). Donor support is the financial and non-financial aid that an organization received from partners who have committed themselves to enable the institution achieve its objectives, mission and vision (Kiwaadho, 2023). Technical support includes the aid derived from use of technology to enable an organization to trace, recover and protect wildlife (Muzirambi et al., 2022).

Globally, the performance of wildlife community enterprises has been faced with low donor support due to shortage of donors. Additionally, since it is a revenue generating venture, it has attracted new enterprises which has resulted to a rise of unethical competition with other wildlife enterprises (Verster, 2020). Further, there are lack of clear policies on the extent to which communities should support wildlife conservation. This leads to inconsistencies on the extent they can use their resources towards improving wildlife in Paris (Adamba et al., 2020). In addition, there have been cases of embezzlement of donation funds and low training on ICT to local communities. In a nation such as Sweden, the cost of operations of NGOs that support wildlife has tremendously increased due government regulations. Notably, in nations such as India, Sharma and Agarwal (2018) revealed that poaching activities had increased due to laxity of policy framework supporting preservation of wildlife.

According to De Boer and Baquete (1998), an examination of local attitudes toward environmental protection in southern Asia will emphasize the factors that influence local support. Such data might persuade governments and ecotourism providers to prioritize these elements while making policy decisions. Despite the connections between protected areas and ecotourism, local attitudes about them might be influenced by the direct costs and advantages of ecotourism, including occupation and human-wildlife encounter.

Regionally, there had been increased human animal conflict which had affected the effort to preserve wildlife in Ghana (Tiimub et al., 2019). In other nations, lack of government support and increased drought situations like in Namibia have caused decreased wildlife since wild animals have been slaughtered to feed the community hence depriving the wildlife community enterprises from earning revenue on wildlife. In South Africa, there have been poor monitoring method on enterprises leading to a rise of unauthorized enterprises and enterprises collaborating with poachers to sell wild products (Ajayi, 2019; Muzirambi et al., 2022).

Sifuna (2010) sees that controlling community expectations of ecotourism in South Africa necessitates a grasp of the variables influencing their attitudes. Understanding of societal attitudes is also beneficial for educational and awareness-raising initiatives. For residents to get involved in wildlife conservation zones, incentive sharing is a required but not sufficient prerequisite (Snyman, 2012). The in-charge of Protected areas and eco-lodges would naturally be impacted by their encounters with the society by their awareness of local inhabitants' sentiments, and it is believed that this understanding will enable more targeted management in protected areas and related ecotourism activities.

Community conservation in East African nations strives to encourage the sustainable management of biodiversity resources by connecting their upkeep to advantages for local residents' livelihoods or efforts to reduce poverty (Salafsky & Wollenberg, 2000). This is often being accomplished via wildlife-related businesses, like tourism or resource gathering in the wild (Soundaian, 2019). In other instances, community conservation is more frequently connected with external land of the officially guarded area network, even if it has constituted a component of protected areas in various east African countries (Bristow et al., 2022).

Locally, there have been inadequate funds to sustain the enterprises and those that have resources faced poor management of available resources (Mbuba, 2019). Additionally, competition from other enterprises managed by international organization has also been a menace and privatization of parks leading to inadequate evaluation on the suitability of the wildlife community enterprises (Mureithi et al., 2019). Notably, lack of communal support and local market connection to the enterprises has resulted to failure of the enterprises.

Notably community conservation in Kenya came about as a result of the realization that strictly protected areas frequently neglected to take local people' interests into account, which decreased their desire to support or adhere to conservation legislation (Adamba et al., 2020). In fact, in some places, tight protection led to overt antagonism between local residents and conservation officials (Gerhart et al., 2019). The recognition that biodiversity assets they are both impacted by and reliant on procedures and Wildlife related community activities, can have national and global ramifications, increased the need to involve communities in conservation (Chandran, 2004). As a result, it was recognized that a strategy that can balance the demands of biodiversity protection and economic development is essential, especially in developing countries.

In the dry and semiarid rangelands of northern Kenya, The Northern Rangelands Trust (NRT) is a community-based conservation program with the mission to enhance community livelihoods via animal protection (Northern Rangeland Trust, 2008). Since its establishment in 2004, it has aided in the creation of community-led organizations that combine rangeland management, large animal conservation, and community poverty reduction. By 2009, the link of enterprises helped by NRT had covers protection organization exceeding 8,300 km² of land of Kenya's prescribed endangered land system, having expanded hugely since 2004 (Turner, 2014).

1.2 Statement of the Problem

Lewa Wildlife connected Community Enterprises (LWC), a privately-owned ranch run for biodiversity conservation since the 1980s, and local communities formed a collaboration to create Northern Rangeland Trust Wildlife linked Community Enterprises (NRT). IL Ng'wesi and Namunyak Wildlife Conservation Trust was initially founded by surrounding communities with the assistance of an LWC outreach campaign. The businesses were created as a strategy to reduce conflict between people and wildlife and to improve landscape-scale conservation in the area. It became clear that a separate organization was needed to deliver efficient technical assistance and satisfy the knowledge requirements of the growing number of participating communities as the Wildlife connected community enterprises network expanded quickly.

Members from the public, business, and institutional sectors make up NRT. Four degrees of technical assistance are provided to community members, ranging from capacity building and technical guidance through enterprise growth. Receiving this financing is contingent upon conservancies running independent financial audits and implementing a

proactive program to improve the ecosystem in their individual areas. If these requirements are not completed, community members' assistance can be suspended (NRT, 2019).

Both commercial and conservation success was experienced in the early years. The establishment of three conservancies, namely Sera, Namunyak, and West Gate conservancies, offered elements of tranquility to a culture where people had previously been killing each other. Most of NRT staff employees are Kenyan people residing in the area with Wildlife Community Enterprises. Most of support for initiative are funded by foreign sources, for instance USAID, Fauna and Flora International, St. Louis Zoo, and Zoos Victoria.

However, there have been performance issues with wildlife-related community enterprises for a six-year period between 2018 and 2022, which has prevented the NRT from forging long-term alliances with donors and specific enterprises to provide ongoing financing for community businesses and conservation management. The objectives of NRT is to establish multiple conservancies within a year (NRT, 2016). This objective has not been possible for a period of 6 years thus contributing to a loss of economic gains for the communities benefiting from the enterprises. Previous studies have focused on the benefit and models of community linked enterprise (Ismael, 2021). This implies little has research has been done about the performance of these enterprises thus a need to conduct an academic inquiry on factors influencing Wildlife community enterprises performance of Northern Rangeland Trust in Kenya.

1.3 Purpose of the Study

The purpose of this investigation was to assess the factors influencing performance of wildlife community enterprises in Northern Rangeland Trust Kenya.

1.4 Specific Objectives

More specifically, the objectives of the study were;

- i. To determine the influence of community support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.
- ii. To establish the influence of management practices on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.
- iii. To determine the influence of donor support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.
- iv. To establish the influence of technical support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.

1.5 Research Hypotheses

This investigation sought to test the following hypothesis;

- i. H₀1: There is no significance influence of community support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.
- ii. H₀2: There is no significance influence of management practices on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya
- iii. H₀3: There is no significance influence of donor support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.
- iv. H₀4: There is no significance influence of technical support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.

1.6 Significance of the Study

This investigation evaluated factors influencing performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. Based on it, the researcher developed

recommendations for community-based businesses that are tied to wildlife. The Northern Rangeland Trust Conservancies will investigate the root causes of its subpar service performance and then review how they operate their conservancies to enhance both service quality and the success of their overall Wildlife Linked Community Enterprises. According to the researcher, there are other organizations dealing with comparable issues, hence the study's recommendations will be very helpful to other businesses in enhancing their organizational performance. The data will also be helpful to other investigators whose interest is in this field, and they might utilize it as a secondary source of data. Further, researchers and scholars will use the information of this study to develop new theories that will inform decisions in the community wildlife linked community enterprises.

1.7 Scope of the Study

This research was conducted in Northern Rangeland Trust Wildlife linked enterprises which includes, IL Ng'wesi, Sera, Namunyak, and West Gate. All the management employees of the Northern Rangeland Trust Conservancies were regarded as the respondents. These enterprises were considered fit centered on the fact that they contribute to the social economic welfare of the majority of the population residing in the area and contributes to the National Gross Product.

1.8 Limitations of the Study

Finding the target population was difficult because some of them were spread out over the Kenyan regions of Isiolo and Samburu. However, to overcome this, the researcher requested guidance from Northern Trust which has been in partnership of these enterprises. Other issues with the study were some respondents' reluctance to open up and supply the requested information out of concern for victimization. The researcher gave the

respondents the reassurance that the survey was entirely for academic purposes and that only Kenya Methodist University would be the recipient of the findings.

1.9 Assumptions of the Study

This thesis made the supposition that the target group hadn't undergone any significant changes that could have had a material impact on the study's findings. The study also made the assumption that participants would provide reliable information and broadly agree that conservancies were important to their social and economic welfare.

1.10 Operational Definition of Terms

Community Support

This is considered as help gotten from the members of the society towards the preservation of the environment (Brown et al., 2019).

Donor Support

This is the financial and non-financial aid that an organization received from partners who have committed themselves to enable the institution achieve its objectives, mission and vision (Kiwaadho, 2023).

Management Practices

These are administration roles that enable an organization be in a better position of protecting and preserving the environment (Ivanic, 2020).

Performance

This is the process of using shareholders wealth in the cause of attaining organizational objectives and with an aim of maximizing the wealth (Mureithi et al., 2019).

Technical Support

This includes the aid derived from use of technology to enable an organization to trace, recover and protect wildlife (Muzirambi et al., 2022).

Wildlife Community Enterprises

These are considered as revenue generating entities that have been established with an aim of protecting the environment (Salafsky & Wollenberg, 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on additional relevant publications by various scholars that have been evaluated in order to provide the study with a theoretical and empirical basis. In a bid to provide the investigation a greater thorough grasp of the manner in which the elements affect community enterprises performance, it also explores the variables.

2.2 Theoretical Review

The study was guided by commitment-trust theory, the stakeholder, equity, and agency theories. Commitment-trust theory guided community support; stakeholder theory guided management practices; equity theory guided donor support; and agency theory guided technical support.

2.2.1 Commitment-Trust Theory

Commitment-trust theory was developed by Morgan and Hunt (1994) and guided community support. The theory maintained that the trade between participants, which ultimately results in the development of relational cooperation, is mediated by trust and relationship commitment. Because it is believed that building trustworthy relationships is crucial to fostering cooperative relationships, the development of numerous relationship types has thrust trust into the spotlight (Handfield & Bechtel, 2002). There has been a significant amount of research on trust from a variety of fields, including economy, psychology, sociology, and organization (Williamson & Perumal, 2022). Although there are disciplinary distinctions, trust is a very complex concept with many different aspects.

Determining the boundaries of trust can be challenging and irritating since it is fundamentally connected to other concepts like opportunism, uncertainty, and power. According to every definition of trust, it entails one group building faith in or depending on a different group to fulfill its commitments (Nicholson et al., 2001). There exist various avenues to conceptualize trust. Trust has been viewed in many research as a one-dimensional phenomenon (Garbarino & Johnson, 1999). Other research first claim that trust is a two-dimensional construct, but they later discover that it actually becomes a one-dimensional construct (Joshi & Stump, 1999). Other studies tackle the issue of trust from multiple angles (Johnson & Grayson, 2005). The studies collectively demonstrate a nonexistence of agreement on how to conceptualize and even operationalize trust.

The performance or cognitive trust refers to a party's assurance, preparedness, or intent to rely on a partner's knowledge, dependability/trustworthiness, and punctuality in carrying out their obligations (Moorman et al., 1993). A party's expectations of their partner's future actions or behaviors to keep pledges lead to trust (Zaheer et al., 1998). The forecasts are grounded either on the cumulative information developed via the parties' interactions (Harris & Dibben, 1999) or on the standing of each party in prior interactions (Johnson & Grayson, 2005). Since trust is knowledge-based, it is necessary to have trust when knowledge is lacking or insufficient. Therefore, halfway between total ignorance and perfect knowledge is the level of knowledge required to trust (McAllister, 1995). The decision to trust is determined by the information at hand and the "appropriate reasons" to do so (Mayer et al., 1995).

Additionally, performance-based assurance is perceived as an anticipation instead of a principle, reflecting a hazy prediction of a mate's potential upcoming behavior (Zaheer et

al., 1998). Trust hence gives partners some latitude to fall short of expectations. This is especially feasible at the inter-organizational level, where confidence must be re-emphasized explicitly when partners undertake novel transactional activities in order to stop nasty amazements from task alterations (Huemer, 2004). Even when upcoming actions or behaviors carry some risk, the knowledge learned lessen uncertainty (Eriksson & Sharma, 2003).

The degree of trust can be determined by the parties' expectations. Because it gives participants a sense of security in their interactions, expectations can be accurately forecasted when the degree of assurance is higher. However, anticipations will be tempered by uncertainty when trust levels are low. The establishment of partners' commitment to the financial aspects of the relationship has been viewed as crucial (Coulter & Coulter, 2003). Despite this crucial result of performance-based trust, it is insufficient to support the establishment of long-lasting partnerships. The majority of research has concentrated on the dimensions' antecedents, that Nicholson et al. (2001) described as "a bit more impersonal, separated, and dispassionate analysis determinants that include an agreed-upon value system and instances of engagement."

Trust-building is a social procedure that is time consuming and needs to be grounded in human experiences (Håkansson, 1982). Trust is a personal matter. A person's personality qualities might either be trusting or untrusting. In order to build trust, interpersonal engagement is crucial (Nicholson et al., 2001). Despite the fact that trust is an inside feeling, it is shown externally in the shape of cooperation. Effective-based trust is a conviction that one person has in others founded on their emotions and thoughts elicited by the other party's generosity, compassion, courteousness, likeness, and care demonstrated throughout their contact (Castien, 2017).

Relationship commitment has been acknowledged as being essential to a long-lasting relationship in a variety of literatures, including seller-buyer interactions, network theory, and social exchange theory. Since commitment is essential to relationship marketing success, researchers concentrated on the variables that affect the formation and preservation of dedication. Association dedication is defined as a persistent wish to keep a relationship going (Morgan & Hunt, 1994). Connection dedication "may also become a central focus of discussion in advertising, as the field evolves progressively shifts away from a transactional interchange focus and toward a relational approach," according to Gundlach and Murphy, (1993). Marketing is putting an increasing amount of emphasis on relationship commitment.

This study is based on Morgan and Hunt's commitment-trust theory (1994). Because they stimulate cooperative actions among association parties and motivate them to continue long-term associations, this idea put out that association dedication and trust are crucial factors for effective associations. They contend that partners can be more accepting of high-risk situations in relationships marked by trust and commitment because each partner has faith that the other will be motivated to take actions that are in both of their long-term best interests. When Morgan and Hunt put their idea about the commercial interactions between auto tire dealers and their suppliers to the test, they came to the conclusion that the evidence amply supported it.

According to the commitment-trust theory, commitment and trust are important concepts that help an organization run smoothly. Think of trust as having faith in a partner's dependability and morality. They contend that communication and similar values between partners might increase trust. When partners are thought to act opportunistically, trust is reduced. Shared values, which were previously mentioned as a prerequisite for

commitment, are a prerequisite for trust. The alleged capacity of partners to foresee the intentions and conduct of the other and, consequently, the level of trust, rise when couples think that they share similar values. Between partners, communication is the exchange of pertinent information at the right time.

Students' faith in professors may be increased if they let them know what to expect from a course and on tests. Communication between instructors and students can also avoid misconceptions and facilitate conflict resolution. A violation of implicit or explicit role practices is opportunistic behavior. In the commitment/trust model, every outcome is influenced by trust, either directly or indirectly. Through its impact on commitment, trust has indirect implications on compliance and departure propensity as well as direct consequences on collaboration, functional conflict, and decision-making uncertainty.

The relevance of this theory to this investigation is that cooperation is required for two parties to work together toward a common objective. According to Morgan and Hunt (1994), relationships in which partners do not cooperate produce outcomes that are superior to those that would be obtained through cooperation. Conflict that improves a relationship is referred to as functional conflict. Relationships can be strengthened by disagreements since they present chances for communication and readjusting expectations. In this study, it is important for social enterprises that are connected to wildlife to guarantee that there is confidence since this allows partners to view disagreements as constructive challenges to be resolved with mutual benefit.

The degree to which partners believe they have enough knowledge to make decisions confidently is the level of decision-making uncertainty. The level of dedication among management and the workforce will be directly impacted by this. Trust enables partners to

view partnerships in the long term. Instead of being the outcome of each transaction between partners, the relationship itself becomes the objective. It can be inferred that this theory would assist community businesses connected to wildlife in developing an atmosphere that would help in enhancing their performance. This theory could be applied by Northern Rangeland wildlife related community enterprises to improve relationships among the community, management, and other interested parties and improve effectiveness.

Commitment trust theory was criticized by Brown et al. (2019) that in as much as trust enhanced commitment, commitment by itself can erode trust. This is because a trusted partner will ensure that they invest their resources to ensure that they are committed to the noble cause of the relationship. However, when there is evidence of commitment, over time trust may subsidize due to several factors that are related to the working relationship or external influences. However, this weakness did not affect the current study since when it comes to community support, the nature of relationship in existence is governed by the laws of land rather than informal commitment clauses.

2.2.2 Stakeholder Theory

Through the 1984 release of Freeman's strategic management: A stakeholder perspective, the Stakeholder Theory acquired traction in worldwide literature. Stakeholder theory guided 'management practices' variable of the study. Stakeholders, according to Freeman (1984), are individuals or organizations that have the potential to influence or be impacted by the enterprise. The company's stakeholders must be purposefully managed by the organization (Frooman, 1999). Enterprises must accomplish superior achievements and long-term competitive advantage in this way (Harrison et al., 2010).

Any group or individual that has the capacity to manipulate or be influenced by the achievement of the corporate's goals are stakeholders (Freeman, 1984). The extent to which these stakeholders contribute to organizational performance can be used to describe them (Ribeiro & Costa, 2016). There are two categories of stakeholders: major stakeholders, who have a disproportionate impact on a focal organization's existence, and secondary stakeholders, who have less of an impact (Clarkson, 1995). The primary stakeholders include buyers, vendors, investors, workers, and the community. Secondary stakeholders include the government, the media, competing firms, supporters of the environment, customer advocacy entities, and other interest groups.

This classification can be changed to reflect the company's current reality (Freeman et al., 2007). The phrase "stakeholder theory" refers to a group of ideas that explain the interactions between businesses and their stakeholders as well as some of the performance effects of these interactions. The theory is frequently described as consisting of three interconnected streams: normative, descriptive, and instrumental (Donaldson & Preston, 1995). According to this theory, any firm that wishes to succeed must produce value for its suppliers, consumers, employees, and communities (Freeman et al., 2010). In other words, the firm must examine all the factors that make up its environment in order to fulfill its goals and be successful. In this scenario, the stakeholders are important because they might have an impact on the firm's operations, goals, progress, and even endurance (Freeman et al., 2018). On the other hand, the stakeholder theory was first put forth as a local theory of strategic management, and in its strategic form, it deals with techniques and protocols for managerial action and decisions.

This theory is viewed as a tool of management for accomplishing bosses' and firms' objectives. It makes the company run more efficiently (Laplume et al., 2008). As a strategic

instrument, this theory enables businesses to maximize results. The time tools and approaches which help businesses better comprehend the desires, demands, and requirements of the stakeholders are put into use (Slàba, 2016) they create the management of stakeholders. According to Freeman (1984), the fundamental issue facing managers is that they need new ideas to enable them to view and carry out their work in a more accurate and realistic manner. Managers must be able to view the world through these new notions in the context of the present, not the past. The corporate world has undergone significant change, and in order to adapt, the manager must alter his or her perspective. In order to run a business effectively, the manager must reflect deeply and intently on his or her surroundings.

According to stakeholder theory, a company's relationship with its environment is structured in a strategic and ethical order (Freeman, 1984) strategically because considering a company's environment helps it perform better; and ethically because a company's operations have an impact on society and must therefore take that interest into account. Stakeholder management, a strategic management tactic selected by stakeholders, or a stakeholder-based strategic management tool result from the application of stakeholder theory (Freeman et al., 2010). Prudent management of the corporate environment, which includes stakeholders, is merely a way to maximize profits; paying attention to stakeholders helps the company make decisions that help it achieve its objectives, keeping in mind that the company depends on its stakeholders for funding (Freeman et al., 2010). This point of view contends that each stakeholder has strategic value and that managing stakeholders is a crucial component of the company's strategy. Stakeholder analysis is somewhat connected to environment scanning, and stakeholder relationships play a part in the strategic planning and orientation of the business.

All stakeholders must be equally treated, honestly, and even generously, claims the stakeholder theory. In the words of Harrison et al. (2010) an entity that governs for stakeholders commits a greater amount of assets to satisfying the wants and demands of its true stakeholders than is required to merely preserve their willful participation in the firm's productive operations. According to the stakeholder idea, treating each stakeholder fairly leads to some type of synergy (Tantalo & Priem, 2014). In the words of Harrison et al. (2010) an entity that governs for stakeholders commits a greater amount to satisfying the wants and demands of its true stakeholders than is required to merely preserve their willful participation in the firm's productive operations. Generalized exchange is the name of this idea, and it is one of the theory's primary distinguishing features (Harrison et al., 2010).

When looking at the perspective of stakeholders, it is noteworthy how important it is in the current world situation and how many new issues and complexities the businesses must manage. Stakeholder Theory is becoming increasingly important, as seen by the recent statement made at the World Economic Forum that aims to refocus the goals of corporations. According to the so-called Davos Manifesto, a company's goal is to involve all of its interested parties in the production of common and sustainable value by comprehending and balancing their diverse interests through an equitable commitment.

Freeman (2017) discusses the concept of "management for stakeholders" or, as he prefers to put it, "value creation stakeholder theory" in a recent study. Clients, vendors, staff, investors, communities, and management all interact and create value in his eyes. In a nutshell, an enterprise can be considered as a set of interactions that produce value among people interested in the business's activities. Understanding a business requires understanding the manner in which these interactions function because businesses are about creating value with and for stakeholders, with whom they interact (Kujala et al., 2017).

The priority of some stakeholders over others who have less clout in the organization and the determination of who is or is not a stakeholder are two issues that the stakeholder theory raises (Phillips, 1997). This results to the application of justice, that is termed as the equality among various interested groups and the requirement that everyone be treated equally (Freeman, 1994). Therefore, it is possible to determine who a stakeholder is or is not through fairness (Phillips, 1997). Understanding how an organization's actions affect various stakeholders and how to determine each stakeholder's needs is essential for managing stakeholders (Harrison et al., 2010). One key component for management pertains to the kind of stakeholder and their intentions via fairness, i.e., for those who are involved to achieve their goals, they have to uphold equity, neutrality, and morality among all players (Bridoux & Stoelhorst, 2013). They must believe that their requirements are being met and that everyone is being treated fairly and with dignity (Harrison et al., 2010). Fair-minded behavior is praised, whereas unfair-minded behavior is penalized (Phillips, 1997).

The stakeholder theory is a concept in corporate governance and business ethics that covers morality and values in organizational management (Freeman, 1984). This idea has been expressed in a variety of ways, but in each case, interested groups are seen as representing a larger group of people than stockholders in terms of corporate accountability. The question of if an enterprise's duty is principally to provide proceeds to the investors/proprietors is invariably raised during discussions of stakeholder theory. Milton Friedman's (1912) now-famous remark that a corporation's main social responsibility is to make a profit for its owners contrasts sharply with others who contend that a corporation's obligations extend to interests other than those of its stockholders. A stakeholder can be defined broadly as somebody who has an interest in something in an entity or a person that

has the potential to influence or be affected by a company. Such a broad perspective would encompass vendors, consumers, stockholders, workers, the press, advocacy groups, societies, and governments all play a role. Staff members, vendors, consumers, companies that invest, and the local populations where the corporation operates are all examples of stakeholders. However, in both scenarios, the imperatives of maximizing financial return to stockholders are significantly subordinate to the calls on corporate morality.

Since the term "stakeholder" was first used in 1963, there are now a greater variety and number of stakeholder theories. According to Freeman (1984), whose contributions to stakeholder theory are well known, the stakeholder concept was first defined as "those persons without who's backing the entity could not survive." This theory is applied in a variety of ways in both management theory and practice. Descriptively, some stakeholder theory research makes the assumption that managers that want to maximize the potential of their company will consider broader stakeholder interests. This leads to numerous research on the interactions between managers, businesses, and stakeholders. Typically, other management studies and ideas will include how businesses should communicate with different stakeholders.

By encouraging examination of the manner in which the business is appropriate to its external field and the manner in which its normal working policies impact stakeholders both inside the business (staff, stakeholders, executives), as well as instantly past the business, a stakeholder approach can assist managers from an analytical standpoint (customers, suppliers, financiers). For instance, Freeman suggests that each business add specific stakeholders to a "generic stakeholder map." Broad categories including shareholders, the financial sector, activist groups, vendors, the government, political organizations, clients, unionists, workers, business associations, and rivals would be

expanded to include more particular stakeholders. The reasonable manager, in turn, would not make significant decisions for the firm without taking into account the effects on each of these particular stakeholders. The particular stakeholder map will evolve over time as the firm and the topics up for decision-making change.

Again, the difference between this and Friedman's perspective should be clear: if a business manager just considers how to increase stockholder value, other company constituencies (stakeholders) may be conveniently ignored. In a normative sense, this theory heavily implies that it is unwise, imprudent, and/or unethically inappropriate to ignore these other stakeholders. In this sense, stakeholder theory contributes to a larger discussion about business and ethics by raising the question of whether an ethical corporation will ultimately be more successful than one that solely considers its "bottom line" in any particular quarter or year. Yes, according to many who contend that corporate managers act foolishly or foolishly by ignoring numerous non-stockholder populations. Others would argue that, regardless of the corporation's short- or long-term results, it is unethical to ignore these other stakeholders.

Many proponents of stakeholder theory see the company as a smaller component of a much broader social enterprise rather than as a true distinct entity. According to this perspective, the corporation is more of a legally and politically created institution that produces social goods than it is a "natural" person. According to Robert Reich, for many years, both corporate executives and American political figures made the implicit premise that "the company survived for its stockholders, and if they benefited, so did the country." However, a lot of critics of corporate objectives and activities in a global economy contend that this "fundamental concept" may no longer be true. The idea that a company's pursuit of profit will always result in social advancement is also a relatively new one. It was commonly

thought that the corporation form was meant to be used for government reasons during the first century of the United States. Legislative bodies only issued charters when it was in the best interests of the general populace. States (including New Jersey and Delaware) started issuing charters for non-public purposes somewhere in the 1880s, increasing state revenue in the process. There has been a presumption that what is good for corporate America is equally good for America for the majority of the 20th century. However, as Reich has remarked, that presumption is currently being reexamined.

"Business constituency statutes" have been enacted in half of the states in the US, allowing but not requiring corporate management to include non-stockholder constituents (stakeholders). Although it may be too soon to foresee the effects of such statutes, such regulations may have the legal effect of shielding officials and boards from penalties for failure to optimize shareholder profits. Furthermore, since they do not outline the weights that managers should provide to different company stakeholders, such statutes are somewhat vague. The state laws are equivalent to stakeholder theory in this regard because, aside from the underlying insight that corporations should consider non-shareholder interests (out of lucrative prudence or morality), the competitive demands and primacies of different electorates are rarely characterized or highlighted.

There are several studies and concepts for restructuring the corporation, demanding federal charters for business entities, or putting an environmental responsibility amendment in the United States Constitution that would require firms to provide proof that their activities benefit society. Legally, such proposals won't get much traction as long as corporate actions are seen as producing societal goods (jobs, innovative products) without causing disproportionate social disadvantages (pollution, socially suspect messages, and harmful products). Further restrictions on American enterprises are inevitable as long as a large

number of Americans benefit economically. In American history, public opinions toward business ethics in general, and corporate ethics in particular, have gone through many cycles.

Business managers may find it advantageous to take non-shareholder constituents into account in the interim. Stakeholder theory implementation is currently not mandated by legislation for firms or their managers, regardless of whether the motivation is normative (for grounds of morality) or pragmatic (for the long-term well-being of the company). Stakeholder theory was criticized by Key (1999) that this theory prioritizes some specific stakeholders to others. Therefore, its application is not feasible to various categories of people. However, this criticism did not affect the study since the implementation of management practices improved performance of wildlife community enterprises which were closely monitored by NRT Kenya. Therefore, as long as the enterprises abided with the laid down rules and regulations of NRT, they did not require biased support from the organization to make sales.

2.2.3 Equity Theory

According to Gergen (2012), equity theory is the sense of equity and inequity. It guided donor support variable. Notably, the input and output are the primary focus points in equity theory. In their task, a worker evaluates the proportion of inputs to outputs. When employees become aware of injustices, they will take action to address them. The employee may do their job in a less effective or efficient manner. Inequities usually lead to increased absenteeism and even turnover rates in a company (Burke, 2013). Equity theory, which analyzes human incentives, has numerous potential applications in understanding corporate behavior. Human resource departments of community enterprises with a connection to wildlife should seriously consider equity theory when interacting with persons whether in

instances concerning the governance of simple chores like salary, promotions, and recognition or occurrences concerning learning, advancements, and development.

Equity theory can help human resource departments in wildlife-related enterprises explain employee behavior and provide information on potential hurdles to better productivity and performance. Equity theory has recently garnered considerable focus from human resource professionals, particularly in connection to the impartiality of outcomes. Inequity, often known as a lack of equity, is a major source of worry for corporations, workers, and the government as a whole. Employees frequently do not consider the economic fairness of the worker-employer connection as the sole aspect at work; there is also a relative justice factor at work. The utilization of equity theory to every social context in which a transaction is conceivable (for example, a man and his wife, football team mates, and employees and their employers). When two individuals exchange something, one or both parties may believe that the exchange was unjust.

As a consequence, equity theory can help managers better understand the drives of staff members (Berkowitz, 1965). Based on the equity theory, an individual's drive is determined by whether they believe they are getting treated fairly in relation to other people. Justice defines equity, and vice versa for injustice. Inequality occurs when one notices an unequal correlation between outputs (incentives for labor) and inputs (at work endeavors) in comparison to the outputs and salaries of other workers (Dublin & Hoare, 2004). As stated by Gergen (2012) inequity occurs when a person believes that his or her output to input ratio and the ratio of an individual's output-to-input are not comparable.

The concentration on the perception of humans of the reality that is present, even if incorrect, is a major flaw in equity theory. comparing an individual's ratio to that of

comparative groups determines the feeling of unfairness. For example, there is no considered injustice if someone who works in a different jurisdiction is paid \$4000 more for the same job; yet, if a coworker in a comparable company with the same qualifications and competences obtains an increase in compensation, there may be perceived unfairness. When one gets less than others, hatred develops; when one receives lower than others, guilt develops. Individuals will use a range of previously discussed coping techniques to cope with stress and guilt (Dublin & Hoare, 2004).

According to Gergen (2012), the theory's core focus is the trade connection, in which individuals offer something and receive something in return. Individual inputs are what each person contributes. The outcomes that the individual receives are on the other side of the trade. The third factor in contributing to inputs and results is the reference person or group. This reference group can consist of a coworker, a family member, neighbors, or a group of coworkers. It is possible that the individual is doing it in another social or occupational position. If they are viewed as supplies by that person, he or she expects a reasonable return on any of them. The problem emerges when input is only viewed by the staff member and not by the supervisor or manager. When this occurs, the worker "feels" that an injustice has occurred, like when the employer centers the staff member's progression on seniority instead of promotion.

A person's perception of the relationship between their inputs and outputs determines whether a social trade is fair or unfair (Walster et al., 1973). When an individual perceives that their efforts and results are equal to those of others, they are considered to be in a state of perceived equity. Furthermore, the equity theory assumes that even if one person's inputs and outputs are far from balance, the individual will only feel equitable if the other is considered to have out-of-balance inputs and outcomes (Pehar, 2011).

Equity theory was criticized by Pritchard (1969) that it could be time consuming if the management try to build a relationship with each staff. However, this weakness did not affect the current study since the relationship at perspective was donor-management relationship. Therefore, since the relationship was mutual and beneficial to both parties, it could not be considered as time consuming.

2.2.4 Agency Theory

The agency theory of corporate governance was proposed by Alchian and Demsetz (1972) as well as Jensen and Meckling (1976). Agency theory guided technical support variable. The theory stated that in contrast to how corporations are considered in conventional the field of economics which regards them as separate units with only one good and a single goal of generating profit, enterprises may be understood as a center for a variety of contractual relationships between people. Businesses, according to Learmount (2002), can be defined as arrangements that are constantly discussed by various parties who wish to exploit their own benefit.

Agency theory explains company behavior from the standpoints of multiple agreements amongst distinct groups. In contrast to the company's owners, investors who provide money to its operations are perceived as taking risks. In the real world, business owners obtain capital from investors who believe in their ability to use the resources correctly and effectively in order to earn money for the company. The binding agreements that the executives sign outline their responsibilities as well as how earnings will be split among them and investors. Executive agreements are difficult to implement since it is highly difficult to recognize and forecast likely future conditions (Shleifer & Vishny, 1997).

Managers are thus given the authority to make decisions that are not restricted by their employment contracts. Everyone, including bosses, has a predisposition to make choices that are in the best interests of themselves. They will make judgments that are best for them and will pay little consideration to shareholder concerns. Due to this, both the agency's and the principal's issues arise (Ross, 1973).

Agency theory's fundamental concern is how to solve the agency problem (Jensen & Meckling, 1976). Agency problems have existed since the dawn of the human race, when people began trading and following their own interests. The agency problem is one of the long-standing challenges that has been around since the formation of joint stock companies. This issue cannot be ignored because it is possible that every company has dealt with it in some capacity. With the passing of time, the agency dilemma has evolved, and there is evidence for this in the literature. According to agency theory, the agency relationship begins when the principle hires the agents to manage the enterprise and make decisions (Jensen & Meckling, 1976). Because it posits that the principal and agent are both similarly economically rational and have their own interests to maximize their wealth, they claim that agency theory is commonly found among the internal parties in all levels of management inside profit-oriented businesses. However, this agency connection resulted in a conflict of interests among the agent and principal because of the varied interests, preferences, and knowledge.

In order to maximize their welfare, principals are driven to enhance their profitability and pay less attention to and reward agents' risk and work during the process. Agents also have their own interests to pursue, or even to optimize in order to meet their psychological and financial needs. Information asymmetry results from the agents managing the firm directly having more knowledge of it than the principals do. The agents may be able to maximize

their own economic and psychological requirements by doing some income smoothing because of the knowledge asymmetry (Zhong & Li, 2016).

The agency theory is supported by two behavioral assumptions. The first assumes that people want to optimize their utility, while the second assumes that people will most likely profit from contract inadequacies. In general, agency connections are more ambiguous and complex (specifically in the sense that the agent is expected to behave in the principal's best interests) than contractual agreements, particularly when it comes to them it is an ethical issue. When we conform to the traditional version of agency theory, which contends that the agent must always act in the principal's interest, it is suspected that the principal's preferences remain ethically permissible, or that the agent regularly behaves immorally so as to comply with its "contract" in the agency relationship. These are views that clearly contradict any practical notion of corporate ethics.

The principals and agents under the agency theory are shareholders and managers, respectively. According to the theory, the worth of a company cannot be maximized if suitable rewards or oversight are not in place to dissuade enterprise executives from abusing their authority to maximize their own profits. This permits us to elaborate: first, it is critical to match the interests of the principals and agents in order to overcome their competing preferences for economic activity and attitudes toward risk exposure. Second, since information asymmetry indicates that the principal and agent have unequal amounts of information, monitoring the agent's activities is difficult and costly for the principal (usually, the agent has the ability to access more information than the principal). Jensen and Meckling (1976) define three agency expenses that principals incur in order to retain an eye on agent behavior: surveillance management, connecting the agent to the principal, and remaining liabilities.

In the words of Fligstein and Freeland (1995) agency theory indicates the most efficient contract to use to control the principal-agent relationship. The creation of this contract is also a subject of agency theory. The contract should cover and make clear a variety of issues, including agent obligations, remuneration, and the principal's rights to observe the effectiveness of the agents. The behavior-based agreement and the outcome-based agreement are the two main contracts that have been implemented. Salary is the main incentive in behavior-oriented contracts, whereas commissions, share choices, and the transferring of property rights are some of the various benefits given to the agent in outcome-oriented contracts. The key to resolving the agency issue is choosing which of these agreements to use for the agent's remuneration.

Agency theory was critical for understanding corporate governance in the twentieth century. It makes a substantial addition to our understanding of the mechanisms at work in the operation of enterprises. Agency theory, according to Perrow (1986), has reinstated the importance of incentives and their own interests in corporate thought. According to Eisenhardt (1989), the primary addition of agency theory is that it outlines how to deal with information and uncertainty in the operation of a firm. However, there are numerous limitations to agency theory. The assumption that humans are "individualistic" and "self-interested" is made. This assumption, however, fails to take into consideration the intricate nature of human action, according to Doucouliagos (1994). According to Ghoshal and Moran (1996), the assumption put forth by this theory has a significant and negative impact on the way individuals react. In other words, the basis of this ideology encourages people's individualism and self-interest.

Furthermore, according to agency theory, there are only two actors in a corporation: managers and shareholders. It goes without saying that the activities of a business must

consider how its actions may influence various stakeholder groups. A corporation that is accountable to its shareholders can attract and retain equity investment; however, the requirements of various categories of stakeholders need to be adequately considered. According to Eisenhardt (1989), agency theory only captures a piece of reality because it accounts for a large portion of a firm's complexity.

According to agency theory, incentive compensation should be based on performance in comparison to other firms, not on absolute performance. Early studies did in fact find a negative correlation between changes in CEO cash compensation and market and industry performance, but a positive correlation between changes in CEO cash compensation and business performance (Gibbons & Murphy, 1990). The relative performance evaluation (RPE) hypothesis has been categorically rejected in all previous investigations (Core et al., 2003), because equity-based compensation is rarely adjusted for changes in industry or market stock indexes. When options are granted, the best exercise price can be calculated using agency theory. The ideal price depends on a wide range of variables and differs for every company. In contrast to Bebchuk et al. (2002) projections, a large number of possibilities are issued at the money (that is, with a price for exercising equal to the current stock price of the company).

According to Lüthy et al. (1992), an agency connection occurs when one or more persons, identified as principals, engage a number of individuals, known as agents, to perform some function and then delegate decision-making authority to the agents. The shareholders' and management's agency relationships are the main ones in business. The idea is alarmed with conflicts of interest among principal and agents and principals because this connection is not always harmonious. This has an effect on how business is handled within the corporation. Agency costs expenses incurred to maintain an efficient agency link such as

giving managers efficiency bonuses to stir them to behave in shareholders' best demands tend to follow when agency occurs.

According to Lüthy et al. (1992), agency theory predicts that managers will want to exploit in unequal capital as well as labor markets, employees maximize their own value at the cost of owners. Asymmetric information gives managers the freedom to act in their own self-interest as opposed to the organization's best interests. Managers are more conscious of market uncertainty than shareholders are of whether they are capable of achieving the goals of the shareholders. The principals in this study are those in charge of managing these community businesses with ties to wildlife and who collaborate with the local populace. According to the agency theory, both the shareholders and the agents are driven by their own interests. Therefore, management is likely to pursue self-interested goals that diverge from and even clash with the objectives of the shareholders if both sides are driven by self-interest. Agents, however, are obligated to operate only in the best interests of their shareholders. Management must make sure that members have access to the wildlife facility in order for them to generate interest that can be used to pay dividends to shareholders and develop business operations. Since management should have developed strategies to help these companies function better, the underperformance of the wildlife-related community enterprises can be attributed to their failure to act in the best interests of shareholders.

Agency theory is criticized by Rowe (1982) that it mainly affected by conflict of interest whereby one party is expected to service and act to the best interest of the second party. However, this criticism did not affect the current study since the agent in this perspective involved use of technical support which comprised of mainly technological support. Therefore, the issue of conflict of interest was minimized since technology in place was

guided through a series of commands installed through coding rather than instructions to a person.

2.3 Empirical Review

2.3.1 Influence of Community Support on Performance of Wildlife Linked Community Enterprises

The travel, hospitality, and visitor services sectors are just a few of the many subsectors that make up the industry for wildlife-linked community enterprises. Within each of these sectors, there are numerous independent businesses that offer a variety of services to customers who are traveling outside of their immediate surroundings. Traveling could be done for a number of different purposes, such as for fun, to visit friends and family, to work temporarily, to attend conferences, to engage in business operations, or for any other number of particular reasons. Convention dictates that all of these short-term travelers are referred to as "tourists," despite the fact that the industry makes distinctions between the different groups based on their purpose for visiting (Australian Bureau of Statistics, 2020). It is too simple to believe that the results of tourism activities are exclusively the invention of the travel industry or tour operators by drawing on consumer literature.

At a global perspective, Boshoven et al. (2021) examined how conservation goals were able to be achieved through conservation enterprises related to ecotourism, timber and non-timber organizations. The main complain of the study being insufficient data on how these conservation enterprises could be supported to provide even more conservations measures. The study was anchored on theory of change framework which was monitored and implemented over time. It was noted that these enterprises were critical organizations that enabled preservation of the environment. However, adopting a "transactional approach," as described in the literature on recreation, may be more illuminating. In this situation, the

visitor "actively produces the recreation (tourist) experience through a transaction with the physical and social context, including what the visitor brings to the process in respect of history, perceptions, associates, skills, equipment, identities, hopes, and desires" (Hassan, & Bhat, 2020). With this viewpoint, the individual's actions and their part in influencing the experience are given more weight. Therefore, the service provider does not bear sole responsibility for generating high levels of satisfaction.

Local communities were less willing to accept or abide by conservation legislation when strictly protected areas frequently failed to take their interests into account. This led to the development of community conservation. In fact, in some places, tight protection led to overt antagonism between local residents and conservation officials (Robbins et al., 2020). The awareness that biodiversity resources are both subject to and depend on processes and Wildlife-related community activities that act at a national and global scale increased the need to involve communities in conservation (Ancrenaz et al., 2019). As a result, it was recognized that a strategy that can balance the demands of biodiversity protection and economic development is essential, especially in developing countries.

In the 1980s, community-based natural resource management, integrated conservation and development, and community-based conservation gained popularity as methods for achieving what were perceived to be win-win conservation and development objectives (Wells & McShane, 2019). In places outside of the statutory protected area network, these efforts in sub-Saharan Africa augmented traditional "fines and fences" conservation with an emphasis on participation and prosperity (Cloe, 2020).

While a win-win answer to biodiversity loss and poverty may be achievable, (Upton et al., 2008) found that it is more likely to be uncommon than circumstances when a trade-off

between these goals is necessary. These findings were supported by a global assessment by Ivanic et al. (2020) which emphasized the unequal distribution of the costs and benefits of conservation based on geography and demographics. Therefore, it would seem that there are several demographic and other socioeconomic aspects that influence the relationship among poverty and conservation in addition to location. The relationship between poverty and conservation has been imagined on a larger scale as a correlation between the prevalence of poverty, often at the national level, and the number, size, and location of protected areas. De Sherbinin et al. (2020) discovered negligible evidence for either a positive or negative association among poverty and protected areas in an analysis spanning 119 nations.

At a regional perspective, Tiimub et al. (2019) explored on how wildlife in Ghana's Mole National Park was managed through the help of community participation. The study included sixty residents who were issued with questionnaires. The findings noted that as a result of high demand placed on wild life product, a lot of youths and adults have turned out to be poachers. This trend had negatively affected the wildlife population hence the reason why the community members had taken the initiatives to guard the park against illegal poaching. Therefore, Tiimub et al. (2019) suggested on the need for education interventions towards equipping the community on the value of wildlife to the environment. Through this move, the population surrounding the park would have an informed background information on the protection of the environment.

Further, the habit of tying conservation and development together has a long history, notably in sub-Saharan Africa, notwithstanding the lack of agreement in the policy discussion. Community conservation strives to encourage the sustainable management of bioresources by connecting their upkeep with advantages for local residents' lives or efforts

to reduce poverty (Salafsky & Wollenberg, 2019). Typically, this has been accomplished through wildlife-related businesses, such as tourism or resource gathering in the wild. Community conservation is more frequently linked with territory outside of the formal protected area network, while it has occasionally constituted a part of protected area outreach.

The desired win-win result proved difficult to achieve. Even in the flagship programs in Southern Africa that were deliberately created to promote community benefit, results tended to be unclear, nuanced, and regionally specific in practice (Mutanga, 2022). In their report on an integrated conservation and development project in Cameroon, (Andersson, 2019) came to the conclusion that by influencing community attitudes and behaviors, the inclusion of rural development initiatives promoting alternative livelihoods can enhance the sustainability of conservation in a region. Even this partnership, though, was not simple. Even though community engagement in the livelihoods program made community members "predisposed" to biodiversity conservation, it did not foretell an individual's attitude or behavior with regard to the conservation project (Andersson, 2019).

The socioeconomic complexity of conservation outcomes in underdeveloped countries were studied by Bertaccini (2020). Although the protected areas under study had costs and benefits, these went to various stakeholders and took place at various spatial scales. The supply of ecosystem services and the preservation of biodiversity were often shown to result in benefits at the global level, with relatively low per capita costs to the international community. At the local level, opportunity costs brought on by livelihood constraints were greater than direct benefits.

These expenses approached US\$200 per home per year in the nearby hamlet of Bwindi Impenetrable National Park in Uganda, where they were primarily borne by the lowest members of society (Bertaccini, 2020). Wealthy community members were less negatively impacted, with costs per household of less than US\$150 annually. The latter, however, gained more than the members of their less fortunate neighborhood (Bertaccini, 2020). Similar to this, Upton et al. (2020) presented an investigation of the size and spatial structure of protected area networks and discovered that conservation and poverty relationships are "dynamic and locally distinctive."

2.3.2 Influence of Management Practices on Performance of Wildlife Linked Community Enterprises

According to Schäfer (2020), poor management is the primary factor in all studies of performance failure in community enterprises connected to wildlife. The profitability of a wildlife-related community enterprise, which depends on how effectively it is run, serves as a barometer for success. At a global perspective, Corrigan et al. (2019) defined community Wildlife connected community businesses management as a set of actions designed at making the best use of available resources to achieve one or more goals. Workers, supplies, machinery, time, as well as managerial expertise are frequently used as resources. Hilmer and Hilmer (2021) asserts that there are issues with the leadership abilities of community conservation organizations. Since they are local government institutions, anybody the government chooses to nominate may not necessarily have the qualifications to lead the organization.

Dalcher (2019) asserts that although Henri Fayol's conventional definition of management is still widely recognized, there is no widely accepted definition of management as an activity. His general management philosophy is as follows: preparing, putting together,

leading, directing, and controlling. The five basic managerial tasks are: organizing, staffing, directing, and managing. These management responsibilities make up the essence of proactive performance in our chaotic world; they include an obsession with customer responsiveness, constant innovation to all business operations, partnership – the full participation of and profit sharing with all organization members, leadership that embraces change rather than resisting it, and instils and shares an inspiring vision and control through straightforward support systems intended to measure the right staff.

At a regional perspective According to Ajayi (2022), the community's department for wildlife-related community enterprises has the responsibility of supervising, directing, and managing the sector's human resource and general management initiatives. The senior manager and the other members of the management team are responsible for overseeing performance in community conservancies. Certain management techniques have been detected to boost performance of the firm, including: a 3-dimensional approach that emphasizes novel limits exploration, drive and selectivity; empowering employees' independence; encouraging interaction and communication among staff members; putting an emphasis on party performances instead of personal performance; outer procedures like benchmarking; systems for receiving feedback from vendors and clients; and constant invention founded on inter research (Sundaram et al., 2020).

Chandurkar et al. (2019) asserts that top management's decisions have an impact on the performance of community businesses that are tied to wildlife. Additionally, he said that while choosing office holders for Wildlife-related community ventures, entities should make sure that they choose reputable people. The Caliber of the officials they choose to lead the Wildlife-related community enterprises will determine their performance and likelihood of success. Corporate governance looks for suitable controls on interactions

between the company's constituent groups in order to create long-term value. Additionally, it aims to lessen stakeholder conflicts of interest by ensuring that the appropriate individuals make choices. Corporate governance entails the development and implementation of internal organizational structures inside a firm as well as a closer definition and representation of the more urgent interests to which management should be responsive and the objectives to which they should aspire. Consequently, it means that firm influence is used for the benefit of community.

According to Punchihewa, (2020), the systems used to direct and control businesses are the main emphasis of corporate governance. Corporate governance is the procedure used to direct, control, and hold organizations accountable. It is also the key to achievement and can have a big impact on how the nation develops. To accomplish these aims, long-term strategic objectives and strategies must be established, and the appropriate management framework must be in place. The organization's structure must also be effective in maintaining the company's integrity, credibility, and transparency to its major stakeholders. Corporate governance or any other system of merit should serve as the foundation for the right systems of checks and balances (Kyando et al., 2019).

The research mentioned above show that management is crucial to the effectiveness of community conservancies. If the management is able to adopt transformative leadership that will be more proactive, outward-looking, result-oriented, and that seeks customer happiness and value for money, community wildlife-related community enterprises can really function better (AAPAM, 2020). The foundation of result-based management is making sure that community businesses that are connected to wildlife are converted into being more focussed and receptive to those it serves. Community Wildlife linked community enterprises is operating in a competitive environment from other private

institutions. The managements therefore need to take an entrepreneurial approach and adjust operations to predetermine objectives, outputs and results. This should include community Wildlife linked community enterprises department employing professionals in various areas that will help in the management.

2.3.3 Donor Support and Performance of Wildlife Linked Community Enterprises

According to a study done by Bardin-Spencer and Spencer (2020), on capacity-building through donor funded initiative, it was found that the need for empowerment in community projects is a multifaceted word that is not simply described and has diverse interpretation. In donor supported projects, there is need for empowerment which focuses on the notions of power. As Sharma and Agarwal (2019) points out in his study, wildlife linked community enterprises requires empowerment from the community to ensure that the donor support will not go into waste. Essentially, donor empowerment entails combining the supply and demand sides of development by improving the living conditions of the poor and assisting them in developing and utilizing their own assets, particularly in the field of wildlife enterprises.

At a global perspective, a study by Shrestha and Lapeyre (2019) on wildlife linked community enterprise in India found that most of these projects fails in case there is inadequate donor funds. The participatory theory, which contends that the community needs to be involved if the donor support would be effective, can be used to infer various strategies via which donor engagement empowers the major stakeholders of development intervention. A study by the World Bank (2021) on donor supported programs found that participation is requisite for any donor to allow his funds to be used in any project especially those involving community. According to the study's findings, doing so increases people's

power to generate and impact development at multiple levels by giving them greater access to and control over resources and institutions. claims that participation fosters network, strengthens local institutions, and enables households to handle risks more effectively through knowledge sharing, reciprocal self-help, and strengthening networks.

Lewis (2020) conducted a study on wildlife and donor support and found that accountability is a key aspect when it comes to the performance of wildlife community projects which are supported by donor. Lewis (2020) points out accountability in wildlife community enterprises which has got multiples donor support requires the management to be responsible, reliable, confidence and openness in the framework of development cooperation; mostly related to financial matters, but also includes all pertinent partner cooperation and development-related concerns. In their study, Verster (2020) discovered that donor-supported wildlife companies need to ensure the donors that all stakeholders are included, that agreements have been made between them, and that the right information is being provided at each level and for various objectives. The ability to hold project employees accountable depends on individuals having access to information about the resources being used, how they are being allocated, and how choices are being made. This would enable the donor to hold the key stakeholders accountable and transfer power to them, which will enhance performance.

Meredith et al. (2019) performed research and discovered that the evaluation of donor-supported wildlife community-linked enterprises revealed that working out plans for monitoring was frequently given insufficient attention during project preparation. The absence of a clearly laid out plan also encouraged project staff to give monitoring low priority. It appears that field personnel view all returns and reports as undesirable errands that take time away from their actual duties. The status quo is that it has become normal to

give lip respect to the value of monitoring, but there is still room to improve it. Depending on the project, a different set of data must be collected and provided.

At a regional perspective, Birchall and Simmons (2021) posited that the land for Wildlife linked community enterprises problems in Uganda was tied up with the general low levels of community participation. This shows that if the communities are involved from the beginning, this will reduce the issue of land availability. Community conservancies are in a privileged position in terms of receiving financial support from the government, despite the fact that they are severely handicapped in terms of being able to raise land on their own to meet their needs and enhance their performance, according to Collis and Hussey (2019) analysis. In order to thrive in a liberalized climate, community conservancies are beginning to recognize the necessity of diversifying. This is resulting in an intriguing relationship in the area of tourism-based entrepreneurship.

At a regional perspective, Muzirambi et al. (2022) noted there is broad agreement that each donor-supported firm needs effective monitoring throughout the project in order to improve performance. It has been demonstrated that blueprint projects, such as wildlife-related community enterprises, are more likely to succeed if they can adapt to knowledge gathered via monitoring and assessment as the project matures. This indicates that there needs to be a consistent and trustworthy method for tracking, documenting, and reporting progress. This implies that there must be regular communication with the beneficiaries as well as clearly stated performance indicators.

Kiwaadho (2023) examined how the local government of Wakiso district was able to enhance wildlife conservation through donor funding. Descriptive correlation and cross-sectional survey designs were adopted when collecting data in form of questionnaires. It

was noted that donor funding enabled the local government to be in a position of buying necessary equipment and infrastructure to support wildlife at a long-time perspective. It was through provision of funds that forest and park rangers were able to receive training on identification and quick response to illegal poachers in bod of preserving the environment.

Locally, according to a study conducted by Mbuba (2022), it was found that inadequate donor support for wildlife linked community enterprises is a major factor hindering the performance of Wildlife linked community enterprises in Kenya. Conservancies needs access to plenty of donor support to enable them to develop as effective and viable strategies on how to maximize the tourism business. Historically, conservancies have been relying to the government to allocate land for the business. Nevertheless, over time, their ability to develop internal donor sources was weakened, in part because of the government and in part because of subpar performance brought on by shrinking margins.

Ismaeel (2021) did a study on Kenyan wildlife and noted that wildlife linked community enterprises increasingly rely on government to allocate them support. Although they are given out support where necessary, this support is not readily available to be given out by the government. As a result, government reliance parasitism has ensnared wildlife-related community entrepreneurs, substantially impairing their capacity to create sustainable operations and negatively affecting their performance. This dependency also weakened management strategies. Effective community businesses connected to wildlife must make a clean break from this regrettable historical legacy. Viable wildlife linked community enterprises today suffer from this legacy.

Mureithi et al. (2019) conducted research and discovered that the majority of community conservancies operate badly due to the delay in getting more land for their initiatives, which causes their operations to stall and negatively impacts the balance sheets of their accumulated debts that date back many years. Kenyan community conservancies have not met the demands of their constituents, which has left the stakeholders dissatisfied. Community conservancies, however, are up against competition from private organizations, which is exacerbated by governance issues and property restrictions.

According to suggestion No. 127 of the international tourism for developing nations, the government should create a thorough and well-planned development strategy in which a single central body would serve as the vehicle for carrying out a policy of support and encouragement for public sectors. Saunders et al. (2019) recommended community conservancies should be allowed to obtain lease their lands for a period not exceeding 99 years for the purpose of ensuring there is available land for Wildlife linked community enterprises and to enhance their performance. These actions put the community conservancies under more financial stress since they rack up significant debt from loan interest. The study's findings suggest that mismanagement of the available finances, rather than the organization's inability to get further funding, is the primary cause of the community conservancies' financial issues. Similar issues are present in the Swedish public sector, particularly given the fact that fewer organizations are part of the government as a result of the relative drop-in services provided by other economic sectors.

2.3.4 Influence of Technical Support on Performance of Wildlife Linked Community Enterprises.

According to a study by Clark (2019), there is no question that the country can no longer be the only entity providing services and goods and services due to the growing

expectations placed on it by the people. It is also true that the inability of governmental agencies to provide services has increased support for and interest in community conservancies. Thus, cooperation between the state and local conservancies is necessary. Provides a liberalist perspective on their relationship to the state in regards to three choices: they can support, reform, or oppose the state. They carry out development initiatives in their capacity as the state's complement.

At a global perspective, Turner et al. (2019), the management of wildlife-related community entrepreneurship activities is likely to be impacted by the complex and varied connections between community conservancies and government. The interactions are impacted by the specific circumstantial elements, that may comprise the objectives and tactics of a community-based organization that is tied to wildlife, the location in which the enterprise operates, the donor's behavior, and the type and features of the system. Additionally, these connections vary from nation to nation. While in certain nations certain administrations are supportive of local businesses that are related to wildlife, in others the relationships are adversarial. A positive partnership between Community Conservancies and the government is crucial for them to maximize their potential contribution and run their operations effectively.

Only when both sides are working toward the same goals is this healthy connection viable. Community conservancies are likely to see working with the government as counterproductive if there is a lack of commitment on the part of the government to reducing poverty. In a similar vein, dictatorial governments will be leery of local conservancies that have a history of supporting the underprivileged. Community conservancies can decide to go their own way and make things tough for the government in this scenario since they do not value a good working relationship with it. However, there

is potential for a strong, cooperative partnership when the government has a social objective that is in line with the community conservancies. Nevertheless, resentments and mistrust among Community conservancies and authorities run deep, even where there is possibility for cooperation. Governments are constantly concerned that community conservancies may reduce their ability to sway public opinion, and community conservancies are skeptical of the motives of state officials (Sunnukumar et al., 2019).

At a regional perspective, Thomas (2021) noted that community conservancies replace any voids left by public institutions. The state's function shifts from being a service supplier to more of a facilitator. Community conservancies are viewed as advocates in their reforming roles and make significant contributions to the policy debate that boosts tourism. In this circumstance, community conservancies may make sure that wildlife-related community enterprises are adaptable to real-world situations. Community conservancies are able to reflect the interests of the people for whom they are founded. Community conservancies can also rebel against the government. They can accomplish this by serving as a watchdog and holding the government responsible. This can be done in a number of ways, such as through lobbying or openly supporting organizations that are negatively impacted by government-run community enterprises that are related to wildlife (Thomas, 2021). As an illustration, the Basarwa in Botswana are supported by Survival Worldwide (SI), a group of international community conservancies based in the United Kingdom, in their refusal to be relocated from the Central Kgalagadi Game Reserve (CKGR).

Locally, although the legal framework in Kenya for community conservancies is usually favorable, there are significant obstacles for those involved in their implementation. Community conservancies operated in a legal gray area up until November 1999, which created significant barriers to their development. The first step toward creating an

administrative and legal status for the community conservancies sector was taken on November 15, 1999, when Kenya issued Regulation 1999/22 on the registration and operation of Wildlife Linked Community Enterprises. As a means of carrying out this law, the Registration and Coordination Unit for Wildlife-Linked Community Enterprises was established. According to this law, it was the Ministry of Natural Heritage and Tourism's duty to help in the administration of Wildlife Linked Community Enterprises in relation to civil documents, automobile registration, and Community Wildlife Linked Community Enterprises registration.

The Wildlife Linked Community Enterprise Policy is currently being amended, with a particular emphasis being placed on the following issues: limiting registration of Wildlife Linked Community Enterprises to those which pursue a public benefit purpose, the legal framework, the assets and resources of community conservancies, the reasons for ending community conservancies, the status of community conservancies as being for the public good, and supervising and monitoring of community conservancies. Although it is generally acknowledged that Kenya's legislation regarding community conservancies is generally enabling and reflects European standards, according to a recent institutional survey by a global agency with a number of active and consolidated Community conservancies, about 77 percent of survey participants reported that their companies faced unlawful constraints or attack by local and/or central government (GoK, 2019).

2.4 Summary of Gaps

The idea of "community conservation" arose from the realization that strictly protected regions frequently neglected to take local people' interests into account, which decreased their willingness to support or follow conservation measures. In fact, in some places, aggressive enmity between conservation authorities and local residents was the result of

rigorous protection (Cornwall et al., 2019). The awareness that biodiversity resources are both subject to and depend on processes and Wildlife-related community activities, which act at national and global scales, has increased the need to involve communities in conservation. It is evident from the literature review that there is a problem with how well wildlife-related businesses succeed.

2.5 Conceptual Framework

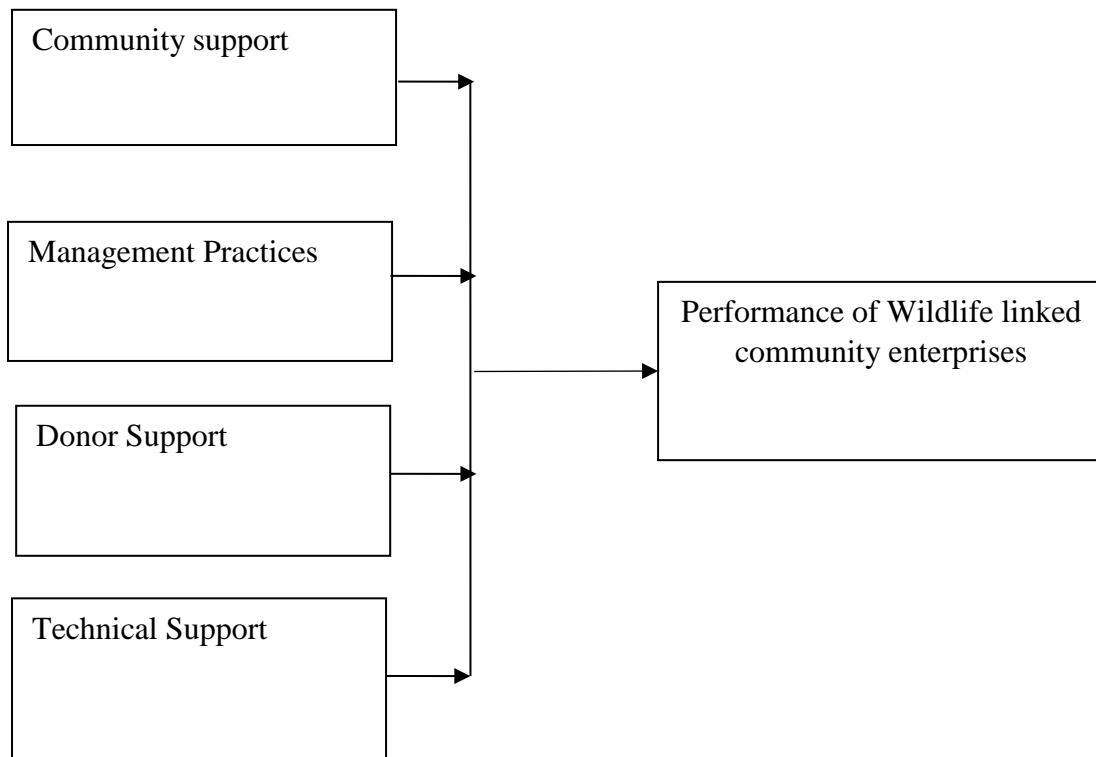
The dependent variable located on the right side is performance of wildlife linked community enterprises. The independent variables located on the left side contain community support, management practices, donor support and technical support.

Figure 2.1

Conceptual Framework

Independent Variables

Dependent Variable



Source: Researcher, 2023

Relationship between Variables

Community Support This refers to the support given by communities whether monetary resources or any other form of support that may influence the performance of community Wildlife linked community enterprises (Andersson, 2019).

Management Practice This is the organization and coordination of an organization's actions in accordance with specific wildlife-related community enterprises and in pursuit of an organization's stated goals. Management is commonly stated as a determinant of

production alongside tools, resources, and finance. Since managers are the primary decision-makers in any firm, their choices could have an impact on how well the community businesses that are connected to wildlife perform (Dalcher, 2019).

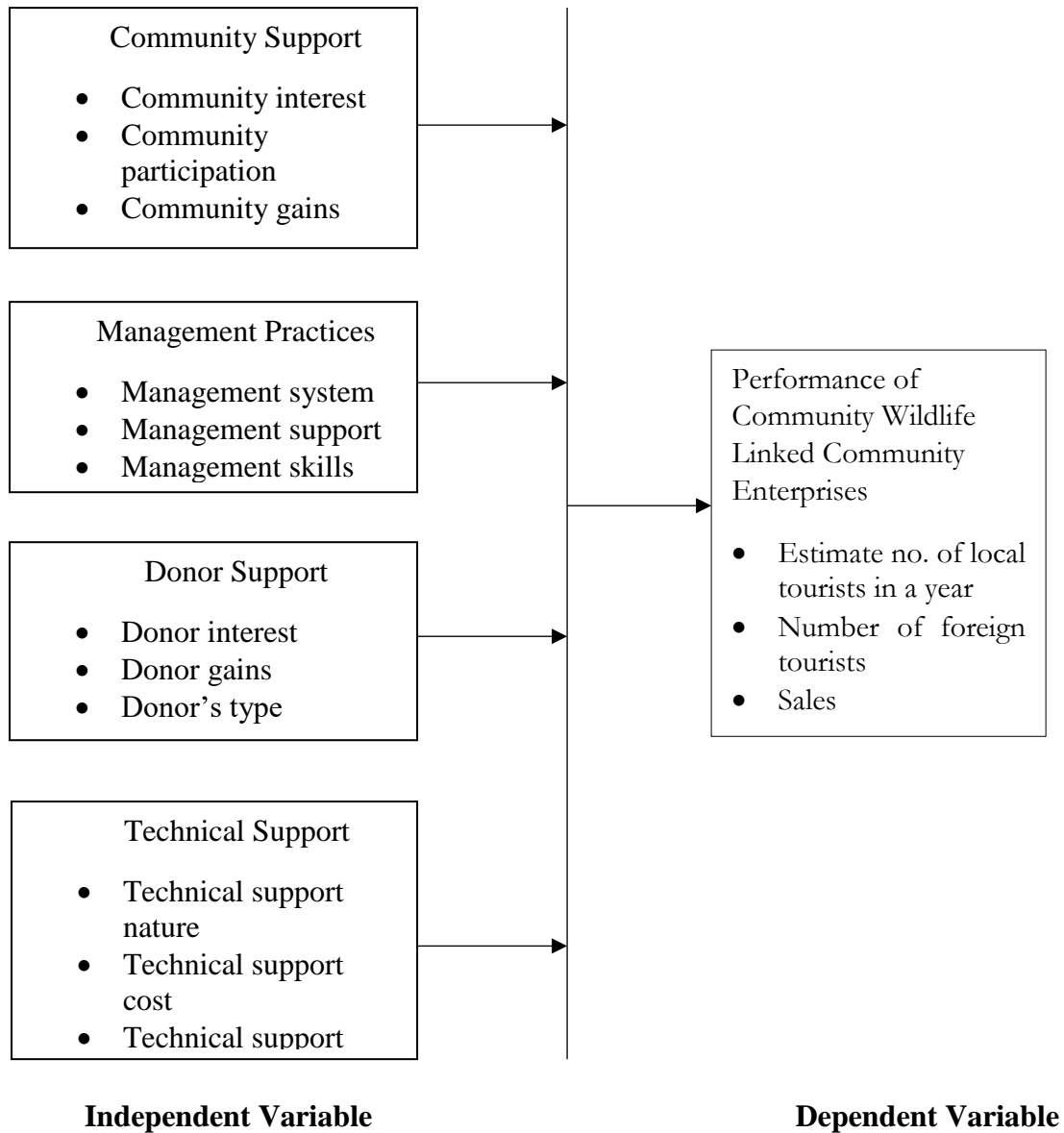
Donor Support This refers to the support that management of the Wildlife linked community enterprises have in place to expand their operations or start new ones hence funds availability may influence the performance of community Wildlife linked community enterprises (World Bank, 2021).

Technical Support This includes that experts and government technicalities like policies that influence wildlife linked community enterprises and other fundamental issues concerning procedures of the enterprises as they have to be observed with particularly in the performance of community Wildlife linked community enterprises (Thomas, 2021).

2.6 Operational Framework

Figure 2.2

Operational Framework



Source: Researcher (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The investigation design and methodology that were employed to conduct the study are introduced in this chapter and described in detail. It describes the methods for selecting the study sample that were employed in the sampling design. Additionally, it covers the methods for gathering data and the tools that were used to do so, the data analysis processes, the study design, and the intended audience.

3.2 Research Design

The study used a descriptive survey research design, which focuses on characterizing the traits of a specific person or group of people (Anchal, 2019). This approach is appropriate since it enables flexible data collecting and ensures that the respondents are not mistreated. When a problem is well understood and well-designed, descriptive research design is employed, (Fine & Torre, 2021). Additionally, descriptive research design to determine how community support influenced performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. Further, the design enabled the study to establish when management practices were adopted to enhance the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. In addition, descriptive research design enabled the study to note what donor support was available to enhance the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. Notably, the study also inquired where technical support was most applicable in determining the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.

3.3 Target Population

The target population was NRT's four enterprises which were Sera, Namunyak, Westgate and Ilgvesi Community Enterprises. The respondents were the 78 management employees of the Northern Rangeland wildlife linked community enterprises. All the management employees of the Northern Rangeland wildlife linked community enterprises were used as the respondents. Reason being they are the key actors in the daily functioning of these Wildlife linked community enterprises facilities hence they are key players in monitoring the performance of Wildlife linked community enterprises. There are 78 management employees who manage the Northern Rangeland wildlife community linked enterprises.

3.4 Sampling Procedure and Sample Size

Because the targeted population was convenient and the participants are in systems that they can easily be accessed, the study used a census design. Anchal (2019) claims that a census is an exhaustive list of every component of the population. In a census inquiry every respondent is included, there's no remaining aspect of chance, and the greatest level of correctness is reached, particularly when the populace is small, as is the case in this study, which is why 78 respondents were all included. There are each 20 management employees from Sera, Namunyak, Westgate and 18 from Ilgvesi Community Enterprises (NRT, 2019).

Table 3.1

Sampled Population

Community Enterprises	Sampled Employees
Sera	20
Namunyak	20
Westgate	20
Ilgvesi	18
Total	78

3.5 Data Collection Instruments

A questionnaire was used to gather data and closed-ended questions were used in the survey. The inquiries were logical and straightforward. It included straightforward instructions for the responders so they wouldn't experience any difficulties in responding to the questions. The method was the most cost-effective because it is low-cost, gives respondents enough time to think over their responses, is convenient for contacting respondents, and produces more dependable and trustworthy results, as backed by Saunders et al. (2019).

3.6 Reliability

In view of Sekaran and Bougie (2019), the reliability of a research instrument is a measure of the consistency with which it generates findings or information after several trials. Ten questionnaires, were used in the test-retest technique at Buffalo Springs wildlife related community enterprises in Isiolo County. A commonly accepted rule for describing internal. According to Anchal (2019), a reliability coefficient of 0.7 and above is acceptable to create accurate assumptions in investigations into social sciences. A coefficient value of 0.78 was established.

3.7 Validity

Validity refers to how well an instrument measures what it is supposed to measure (Damaskinidis & Christodoulou, 2019). The questionnaires were authenticated through piloting with a sample of 8 respondents which is 10% of the total population in Buffalo Springs conservancies in Isiolo County Buffalo Springs wildlife linked community enterprises was used in piloting since its largest community enterprise in Isiolo County and it has a high number of management employees. Piloting ensured homogeneity of meaning

and clarity of instruments for all respondents, prevented irregular skewing of the data. The questionnaire was modified using the information from the pilot study.

3.8 Data Collection Procedures

After scheduling an appointment with the administrators of the Wildlife connected community enterprise, data was collected using the drop and pick approach. This technique was effective for distributing surveys to the population because it made sure that respondents could be contacted independently of other factors (Neville, 2019). Since data collection should not interfere with respondents' obligations, the questionnaires were picked after two days. This ensured that respondents could complete the questionnaire at their convenience and within the allotted time frame.

3.9 Data Analysis and Presentation

Data was examined through descriptive statistics, which contains percentages and frequencies and means. Multiple regression analysis was also utilized in the study to test the hypothesis, and the p-value from the test statistic was used to assess whether any differences could be attributable to the usual random components or not (Greene, 2020). When predicting the likelihood of an event, multiple regression is used to fit data to a regression function (Heeringa et al., 2020).

It is regarded as the finest statistical technique when the parameters describe the link among the dependent and independent variables. This was carried out using SPSS Version 22, and the findings were created to determine whether there is any relationship between community support, management techniques, donor support, technical assistance, and performance of Wildlife Linked Community Enterprises. Tables were then use to present the examined data.

The variable Y is usually defined as

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where: Y = Performance of Wildlife Linked Community Enterprises

β_0 = Constant

β_1 = Coefficient of independent variables

X_1 = Community Support

X_2 = Management practices

X_3 = Donor support

X_4 = Technical Support

e = Other factors not included in the model

3.10 Ethical Consideration

Prior to start the process of data collection the researcher sought approval from the Kenya Methodist University and research permit from the National Commission for Science, Technology and Innovation. The management of the community enterprise tied to wildlife were asked for permission to collect data for this study. The goal of the research was communicated to the respondents before they began the questionnaire. The real data collection was only comprised employees who provided their consent. The surveys included a cover letter asking for the respondents' cooperation and a copy of a letter from the institutions stating that the study was conducted solely for academic purposes and that all ethical standards were upheld.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The section entails the study results conducted in order to examine the determine variables affecting the performance of wildlife linked community enterprises in Kenya taking a case of northern rangeland wildlife. This research was anchored on the following objectives; to assess the influence of community support, management practices, donor support and technical support on performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.

4.2 Response Rate

The study had 78 responders in all, and the management staff of the businesses connected to the Northern Rangeland wildlife community were given questionnaires.

Table 4.1

Response Rate

Response	Frequency	Percentage
Returned	72	92.31%
Unreturned	6	7.69%
Total	78	100%

Only 72 of the 78 questionnaires that were distributed were returned, accounting for a 92.31% percent return rate. The high response rate was ascribed to the respondents' interest in the subject and the advantages of managing wildlife-related community-based businesses. Therefore, 7.69% percent of the surveys were not completed or returned after being distributed. Nevertheless, Sekaran and Bougie, (2016)'s suggestions, according to

which a response rate of more than 50% is sufficient to be relied upon in scientific investigations, led to the conclusion that the response rate was enough. These claims imply that the response rate for this study was appropriate.

4.3 Population Demographics

This segment focused on gender of respondents, age of the respondents, level of education and the number of years worked.

4.3.1 Gender of Respondents

When the study's participants were requested to declare their gender, the results are as follows, as given in Table 4.2.

Table 4.2

Gender of Respondents

Gender	Frequency	Percentage
Male	54	75.0
Female	18	25.0
Total	72	100

As indicated in Table 4.2 majority 54 (75%) of the participants of Northern Rangeland Trust Conservancies which included IL Ng'wesi, Sera, Namunyak, and West Gate conservancies were of the male gender while 18 (25%) were of the female gender. This infers that most of the management staff of the businesses connected to the Northern Rangeland wildlife community were men. The results imply that majority of the conservancies did not embrace the gender rule during recruitment based on the fact that there were no clear human resource policies to engage workers based on their gender.

4.3.2 Age of Respondents

When the study's participants were required to declare their age, they did so and the results are reported in Table 4.3

Table 4.3

Age of Respondents

Age	Frequency	Percentage
Below 25 Years	4	5.6
25-30 Years	14	19.4
31-35 Years	10	13.9
36-40 Years	26	36.1
41-45 Years	13	18.1
46- 50 Years	5	6.9
Over 51 Years	4	5.6
Total	14	19.4

According to Table 4.3, the majority of respondents 26 (36.1%) were between 36 – 40 years, 14(19.4%) were between 25 – 30 years, 13(18.1%) were between 41 – 45 years, 10(13.9%) were between 31 – 35 years, 5(6.9%) were between 46-50 years, 4(5.6%) were over 51 years while another 4(5.6%) were below 25 years. These findings reveal that bulk of the Northern Rangeland wildlife linked community enterprises were dominated by middle-aged population as compared to aged population. This indicated that majority of the wildlife linked community enterprises were a source of livelihood to the surrounding communities as many people sought employment in the conservancies after completing their tertiary or university education.

4.3.3 Respondents Level of Education

When the study's participants were invited to specify their degree of education, they did so and the results are displayed in Table 4.4.

Table 4.4

Respondents Level of Education

Level of Education	Frequency	Percentage
Diploma	28	38.9
Degree	33	45.8
Masters	11	15.3
Total	72	100

According to Table 4.4, the majority of respondents 33(45.8%) had earned a degree, followed by 28(38.9%) by a diploma, and 11(15.3%) had a master's degree. The results imply most of the conservancies were engaging degree holders and thus have some knowledge in tourism and tour guide in order to attract local and foreign tourists thus maximization of revenue.

4.3.4 Years of Work in the Wildlife Linked Enterprises

When the study's participants were requested to specify how many years they had spent working for their various companies, they responded and the results are displayed in Table 4.5.

Table 4.5

Years of Work in the Wildlife Linked Enterprises

Years of Work	Frequency	Percentage
Below 5 Years	12	16.7
5-10 Years	47	65.3
11-15 Years	7	9.7
16-20 Years	6	8.3
Total	72	100

According to Table 4.5, 47(65.3%) of the respondents have worked in wildlife-related businesses for between five and ten years. Additionally, it was discovered that 12(16.7%) of respondents had worked for less than five years, 7(9.7%) had worked for 11 and 15 years while only 6(8.3%) of respondents had worked for between 16 and 20 years. These outcomes show that the management staff of wildlife linked enterprises are people who are quite experienced and this experience should be used to enhance wildlife linked enterprises performance.

4.4 Descriptive Results

4.4.1 Community Support

The first goal of the study was to determine the influence of community support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The respondents were asked to indicate their responses in relation to the community support and how it influences performance of wildlife linked community enterprises.

Table 4.6

Community Support

	Mean	Std. dev
Community interest is taken into consideration when establishing the wildlife linked community enterprises and this influences its performance.	2.42	1.50
There is fully community participation in the wildlife linked community enterprises and this influences its performance	2.14	1.58
There is long term community gains in the wildlife linked community enterprises which influences its performance	2.17	1.20

The outcomes were clear that most of the respondents were in agreement that community interest are taken into consideration when establishing the wildlife linked community enterprises and this influences its performance (mean=2.42, standard deviation=1.50). This implies the fact that a significant portion of participants agreed that community interests are considered, suggests good connection between the enterprises and the communities they serve.

The outcomes also indicated that most of the responders were in agreement that there is fully community participation in the wildlife linked community enterprises and this influences its performance (mean=2.14, standard deviation=1.58). The results agree with a research conducted by Williamson and Perumal (2022) who established that lack of community involvement will lead to poor performance of wildlife community enterprises.

Further results showed that most of the responders were in agreement that there is long term community gains in the wildlife linked community enterprises which influences its performance (mean=2.17, standard deviation=1.20). These finding implies that lack of long-term community gains affected performance of wildlife linked community enterprises. This finding is similar to a study by Ivanic et al. (2020) who found that most

wildlife enterprises are established without considering the long-term gains of the community in which they operate.

The study's respondents were asked to rate their level of satisfaction with the community's support, and the results are presented in Table 4.8.

Table 4.7

Satisfaction Level of the Community Support

Level of Agreement	Frequency	Percentage
Highly Satisfied	5	6.9
Satisfied	8	11.1
Neutral	5	6.9
Dissatisfied	35	48.6
Highly Dissatisfied	19	26.4
Total	72	100

As represented in Table 4.8, the study revealed that bulk of the participants 35(48.8%) were dissatisfied with community support in the operations of wildlife linked enterprises, 19(26.4%) were highly dissatisfied with community support in the operations of wildlife linked enterprises, 8(11.1%) were satisfied with community support in the operations of wildlife linked enterprises, 5(6.9%) were highly satisfied with community support in the operations of wildlife linked enterprises while only 5(6.9%) who were not neutral on community support in the operations of wildlife linked enterprise. These results are consistent with those of De Sherbinin et al. (2020) who discovered that there is little proof of either a good or negative association between communities and wildlife protected areas.

4.4.2 Management Practices

The second goal of the study determine the influence of management practices on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The respondents were asked to indicate their responses in relation to the management practices and how it influences performance of wildlife linked community enterprises.

Table 4.8

Management Practices

	Mean	std.dev
There is management system in place in improving the performance of wildlife linked community enterprises	2.04	1.40
There is supportive management in enhancing the performance of wildlife linked community enterprises	1.94	1.39
There is highly skilled management staff to enhance the performance of wildlife linked community enterprises	1.88	1.09

The outcomes were clear that most of the responders were in agreement that there is management system in place in improving the performance of wildlife linked community enterprises (mean=2.04, std.dev=1.40). This implies that there were already management system that enhanced the performance of the wildlife linked community enterprises. These findings contradict with those of Corrigan et al. (2019) who found that of failure in community wildlife linked community enterprises results to poor management as the main cause.

Further results showed that most of the responders were in agreement that there is supportive management in enhancing the performance of wildlife linked community enterprises (mean=1.94, std.dev=1.39). This implies that there is supportive management that resulted to performance of wildlife linked enterprises. The results concur with the

research done by Kyando et al. (2020) which revealed that community wildlife linked community enterprises management which is very supportive enhances performance.

The outcomes were clear that most of the responders were in agreement that there is highly skilled management staff to enhance the performance of wildlife linked community enterprises (mean=1.88, std.dev=1.09). This implies that there is skilled management influenced performance of wildlife linked enterprises. The finding concurs with the findings of the research conducted by Mbuba, (2019) who discovered that actions of top management skills had a significant effect on community wildlife linked community enterprises performance.

The study's respondents were requested to score their satisfaction with the management style used by community businesses that are connected to wildlife, and the results are presented in Table 4.9.

Table 4.9

Satisfaction Rate of Management Practice in Wildlife Linked Community Enterprises

Level of Agreement	Frequency	Percentage
Strongly satisfied	4	5.6
Satisfied	8	11.1
Neutral	14	19.4
Dissatisfied	31	43.1
Highly Dissatisfied	15	20.8
Total	72	100

As shown in Table 4.12, the study discovered that many of the participants 31(43.1%) were dissatisfied with current management practice of wildlife linked enterprises while only 15(20.8%) of the respondents were highly satisfied, 14(19.4%) were not sure whether they

were dissatisfied or dissatisfied, 8(11.1%) were satisfied while 4(5.6%) were strongly satisfied. It can be concluded that that there is dissatisfaction with the management practice of wildlife linked enterprises regardless their operations. These findings are supported by Kumar and Sharma (2020) who found that there has been dissatisfaction with management of wildlife linked enterprises which has affected their overall performance.

4.4.3 Donor Practices

The third goal of the study determine the influence of donor practices on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The respondents were asked to indicate their responses in relation to the donor practices and how it influences performance of wildlife linked community enterprises.

Table 4.10

Donor Practices

	Mean	Std.dev
There is consideration of donors interest when doing the business of wildlife linked community enterprises	2.22	1.47
There is more of donor gains in supporting the wildlife linked community enterprises	2.11	1.49
There are several donors who gives support one wildlife linked community enterprises	2.08	1.23

The outcomes were clear that most of the responders were in agreement that there is consideration of donors’ interest when doing the business of wildlife linked community enterprises (mean=2.22, std.dev=1.47). These results reflect research by Craig (2019) on capacity-building through donor-funded initiatives, which found a link between donor assistance and the success of businesses with a connection to wildlife.

Further outcomes were that most of the responders were in agreement that there is more of donor gains in supporting the wildlife linked community enterprises (mean=2.11,

std.dev=1.49). These findings correspondents with that of Corrigan et al. (2018) who pointed out that wildlife linked community enterprises requires empowerment from the community to ensure that the donor support will not go into waste.

In addition, outcomes were clear that most of the responders were in agreement that there are several donors who gives support one wildlife linked community enterprises (mean=2.08, std.dev=1.23). This can be inferred that is multiple funding of wildlife linked community enterprises generally contributes to overall performance of wildlife linked community enterprises. These findings correspondents with that of Chidakel (2019) who pointed out that accountability in wildlife community enterprises which has got multiple donor support requires the management to be responsible, reliable, openness and trust when it comes to development collaboration.

When the study's respondents were invited to assess how donor assistance affected the success of community businesses related to wildlife, the results are presented in Table 4.11.

Table 4.11

Satisfaction Rate of Donor Support and Performance of Wildlife Linked Community Enterprises

	Frequency	Percent
highly satisfied	6	8.3
Satisfied	4	5.6
Neutral	7	9.7
Dissatisfied	21	29.2
Highly dissatisfied	34	47.2
Total	72	100

Results in Table 4.11, indicate that many of the participants 34(47.2%) were highly dissatisfied with the donor support and performance of wildlife linked community enterprises, 21(29.2%) were dissatisfied, 7(9.7%) of the respondents were neutral, 6(8.3%)

highly satisfied, 4(5.6%) were satisfied. This infers that the respondents were of the opinion that multiple donor support did not influence performance of wildlife linked community enterprises. These findings are in line with that of Mureithi et al. (2019) who found that most of community conservancies, performance is seen to be dissatisfactory which is attributed to delays in acquiring more land and accumulated debts.

4.4.4 Technical Support

The fourth goal of the study determine the influence of technical support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The respondents were asked to indicate their responses in relation to the technical support and how it influences performance of wildlife linked community enterprises.

Table 4.12

Technical Support

	Me an	std.d ev
The nature of technical support determines success business of wildlife linked community enterprises	2.08	1.48
The cost of technical support determines success business of wildlife linked community enterprises	2.08	1.47
There is availability of technical support for wildlife linked community enterprises	2.49	1.61

The outcomes showed that most of the respondents indicated that the nature of technical support determines success business of wildlife linked community enterprises (mean=2.08, std.dev=1.48). These results are consistent with that of Corrigan et al. (2018); Gupta and Gregoriou (2018); Ivanic et al. (2020) which revealed that there exists a positive link between technical support and performance of conservancies regardless of the challenges of cost and availability of some resources.

Further outcomes were clear that the cost of technical support determines success business of wildlife linked community enterprises (mean=2.08, std.dev=1.47). These findings correspondents with that of Thomas (2021) who established that community linked conservancies fill the gaps left by the public organizations hence their technical support should be affordable.

In addition, outcomes were clear that there is availability of technical support for wildlife linked community enterprises (mean=2.49, std.dev=1.61). These findings imply that to a bigger extent technical support was challenge to performance of wildlife linked community enterprises. The findings correspondents with that of Turner et al. (2020) who found that there exists a link between technical support and performance of community linked enterprises makes the technical support not be available.

The respondents were further asked to indicate how satisfied they were on the influence of technical support in wildlife linked community enterprises. The results are shown in Table 4.13.

Table 4.13

Influence of Technical Support in Wildlife Linked Community Enterprises

Level of Agreement	Frequency	Percentage
Highly Satisfied	7	9.7
Satisfied	6	8.3
Neutral	2	2.8
Dissatisfied	35	48.6
Highly Dissatisfied	22	30.6
Total	72	100

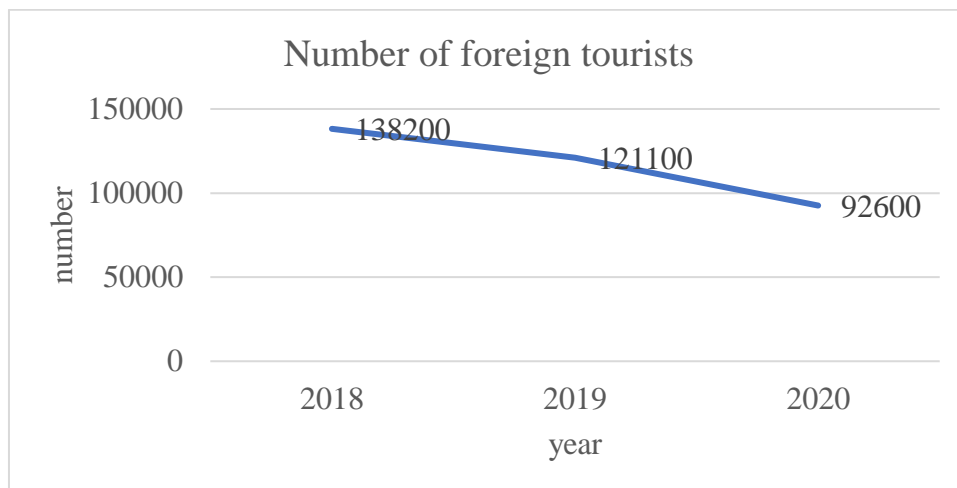
Table 4.13 reveals that many of the participants who were 35(48.6%) were satisfied with the technical support in wildlife linked community enterprises, 22(30.6%) were highly dissatisfied, 7(9.7%) were highly satisfied, 6(8.3%) were satisfied, 2(2.8%) were neutral. The findings imply that to a bigger extent, many of the workers of community linked enterprises were of the opinion that the technical support in wildlife linked community enterprises even though some of the communities were of the contrary opinion.

4.4.5 Performance of Wildlife Linked Community Enterprises

The respondents were asked to indicate the estimate number of local tourists in a year at wildlife linked community enterprises.

Figure 4.1

Number of Foreign Tourists



The results showed that in the year 2018 the number of foreign tourists were 138200. However, in the year 2019 the number of foreign tourists declined to 121100 and further declined to 92600 in the year 2020. This was a clear implication that the number of foreign tourists were declining which is a clear indication of poor performance of wildlife linked community enterprises.

Figure 4.2

Number of Local Tourists



The results showed that in the year 2018 the number of local tourists were 72300. However, in the year 2019 the number of local tourists declined to 8200 and further declined to 2800 people in the year 2020. This was a clear implication that the number of local tourists were declining which is a clear indication of poor performance of wildlife linked community enterprises.

When asked how satisfied they were with how neighborhood businesses connected to wildlife performed, study participants provided the following responses, which are displayed in Table 4.14.

Table 4.14

Performance of Wildlife Linked Community Enterprises

Level of Agreement	Frequency	Percentage
Highly Satisfied	6	8.3
Satisfied	10	13.9
Neutral	10	13.9
Dissatisfied	31	43.1
Highly Dissatisfied	15	20.8
Total	72	100

Table 4.14 reveals that many of the participants who were 31(43.1%) were satisfied with the performance of community linked enterprises, 15(20.8%) were highly dissatisfied, 10(10.9%) were neutral, 10(13.9%) were satisfied, 6(8.3%) were highly satisfied. The findings imply that to a bigger extent, many of the workers of community linked enterprises were of the opinion that the community was the great beneficiary of the conservancies even though some of the workers were of the contrary opinion. The findings are in line with that of Muzirambi et al. (2022) who established that wildlife conservancies not only contributed to economic growth but also contributed to the social-economic well-being of the immediate community members.

4.5 Correlation Analysis

To evaluate the strength of the association among the independent variable and dependent variable, Pearson's product moment correlation analysis was employed. Between -1 and +1 is the range in which the Product Moment Correlation gauges the relationship's strength. The strength of the association is displayed in Table 4.15.

Table 4.15*Correlation Results*

		perform mance	communit y support	manageme nt practice	donor support	technical support
performanc e	Pearson Correlatio n	1				
	Sig. (2-tailed)					
community support	Pearson Correlatio n	.600**	1			
	Sig. (2- tailed)	0.000				
manageme nt practice	Pearson Correlatio n	.438**	.421**	1		
	Sig. (2- tailed)	0.000	0			
donor support	Pearson Correlatio n	.582**	.484**	.299*	1	
	Sig. (2- tailed)	0.000	0	0.011		
technical support	Pearson Correlatio n	.424**	0.194	-0.009	0.193	1
	Sig. (2- tailed)	0.000	0.102	0.94	0.105	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The outcomes in Table 4.15 were clear community support had a positive and significant association with performance of wildlife linked community enterprises ($r=0.600$, $p=0.000$). This denotes that an enhancement of community support would lead to improvement in performance of wildlife linked community enterprises. Salafsky and Wollenberg (2019) who indicated that community conservation strives to encourage the sustainable management of bioresources by connecting their upkeep with advantages for local

residents' lives or efforts to reduce poverty. The outcomes were not in agreement with De Sherbinin et al. (2020) who discovered that there is little proof of either a good or negative association between communities and wildlife protected areas.

The outcomes were clear management practice had a positive and significant association with performance of wildlife linked community enterprises ($r=0.438$, $p=0.000$). This denotes that an enhancement of the management practices would lead to improvement in performance of wildlife linked community enterprises. According to Sundaram et al. (2020) certain management techniques have been detected to boost performance of the firm, including: a 3-dimensional approach that emphasizes novel limits exploration, drive and selectivity; empowering employees' independence; encouraging interaction and communication among staff members; putting an emphasis on party performances instead of personal performance; outer procedures like benchmarking; systems for receiving feedback from vendors and clients; and constant invention founded on inter research.

Correlation outcomes further showed that donor support had a positive and significant association with performance of wildlife linked community enterprises ($r=0.582$, $p=0.000$). This denotes that an enhancement of donor practice would lead to improvement in performance of wildlife linked community enterprises. These findings correspondents with that of Chidakel (2019) who pointed out that accountability in wildlife community enterprises which has got multiple donor support requires the management to be responsible, reliable, openness and trust when it comes to development collaboration

The outcomes were clear technical support had a positive and significant association with performance of wildlife linked community enterprises ($r=0.424$, $p=0.000$). The findings correspondents with that of Turner et al. (2020) who found that there exists a link between

technical support and performance of community linked enterprises makes the technical support not be available.

4.6 Regression Assumptions

The assumption for multiple linear analysis requires, that data normality, homogeneity, homoscedasticity, multicollinearity, and autocorrelation were employed to gauge how well the multivariate econometric model performed.

4.6.1 Normality Test

A normality test is a statistical method used to determine whether a dataset follows a normal distribution. One requirement for hypothesis testing is that the data must be normally distributed. In this study Kolmogorov-Smirnov and Shapiro tests were used. Kolmogorov-Smirnov were performed since the sample size was greater than 50, as stated in Table 4.16. Data is assumed not to be normally distributed if the probability associated with the test of normality is less than or equal to the level of significance (0.05).

Table 4.16

Normality Test

	Kolmogorov-Smirnova		
	Statistic	df	Sig.
community support	0.330	72	0.089
management practice	0.272	72	0.071
donor support	0.259	72	0.091
technical support	0.350	72	0.058
performance	0.287	72	0.067

As a result, the normality requirement was satisfied in this study because the values of the P-values were greater 0.05. The results are consistent with those of Guest (2010), who agreed that the normalcy requirement is met if the p-value is more than 0.05.

4.6.2 Multicollinearity Test

Multicollinearity occurs when two or more of the independent variables in a regression model are moderately or highly interrelated with one another.

Table 4.17

Multicollinearity Test

Variable	Tolerance	VIF
Community Support	0.667	1.500
Management Practices	0.800	1.250
Donor Support	0.742	1.348
Technical Support	0.936	1.068
Average		1.292

The study's findings showed that there was no multicollinearity issue with the four independent variables. This is because there is no collinearity among the four predictors, as evidenced by the four variables' tolerance values being below 1 and their variation inflation factor (VIF) values being all lower than 10. In addition, the mean for the VIF was 1.292 which was less than 10. This is in keeping with Fisher's (2010) contention that the presence of the multicollinearity problem is indicated by VIF values more than 10 or by tolerance values more than 1. As a result, a four-component model might be used to predict the performance of community businesses that are connected to wildlife in the Northern Rangeland.

4.7.3 Test of Autocorrelation

The autocorrelation was examined using the Durbin Watson test.

Table 4.18

Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.766a	0.587	0.563	0.8	1.311

According to Black (2010), the Durbin Watson test (d) statistic is used to evaluate autocorrelation in linear regression. When regression mistakes are correlated across observations, autocorrelation happens, and the value of the Durbin Watson statistics shows whether the problem is present or not. Autocorrelation was often not thought to exist when Durbin Watson static takes values between 0 and 4. As a result, since the Durbin Watson test result was 1.311, autocorrelation was present in this study and to reduce its effect, the data was centered.

4.6 Regression Analysis

In order to identify characteristics influencing the performance of community enterprises in Kenya that are related to wildlife, the researcher also carried out a multiple regression analysis. The study used the multiple liner model to code, enter, and analyze the data using the statistical program for social sciences (SPSS V 22).

Table 4.19

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787a	0.619	0.596	0.769

Table 4.19 demonstrates that the R was 0.787. This suggests that community support, management practice, donor practices, technical support had a substantial relationship with performance of wildlife linked community enterprises. In addition, the R square was 61.9%. This infers that community support, management practice, donor practices, technical support explained 61.9% of the variations in the dependent variable which was performance of wildlife linked community enterprises.

To determine the community support, management practice, donor practices, technical support as a predictor for the performance of wildlife linked community enterprises was ANOVA was computed.

Table 4.20

ANOVA Outcomes

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	64.274	4	16.069	27.186	.000b
Residual	39.601	67	0.591		
Total	103.875	71			

The processed data from Table 4.20 yielded a F (27.186) and p-value of 0.000 less than or equal to 0.05, indicating that the model was significant enough to warrant further statistical investigation. This infers that community support, management practice, donor practices, technical support had a significant influence on performance of wildlife linked community enterprises

Table 4.21 displayed the results of the regressions of the coefficients.

Table 4.21*Coefficient Outcomes*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.996	0.455		-2.187	0.032
community support	0.323	0.095	0.312	3.401	0.001
management practice	0.223	0.092	0.204	2.432	0.018
donor support	0.274	0.085	0.283	3.203	0.002
technical support	0.358	0.078	0.359	4.604	0.000

Optimal Model

$$Y = -0.996 + 0.323X_1 + 0.223X_2 + 0.274X_3 + 0.358X_4$$

Where: Y= Performance of Wildlife Linked Community Enterprises

X₁ = Community Support

X₂ = Management practices

X₃ = Donor support

X₄ = Technical Support

e = Other factors not included in the model

The outcomes were clear that community support had a positive and significant effect on performance of wildlife linked community enterprises ($\beta=0.323$, $p=0.001$). This suggests that an increase of one unit in community support results in an increase of 0.323 in the performance of community-based companies related to wildlife.

The outcomes were clear that management practice had a positive and significant effect on performance of wildlife linked community enterprises ($\beta=0.223$, $p=0.018$). This indicates that a unit increase in management practices leads to an increase of 0.223 in performance wildlife linked community enterprises in Northern Rangeland wildlife linked community

enterprises. According to Sundaram et al. (2020) certain management techniques have been detected to boost performance of the firm, including: a 3-dimensional approach that emphasizes novel limits exploration, drive and selectivity; empowering employees' independence; encouraging interaction and communication among staff members; putting an emphasis on party performances instead of personal performance; outer procedures like benchmarking; systems for receiving feedback from vendors and clients; and constant invention founded on inter research.

The outcomes were clear that donor assistance had a positive and significant effect on performance of wildlife linked community enterprises ($\beta=0.274$, $p=0.002$). This shows that a unit increase in donor assistance results in an increase of 0.274 in the performance of community entrepreneurs associated to wildlife. These findings correspondents with that of Chidakel, (2019) who pointed out that accountability in wildlife community enterprises which has got multiple donor support requires the management to be responsible, reliable, openness and trust when it comes to development collaboration

The outcomes were clear that technical support had a positive and significant effect on performance of wildlife linked community enterprises ($\beta=0.358$, $p=0.000$). This shows that a unit increase in technical support results in an increase of 0.358 in the performance of community entrepreneurs related to wildlife. The findings correspondents with that of Turner et al. (2020) who found that there exists a link between technical support and performance of community linked enterprises makes the technical support not be available.

4.7 Hypothesis Testing

The study's overarching goal was to ascertain the influence of community support on the effectiveness of wildlife-related community enterprises in the Northern Rangeland. The model summary was put to the test in the study to determine the variables that affected how

well the enterprises connected to the wildlife community performed. The importance of the model in the study was then evaluated by computing F statistics. Thus, the coefficients and accompanying p-values were calculated.

4.7.1 Community Support and Performance of Wildlife linked community enterprises

The first hypothesis stated that H_{01} : *There is no relationship between community support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.* From Table 4.20 the P-value = 0.001 < 0.05. The study found that community support had a statistically significant impact on the success of wildlife community connected firms and that the null hypothesis was rejected at a 95% confidence level. These results are in line with those of Kumar and Sharma, (2008) who found a strong correlation between local activities and the effectiveness of wildlife conservancies.

4.7.2 Management Practice and Performance of Wildlife Community Linked Enterprises

The second hypothesis stated that H_{02} : *There is no relationship between management practices and the performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.* The results in Table 4.20 indicated that the P-value = 0.018 < 0.05). The null hypothesis was rejected at 95% confidence level and the study concluded that management practices had a positive statistically significant effect on performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises. These findings are in consistent with Chandralal (2010); Clark (2013); Hughes and Flintan (2009) who noted that management practices such as planning, organizing, controlling and community involvement are directly correlated to organization performance.

4.7.3 Donor Support and Performance of Wildlife Community Linked Enterprises

The third hypothesis stated that H₀₃: *There is no relationship between donor support and the performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises. The results showed that the P-value =0.002 < 0.05*). At a 95% level of confidence, the study found that donor funding has a statistically significant positive impact on the functioning of community companies that are tied to wildlife and thus the null hypothesis was rejected. These findings are consistent with those of Kujala et al. (2017); Kyando et al. (2017); Mutanga (2022) who found that donor funding had a big impact on the stability of wildlife conservancies and overall community wellbeing.

4.7.4 Technical Support and Performance of Wildlife Community Linked Enterprises

The hypothesis was H₀₄: *There is no relationship between technical support and the performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises. The results in Table 4.20 showed that the P-value =0.000 < 0.05*). The study found that technical support had a positive statistically significant effect on the performance of community companies that are connected to wildlife, and the null hypothesis was rejected at a 95% confidence level. These results are consistent with that of Corrigan et al. (2018); Gupta and Gregoriou (2018); Ivanic et al. (2020) which revealed that there exists a positive link between technical support and performance of conservancies regardless of the challenges of cost and availability of some resources.

Table 4.21*Summary of Hypotheses Testing*

Hypotheses	Results	Decision	Conclusion
H0₁ There is no relationship between community support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.	P<0.05	Accept the alternative hypothesis rather than the null hypothesis.	Community support has a positive statistically significant effect on performance wildlife linked community enterprises.
H0₂ There is no relationship between management practices and the performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.	P<0.05	Accept the alternative hypothesis rather than the null hypothesis.	Management practices has a positive statistically significant effect on performance wildlife linked community enterprises.
H0₃ There is no relationship between donor support and the performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.	P<0.05	Accept the alternative hypothesis rather than the null hypothesis.	Donor support has a positive statistical significant effect on performance wildlife linked community enterprises.
H0₄ There is no relationship between technical support and the performance wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.	P<0.05	Accept the alternative hypothesis rather than the null hypothesis.	Technical support has a positive statistical significant effect on performance wildlife linked community enterprises.

An overview of hypothesis testing is shown in Table 4.21. All the predictor factors had a probability value lower than 0.05, the four insignificant suppositions were disproved whereas agreeing to the alternate suggestions. This demonstrated that there was a substantial association between the performance of community enterprises tied to wildlife and all the study's criteria.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study was geared at evaluating performance of community linked wildlife enterprise. The variables that were used include community support, management practices, donor support and technical support. This chapter presents a summary of the study's results and draws conclusions from them that serve as the basis for suggestions. In order to cover the gaps, found in the study, suggestions for subsequent research are also recorded. Four aims and four hypotheses were pursued by the study, and conclusions are in line with these.

5.2 Summary of the Findings

The purpose of this investigation was to assess the factors influencing the performance of Wildlife Community enterprises; a survey of Northern Rangeland wildlife linked community enterprises. More specifically the study focused on community support, management practices, donor support and technical support on performance of wildlife community enterprises of Northern Rangeland Trust in Kenya.

5.2.1 Community Support and Performance

The first objective the influence of community support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The outcomes were clear that most of the respondents agreed that community interests are taken into consideration when establishing the wildlife linked community enterprises and this influences its performance. The outcomes also indicated that most of the responders agreed that there is fully community participation in the wildlife linked community enterprises and this influences its performance. Further results showed that most of the responders agreed that

there are long term community gains in the wildlife linked community enterprises which influences its performance. Though it was noted that some of the sections of the community members were unsatisfied with support from the conservancies. To some extent it was observed that some interests of the community were not considered despite the fact that community support played a significant role in the social economic well-being of the community.

Regression results showed there was a clear that community support had a positive and significant effect on performance of wildlife linked community enterprises. Hypothesis study showed that there is a significant relationship between community support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.

5.2.2 Management Practices and Performance

The second objective the influence of management practices on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The outcomes were clear that most of the responders were in agreement that there is management system in place in improving the performance of wildlife linked community enterprises. Further results showed that most of the responders were in agreement that there is supportive management in enhancing the performance of wildlife linked community enterprises. The outcomes were clear that most of the responders were in agreement that there is highly skilled management staff to enhance the performance of wildlife linked community enterprises. Nevertheless, the study noted that to some extent management systems in place did not involve key stakeholders in decision making process.

Regression results showed there was a clear that management practices had a positive and significant effect on performance of wildlife linked community enterprises. Hypothesis

study showed that there was a significant relationship between management practices and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.

5.2.3 Donor Support and Performance

The third objective the influence of donor support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The outcomes were clear that most of the responders were in agreement that there is consideration of donors' interest when doing the business of wildlife linked community enterprises. Further outcomes were that most of the responders were in agreement that there is more of donor gains in supporting the wildlife linked community enterprises. In addition, outcomes were clear that most of the responders were in agreement that there are several donors who gives support one wildlife linked community enterprises. Though it was noted donor funds were not channeled to community development programs to a larger extent. Misappropriate of donor funds by management of wildlife linked community enterprises was one of the reasons that led to worsening performance of wildlife conservancies in Kenya.

Regression results showed there was a clear that donor support had a positive and significant effect on performance of wildlife linked community enterprises. Hypothesis study showed that there was a significant relationship between donor support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises.

5.2.4 Technical Support and Performance

The fourth objective the influence of technical support on the performance of wildlife community enterprises of Northern Rangeland Trust in Kenya. The outcomes showed that most of the respondents indicated that the nature of technical support determines success

business of wildlife linked community enterprises. Nonetheless, it was overserved into a great dimension that lack of necessary resources and trained personnel was one the hindrances of community wildlife linked enterprises. It was also found that the cost of technical was slightly affordable though the technical support was not available. Further, it was noted that the respondents were satisfied with the performance of community linked enterprises regardless the few challenges experienced.

Regression results showed there was a clear that technical support had a positive and significant effect on performance of wildlife linked community enterprises. Hypothesis study showed that there was a significant relationship between technical support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises

5.3 Conclusion of the Study

The study concluded that there is a significant relationship between community support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises. Therefore, community participation wildlife-based community tourism is seen as a tool to link to community livelihoods improvement which further enhances performance of wildlife linked community enterprises. It is imperative that communities should be actively involved in decision making processes at every level of wildlife management in order to enhance their performance.

The study also concluded that there is a significant relationship between management practices and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked. The study concluded that the top management commitment fosters a culture of overall satisfaction within the organization, enabling employee empowerment and increased employee satisfaction through leadership and dedication

which enhances performance of wildlife linked community enterprises in Northern Rangeland wildlife linked

The study also concluded that there is a significant relationship between donor support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises. It also concluded that performance of community linked wildlife enterprise is founded on the philosophy of donor support regardless of the challenges of non-involvement of key stakeholders, incompetency of management, lack of donor support and lack of necessary resources and skilled personnel.

The study also concluded that there is a significant relationship between technical support and the performance of wildlife linked community enterprises in Northern Rangeland wildlife linked community enterprises. Further, the study concludes that for effective performance of wildlife conservancies technical support is a function of organizational performance. The study also concluded that lack of necessary resources and trained personnel was one the hindrances of community wildlife linked enterprises.

5.4 Recommendations of the Study

5.4.1 Recommendations for Policy and Practice

The research found that community support was incorporated on a lesser extent by management of wildlife. Therefore, this study recommends that wildlife linked community enterprises managers should realize that in the present competitive economy, community support forms an important element of performance in their enterprises and hence incorporate fully the support of community where they operate. This will help them to encourage local tourisms from the community surrounding their enterprises.

This academic investigation established that supervision does such as systems, employee skills and employee involvement were involved on a small extent. Therefore, this investigation recommend that wildlife linked community enterprises manager's needs to understand that management practices and leadership skills are necessary and can determine the performance of their enterprises. Managers should be able to attend several courses on management to enable them run the enterprises professionally.

The study established that donor support affected performance of wildlife conservancies. Therefore, this study recommends that wildlife community linked enterprises managers should be able to ensure that donor's interests are catered for and their gains taken consideration. This will encourage the donors to support fully the enterprises and this will enhance the performance.

The study revealed that technical support was attributed to challenges such as cost and lack of skilled personnel. Hence, this research recommend that management must warrant that the technical support is affordable and available. There is need to ensure collaboration with other wildlife conservancies in order to ensure the available technical support is shared amongst the existing wildlife enterprises.

5.4.2 Recommendations for Future Studies

Future inquiries should focus on validating the findings of this research by carrying out comparable studies in other Kenyan industries, such as historical sites. Future research should take into account employing longitudinal and correlational surveys to assess the accuracy of the findings since this study used a descriptive research approach. The study also suggests that other researchers conduct similar research in other low-income countries for instance, Tanzania, Rwanda, and Egypt to check the evenness of the findings. Finally, investigators are encouraged to look into additional aspects or factors that may affect the

performance of wildlife-related community businesses, such as government funding and the creation of policies to protect local conservancies.

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APPENDICES

Appendix 1: Introduction Letter

PURITY MWENDA

P.O BOX 267

MERU

Dear Sir / Madam.

RE: DATA COLLECTION INSTRUMENT

I am a student of Kenya Methodist University undertaking a Master Degree in Business Administration in Entrepreneurship option. I am currently carrying out a research study on factors influencing the performance of community Wildlife community enterprises; a survey of Northern Rangeland wildlife linked community enterprises.

I am therefore kindly requesting you to provide me with information concerning the research work. Respondent will be treated with utmost privacy and confidentiality and data collected will be used for nothing else but education purposes only.

Thank you.

Yours Faithfully,

Purity Mwenda

Appendix II : Questionnaire

By means of a tick () kindly indicate an option that best describes your response:

SECTION A: GENERAL INFORMATION

1. Indicate your gender

a) Male

b) Female

2. Indicate your age:-

a) Below 25 years

b) 25-30 years

c) 31-35 years

d) 36-40 years

e) 41-45 years

f) 46-50 years

g) Over 51

3. Your level of education:-

a) Secondary education (O level)

b) Diploma

c) Degree

d) Masters &Above

4. Years you have worked with the wildlife linked community enterprises?

a) Below 5 years

b) 5-10 years

c) 11-15 years

d) 16-20 years

e) Above 21 years

SECTION B: COMMUNITY SUPPORT

5. In each phrase given below tick the number that best describes your responses in relation to the community support and how it influences performance of wildlife linked community enterprises.

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Statements	1	2	3	4	5
Community interest are taken into consideration when establishing the wildlife linked community enterprises and this influences its performance.					
There is fully community participation in the wildlife linked community enterprises and this influences its performance					
There is long term community gains in the wildlife linked community enterprises which influences its performance					

6. How satisfied are you with the current community support in influencing the performance of the wildlife linked community enterprises?

- a. Highly satisfied ()
- b. Satisfied ()
- c. Neutral ()
- d. Dissatisfied ()
- e. Highly dissatisfied ()

SECTION C: MANAGEMENT PRACTICE

7. Describes the management practice in your organization to which influences the performance of wildlife linked community enterprises?

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Statements	1	2	3	4	5
There is management system in place in improving the performance of wildlife linked community enterprises					
There is supportive management in enhancing the performance of wildlife linked community enterprises					
There is highly skilled management staff to enhance the performance of wildlife linked community enterprises					

8. How satisfied are you with the current management practice of wildlife linked community enterprises in regard to its performance?

- a. Highly satisfied. ()
- b. Satisfied. ()
- c. Neutral. ()
- d. Dissatisfied. ()
- e. Highly dissatisfied. ()

SECTION D: DONOR SUPPORT

10. In each word/phrase given below circle the number that best describes your response in relation to the donor support and the performance of wildlife linked community enterprises.

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Statements	1	2	3	4	5
There is consideration of donors interest when doing the business of wildlife linked community enterprises					
There is more of donor gains in supporting the wildlife linked community enterprises					
There are several donors who gives support one wildlife linked community enterprises					

11. How satisfied are you with the influence of donor support in wildlife linked community enterprises?

- a. Highly satisfied. ()
- b. Satisfied. ()
- c. Neutral. ()
- d. Dissatisfied. ()
- e. Highly dissatisfied. ()

SECTION E: TECHNICAL SUPPORT

12. In each word/phrase given below circle the number that best describes your response in relation to the donor support and the performance of wildlife linked community enterprises.

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Statements	1	2	3	4	5
The nature of technical support determines success business of wildlife linked community enterprises					
The cost of technical support determines success business of wildlife linked community enterprises					
There is availability of technical support for wildlife linked community enterprises					

13. How satisfied are you with the influence of technical support in wildlife linked community enterprises?

- f. Highly satisfied. ()
- g. Satisfied. ()
- h. Neutral. ()
- i. Dissatisfied. ()

- j. Highly dissatisfied. ()

**SECTION F: PERFORMANCE OF COMMUNITY WILDLIFE LINKED
COMMUNITY ENTERPRISES**

14. Kindly fill in the table below in order to indicate whether there is growth or decline in terms of the number of tourists visiting wildlife linked community enterprises.

construct	2018	2019	2019
Estimate number of local tourists in a year			
Estimate number of foreign tourists in a year			

15. How would you rate your satisfaction with the performance of wildlife linked community enterprises?

- a. Highly Satisfied ()
- b. Satisfied ()
- c. Neutral ()
- d. Dissatisfied ()
- e. Highly Dissatisfied ()

Thank you for cooperation and God bless you

Appendix III : NACOSTI Permit

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