FACTORS INFLUENCING PERCEIVED ACCEPTANCE OF CHANGE IN PRISONS REFORMS IN KENYA: A CASE OF NYERI COMMAND PRISONS

BY

JOHN KIRAGU IGUNA

A Research Project Report Submitted in Partial Fulfillment of the requirements for the award of Master of Arts Degree in Project Planning and Management of the University of Nairobi.

2010

FACTORS INFLUENCING PERCEIVED ACCEPTANCE OF CHANGE IN PRISONS REFORMS IN KENYA: A CASE OF NYERI COMMAND PRISONS

BY

JOHN KIRAGU IGUNA

A Research Project Report Submitted in Partial Fulfillment of the requirements for the award of Master of Arts Degree in Project Planning and Management of the University of Nairobi.

2010

DECLARATION

This Research Project Report is my original work and has not been presented for an award in any other University

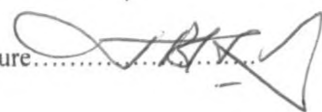Signature.. Date ......17/8/10......

Name: **John Kiragu Iguna**

Reg. No: **L50/72705/08**

This Research Project Report has been submitted for examination with our approval as University Supervisors

Signature.. Date....17/8/2010

Dr. Omondi Bowa,

Lecturer,

Department of Educational Studies

Signature.. Date.....17/8/2010·

Miss. Lydia Wambugu,

Lecturer,

Department of Extra Mural Studies

DEDICATION

This research project report is dedicated to my wife, Jacqueline Wanjiru Mwangi for been an inspiration while writing this research proposal. My heartfelt gratitude also goes to my loving parents Mr. Bedford Iguna Riara and Ellyjoy Ciambuba Iguna for supporting me in my studies.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

CHAPTER TWO: LITERATURE REVIEW

CHAPTER THREE: RESEARCH METHODOLOGY

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

ACHPR- African Charter on Human Peoples Rights

CJS- Criminal Justice System

GJLOS- Governance Justice Law order section

IMLU - Independent Legal Medical Unit

NGO- Non Governmental Organization

OAU - Organization of African Unity

OIC - Officer in Charge

S.P - Special Rapporteur

ABSTRACT

Prison reforms are a vital component for the prison department to realize its mission and vision as spelt in the strategic plan. This is the reason why the Ministry of Home Affairs doubled its funding to enable realization of the prison reforms, Budget focus, (2008).The treasury increased its funding from 100 million Shillings to 200 million shillings, Budget focus, and (2008) The government has been steadfast in supporting the Prisons department reform itself into correctional centers of excellence but this has not been possible due to resentment by employees in the department who are reluctant to embrace the reforms positively and instead have resisted them making any meaningful change impossible.

This therefore led to the need of undertaking a study to make an assessment of the factors that influence acceptance of change in Prison reforms in Nyeri Command Prisons. Specifically, the study assessed how independent variables like organization's culture, management practices, workers motivation and government policy influenced acceptance of change in the Prison reform programs. The entire study was divided into chapters each addressing a specific issue for example chapter one contained the background of the study whereby the global, regional and local aspect of Prisons reforms were discussed. Several examples of Prisons reforms from Germany, United States of America, India, South Africa, Nigeria and Kenya were discussed. The statement of the problem highlighted the bottlenecks that have prevented the realization of prisons reforms namely resistance by employees in Prisons establishment. In chapter two the literature review discussed the overview of prisons reforms in Kenya, factors underlying prisons reform in Kenya and a theoretical framework to reinforce the study.

The third chapter examined the research design the study deployed which was a cross sectional survey design to enable the researcher to work with different categories of people at the same time. A mixed mode of data analysis was used in the study which summarized events using descriptive statistics. Stratified random sampling method was used in constituting the sample and data collection methods involved structured questionnaires and a guided interview guide.

The fourth chapter highlighted data presentation, analysis and interpretation of the findings. Data was analyzed using Microsoft excel and SPSS software program and data presented using frequencies and percentage tables. In chapter five the summary of findings, conclusions and recommendations was highlighted and areas for further research provided.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Since the conception of the modern state, Prison reform has been an issue raising national and international concern. Prisons worldwide are faced with the problem of adjusting their attitude and adapting a pro active system in order to attain their goals and objectives (Prison handbook, 1997) Prisons serve a valuable role in society, by providing a rehabilitative environment for those who break the rule of law in an effort to better them as people. They encourage peace and allow for reform, (Albert, 2001)

Prison reform in Germany is geared towards deterrence, reformation, and the protection of society. These factors are emphasized differently in different countries. Emphasis has been laid chiefly upon punishment and the protection of society. Empowerment of officers through education is manifested through numerous libraries found in most prisons, (Hedgers, 2008)

In many American states, a more or less effective parole system complements prison reforms. Released prisoners are placed under the supervision of a parole agent for periods of from six months to the period of the maximum sentence. No conclusive statistics are available as to the percentage of permanent reformation of released prisoners. About twenty-five per cent of released prisoners become delinquent before the termination of their parole. The parole system is increasingly considered fully as necessary as the imprisonment of the offenders. The tendency is to place the parole work under the supervision of the State. In some states, private associations, such as prisoner's aid societies, conduct the parole work. In many states, no parole work is done. An important part of the duties of prisoners' aid societies is the care of the family of the prisoner during his imprisonment, (Lebron, 2004).

1

In India various workshops had been organized by the state government in collaboration with NGO's to bring reforms in the current prison systems, (Walter, 2007).Many reforms have been made in jail administration to provide an enabling environment for rehabilitation of inmates and providing meaningful educational facilities for inmates only if they are employed after release and for that purpose should be introduced or upgraded. In many jails, inmates including hardcore criminals and women had joined various courses offered by IGNOU and their respective State universities. The open prison system has come as a very modern and effective alternative to the system of closed imprisonment. The establishment of open prisons on a large scale as a substitute for the closed prisons, the latter being reserved for hardcore criminals shall be one of the greatest prison reforms in the penal system, (Walter, 2007).

Central government along with Ngo's and prison administration has taken adequate steps for effective centralization of prisons throughout the country. The uniformity of standards has been maintained throughout the states which has enabled in changing the traditional and colonial outlook of the Indian prison system and also helped the prisoners to become more responsible, creative and potential citizen, (Asif, 1998).

In South Africa, prison reforms have been spearheaded by United Nations bodies e.g U.N.O.D.C which assists states in developing strategies to reform all aspects of their criminal justice systems, with particular emphasis on assisting vulnerable groups. Through its field office network, UNODC has developed projects in the areas of juvenile justice, penal reform and support to victims. It has also prepared assessment tools and manuals in all areas of criminal justice reform on the basis of United Nations standards and norms in crime prevention and criminal justice. This is because effective Prisons reforms can only be

developed based on the rule of law and the rule of law itself requires the protection of effective criminal justice measures.

Major prison reform initiatives in Africa took shape around the mid-1990s. In 1996, the first Pan-African seminar on prison conditions was held in Kampala, Uganda, and was attended by more than 130 participants from different countries. The seminar adopted what became to be known as the Kampala Declaration on Prison Conditions in Africa. The Declaration among other things compelled the African Commission to prioritize improving prison conditions by nominating a special rapporteur on Prison Conditions in Africa, sensitize AU (formerly OAU) members to respect international standards pertaining to prisons, set-up a framework for co-operation with NGOs and other relevant stakeholders to ensure a follow up on the declaration. Following the Kampala declaration in 1996, the first Special Rapporteur (SR) was appointed. The SR was established in terms of article 45 of the African Charter on Human and People's Rights (ACHPR). The mandate of the SR is to monitor prison conditions in Africa, identifying major problems, and make recommendations on how prisons and conditions of detention can be improved.

During September 2002, in Ouagadougou (Burkina Faso), 123 delegates from 34 African countries attended a follow-up session on the Kampala Declaration. The objectives of the meetings were to assess progress made since 1996 and further identify new African models for dealing with crime. The 34th session of the African Commission held in Banjul, The Gambia, in November 2003, adopted the Ouagadougou Declaration on Accelerating Prison and Penal Reform in Africa (2002), and the Ouagadougou plan of action. This Declaration focuses on reducing the prison population, making African prisons more self-reliant

3

promoting the reintegration of ex-offenders into society and encouraging best penal practice (Penal reform, 2002).

A number of reforms have taken place in various countries in Africa for instance Nigerian criminal justice system (Odekunle, 2007). From the judiciary to the police and to the penal institutions, successive regimes have made and implemented various policies in line with contemporary developments in the system. The latest of these reforms was in line with the global trend to shift from a punitive and retributive penal system, to a reformatory and rehabilitative system (Odekunle, 2007).

In Nigeria reform program, the introduction of specialists like psychologists, social workers, and medical doctors as prison officers (Thomas, 1972), was a significant symbolic step in this direction, underscoring the importance of Prison reforms. Consequently, the role of the prison officers changed from being a guard or strict disciplinarian to being a reformer and a change agent. (Thomas, (1972)

The Prison authorities had to change their recruitment policies as the right people had to be employed to do the job. In Nigeria however, the prison system is changing gradually as demonstrated by the several reforms the institution has been subjected to over the years (Hill, 1988)

Uganda is another country which is frequently criticized for its poor prison conditions. There are two different types of prisons in Uganda. The Central Government prisons are under the authority of the Commissioner of Prisons. The local government authorities run local administration prisons independently (Amanda Dissel, 2001)

The penal systems in Africa were largely inherited from the colonial powers, and the legislative framework, as well as the infrastructure, remains largely unaltered. Although attempts have been made in several countries to improve their prison conditions, in most prisons they are still inadequate. A review of the literature on prisons in Africa suggests that these prisons are characterized by inadequate training of prison staff (Prison handbook on reforms, 1997).

According to Makubetse Sekhonyane(Prison reform in Africa) unwillingness to support interventions by prison authority is the biggest indicator to the slow progress in prison reforms (Makubetse, 1996) In Zambia, as in many African countries, the slow pace of the prison reforms has been hastened by insufficient personnel and lack of resources that has resulted in unnecessary prison officers unrest(Amanda Dissel, 2001)

In Kenya the Prison department is responsible for the safe, humane treatment and rehabilitation of offenders. Its primary vision is offering responsive administration of justice in Africa and beyond(Strategic plan, 2008) The prison department has been faced with challenges of transforming itself to gain confidence among the members of the public which led to the prisons reform initiated in 2002.The project came about when the Mount Kenya roundtable conference on prison reform was convened under the stewardship of the former Minister of Home Affairs Hon. Moody Awori(Prison handbook on prisons reforms, 2008)

One of its main objectives of the Prison reform was in trying to sensitize the officers on the importance of accepting positive change for prosperity of the department. Numerous finding

had indicated that the majority of prison officers were reluctant to embrace change because of fear of the unknown and therefore were comfortable in their comfort zones (Njue, 2002).

According to memorandum on prison crisis presented to the chairman of the task force on Prisons crisis Marsden Madoka on 22nd May 2008 by employees in Nyeri Command Prisons. reforms in the Prisons department are essential to enable the department match the other criminal justice institutions (Njue, 2002)

According to a survey carried out by independent medical legal unit in 2001 in objection with the Kenya medical Association, prison reforms should provide an enabling environment for officers in order to perform better(Atenya, 2001).They highlighted the importance of integrating the best practices in their work according to international standards. They also stressed the importance of having an open door policy so that doctors, lawyers, and relatives have access to prisons. Other activities mentioned include having an evaluation of health and hygiene inspection.

The background information therefore enabled the researcher identify factors that hinder acceptance of change in Prison reforms and possibly find ways in which they could be addressed. Resistance to change is a factor that has negatively impacted the Prisons department for it has impeded the rate of Prisons reform which was introduced by the then Minister of Home affairs Hon. Moody Awori in 2002. As a result of the open door policy that was introduced, the prison department has been obligated to restore its public image and adopt a human rights approach to the treatment of offenders, delivery of its services, due diligence and accountability in its performance (Njue, 2002).

had indicated that the majority of prison officers were reluctant to embrace change because of fear of the unknown and therefore were comfortable in their comfort zones (Njue, 2002).

According to memorandum on prison crisis presented to the chairman of the task force on Prisons crisis Marsden Madoka on 22nd May 2008 by employees in Nyeri Command Prisons, reforms in the Prisons department are essential to enable the department match the other criminal justice institutions (Njue, 2002)

According to a survey carried out by independent medical legal unit in 2001 in objection with the Kenya medical Association, prison reforms should provide an enabling environment for officers in order to perform better(Atenya, 2001).They highlighted the importance of integrating the best practices in their work according to international standards. They also stressed the importance of having an open door policy so that doctors, lawyers, and relatives have access to prisons. Other activities mentioned include having an evaluation of health and hygiene inspection.

The background information therefore enabled the researcher identify factors that hinder acceptance of change in Prison reforms and possibly find ways in which they could be addressed. Resistance to change is a factor that has negatively impacted the Prisons department for it has impeded the rate of Prisons reform which was introduced by the then Minister of Home affairs Hon. Moody Awori in 2002. As a result of the open door policy that was introduced, the prison department has been obligated to restore its public image and adopt a human rights approach to the treatment of offenders, delivery of its services, due diligence and accountability in its performance (Njue, 2002).

As a result of the open door policy, public officers were required to fill appraisals and performance contracts as measurement tools for ensuring that they were achieving their mission and vision set out in the strategic plan that was availed in 2008.Unfortunately even with the introduction of the above named benchmarks, officers have not been responsive to the changes and have instead rebelled against them making any meaningful change agent become untenable. Currently, the department has a total number of 97 rehabilitation facilities (Mbogo, 2006).

There has been gradual improvement especially in 2008 after a special task force was established to look after the plight of warders after they went on rampage partly due to what they perceived to be negligence of management in addressing their issues. The report is yet to be tabled in parliament and its implementation may take decades (Madoka report, 2008).

The problem of resistance to change is a systemic phenomenon and therefore embedded in the underlying structures of the prison department and requires a holistic approach. For example the nature of staff selection and promotion is not conducted in a transparent manner and is ethnically inclined to the 'superior tribes' and that brings resentment among members of staff. Previous studies conducted earlier in the department have only addressed the superficial symptoms e.g. congestion issues among inmates instead of addressing the real problem of resistance to change by employees (Mbogo, 2006).

1.2 Statement of the Problem

Globally, literature review on Prison reforms indicates that resistance to change has had a major impact in adversely affecting the running of Prison institution (O'Brien, 2005). Edwin (2006) observed that the selection of a Special Rapporteur on Prison Conditions in Africa in

1996 was the first step towards realizing Prison reforms in Africa. The mandate of the Special Rapporteur was to monitor prison conditions in Africa, identifying major problems, and make recommendations on how prisons and conditions of detention could be improved.

The Prison reforms in Kenya on the other hand has been a challenge and apart from the funding constrains, resistance to Prison reforms by employees has contributed to stagnation of important programs (Mbogo, 2006). The rate of initiating programs has been slow despite the government intervention through partnership with governance justice and law section (GJLOS).

The treasury has increased its budgetary allocation to a tune of 12 billion shillings in funding the reforms but the department has not realized the expected benefits a factor attributed to resistance to change (Budget report, 2008). Several reform programs for example recruitment policies for officers, human resource issues and training have not been well received by employees (Njue, 2002).

It is in this view that this study set out particularly to investigate how certain factors like organizational culture, management practices, low motivation and government policies affected acceptance of change in Prison reforms in Nyeri Command Prisons, Central Province.

1.3 Purpose of the Study

The purpose of this study was to identify factors that influenced acceptance of change in Nyeri Command Prisons with a view of facilitating the realization of Prisons reforms.

8

1.4 Research Objectives

The objectives of this study are:

1) To find out how organization's culture influences acceptance of change in Nyeri Command Prisons.

2) To examine how management practices influences acceptance of change in Nyeri Command Prisons.

3) To find out how motivation of workers affect willingness to embrace reforms in Nyeri Command Prisons.

4) To establish how government policies influence acceptance of change in Nyeri Command Prisons.

1.5 Research Questions

1) To what extent does organization's culture affect acceptance of change in Nyeri Command Prisons?

2) In which way do management practices influence acceptance of change in Nyeri Command Prisons?

3) How does motivation of workers affect acceptance of change in Nyeri Command Prisons?

4) To what extent do government policies influence acceptance of change in Nyeri Command Prisons?

1.6 Significance of the Study

Prisons reforms cost the government a substantial amount of money and contribution of various stakeholders time and effort. This study will be significant in that it will contribute to

9

the understanding of the factor that underlie resistance to change in Prison reforms and has recommended ways and means of overcoming them.

The beneficiaries in the study will be employees and management in the Nyeri Command Prisons. Employees will gain by appreciating the role and need for change management. Management will benefit by understanding the underlying factors that contribute to resistance to change in the department's reform program offering hints where the department should pay special attention when initiating a change process. In addition, management will know how to break the status quo culture among employees, (Hill, 2001).

The study is also meant to address the primary areas that are reactive to the Prisons reform agenda. This is because in the Prison department, vast amounts of resources are expended by the department to adjust employees to new ways of achieving desired goals and objectives. The Prison department will also benefit by understanding the role of participation to ensure success of programs. This is because the process of change management consists of getting of those involved and affected to accept the introduced changes as well as manage any resistance in them(Kotter, 1998)

A new paradigm shift and perspective is expected to provide a new outlook in determining how change is to be managed to provide synergy in the organization culture of the institution. It will enable employees to become open minded on how they deal with issues and encourage them explore new horizons that are more progressive. As a result, the researcher expects the findings to help management to be responsive to employee's needs and their plight.

The study will also highlight the skills needed to effectively implement an effective change management system e.g. preparing employees with continuous learning because they are the recipient of the change plan. It is also meant to encourage employees to welcome challenges because every challenging situation brings the chance to grow wiser and more skillful.

The Prison department will also borrow from the study in terms of the importance good management practices and the importance of creating a sense of urgency among the relevant stakeholders for change to happen because it cannot happen in a vacuum. This is because if nothing happens to disturb the organizational life, change would be very slow and perhaps merely accidental (senior, 1977).Establishing a sense of urgency is also crucial to gaining the needed cooperation to bring about the desired change(Senior, 1977)

Another significant contribution is providing an insight with regard to participation and teamwork by employees. Participation and teamwork are vital because employees at all levels within the organization are aware of the driving forces and are motivated to undertake change that will impact on their personal and working environment. The study will also help managers envisage a transformational leadership culture and therefore become agents of change (Mcshane and Von Glinlow, 2000).

Finally the investigation will add to the body of knowledge in the prisons department and enable it to appreciate that change usually involves an individual's psyche, so there are no concrete textbook answers and solutions to the problem. Since each individual is different, their perceptions and reasons for resistance to change are also different.

1.7 Limitations of the Study

The main limitations in this study were lack of time and financial constraints.

1.8 Delimitations of the Study

To overcome the anticipated limitations, the scope of the research was reduced to just dealing with a representative sample drawn from the target population in Nyeri Command Prisons.

1.9 Assumptions of the Study

One major assumption of the study was that the factors identified for investigation namely organization's culture, management practices, worker's motivation and government policy influenced acceptance of change in Nyeri Command Prisons. The study also assumed that all the questionnaires were filled and returned in time duly completed.

1.10 Definition of Significant Terms used in the study

Challenges: Challenges were the bottlenecks that hindered the realization of the prison reform programs.

Criminal justice system: Multifaceted approach by the judicial, police and prison authorities in ensuring rule of law is enforced an important factor in realization of prison reforms.

Junior Officer: Public officer in the Prisons department below the rank of a Chief Officer.

Nyeri Command Prisons: Synonym for three prisons namely Nyeri main, medium and women prisons.

Policy: A policy is defined as a deliberate plan of action to guide the Prison reform program in achieving its desired outcomes.

Prison: Institution designed to securely house people who have been convicted of crimes.

Prison officer: A prison officer is a public official appointed by the government and responsible for the supervision of inmates and ensuring that they are rehabilitated before being reintegrated back to the community.

Prison reform: An ambitious program that was initiated by the government in 2002 to enable Prisons department achieve its mission and vision as spelt in the strategic plan

Rehabilitation: This includes the various activities that have to be conducted in order to realize the mission and vision as spelt in the strategic plan in the prisons department.

Senior Officer: Public officer in the Prisons department above the rank of Chief Officer

Stakeholders: Stakeholders refers to all those people who have an interest in the Prisons *reform program.*

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter aims at identifying what other researchers have done in the area of Prisons reforms and resistance to change in organizations. The review will enhance an understanding of the previous contributions to the problem. The findings of the review would help the researcher note possible research gaps in knowledge and create the entry point for this study. It will also sharpen and deepen the conceptual framework of the research by assessing certain challenges that had possible influence on acceptance of change in Prison reforms. To this end, the chapter looks at overview of Prison reforms and on the factors underlying Prison reforms which include organization's culture, management practices, workers motivation and government policies. This chapter also provides for a theoretical orientation

2.2 Overview of Prison reforms

Due to lack of commitment and proper envisioning, prisons reforms have not realized the expected benefits in terms of support and ownership by the prison fraternity, (Koga, 2006) .This is due to resentment by officers who have no motivation to accept the new changes that the Prison reforms is to introduce,(Madoka, 2007). This is partly due to the past history of the department which has discouraged employees from freely addressing their concerns on which areas they think impact greatly in their livelihoods, Koga, 2006).Due to the bureaucratic nature of the Prison work, the levels of management have prevented participation of employees in key programs for example in recruitment exercises, human resource and everyday decision making processes, (Koga, 2006).

The Office in Charge is responsible for the everyday running of Prison reforms at the Station level and is the sole custodian of the Prison reforms at the Province level. The Officer in Charge is expected to administer the Prison reforms and report the progress to the Commissioner of Prisons at the Prisons headquarters in a quarterly basis, (Prison report, 2009). The delegation of all authority to the Officer in Charge to exclusively run and manage the Prisons programs without adequate checks and balances has led to low quality of programs and in some cases stalled projects, (Moses, 2002).

The gender mainstreaming issue has not gone well with the department. The department is yet to implement the affirmative policy recently introduced by the government to reserve at least thirty percent representation to women, (Kanyi, 2005). Among the 95 Prison institutions only two are managed by women (Prison report, 2009). There also remains big gaps in terms of inter agency collaboration for example the minimal participation of prison officers in the criminal justice system. This has been attributed to the closed system nature of prisons establishment (Lewis, 1998).

Developed and developing societies would always want to get a value for their investments in prisons. Prisons are tools used by the societies to meet their objectives towards social reintegration of social deviants. Kenya prisons department has embarked on a milestone of initiating great reforms of the century in Kenya's penal institutions. This is along with the Conventions, agreements and United Nations Resolutions as regards Human rights and general minimum treatment of offenders (Ogendo, 2003)

The Kenya government has shown commitment to improve the conditions of prisons (Gitonga, 2005). According to a prisons handbook on Prisons reforms, the collaboration with

development partners notably governance, justice, law and order sector (GJLOS) has immensely engaged in the rehabilitation programs in prisons(Effective penal reform, 2005).

Partnership with other departments e.g. non governmental organizations and other prison reforms partners like Para-legal foundation, human right commission should provide opportunities like provision of loans, tools and equipments to support intervention in monitoring the progress in Prison (Gitonga, 2005).Partnership despite having goodwill to facilitate the Prison reforms, there has been no proper stakeholder analysis to identify the beneficiaries of the reforms. The resentment by employees has been attributed to the fact that key implementation has been done without participation of other groups. (Gitonga, 2005).

Another area that is vital for Prison reform to succeed is for the department to adapt a positive public image(Mwiti, 2008).According to him, Prisons for long time has been considered as a place for punishment and the perception by the public is that nothing positive can emanate from Prisons(Mwiti, 2008).Customer care desks have been recently introduced in the department but they have not yielded the anticipated results i.e. better perception by members of the community towards the Prisons department. Furthermore, the department has not looked and analyzed the underlying factors to better enhancing the public image, for example engaging the community to demystify Prison reform program.

Other studies have suggested a change in structural fabric of the department for example the decentralization of the reforms to lower levels which range from setting up reforms units in every station to monitor the progress of the reforms in their respective stations and make regular recommendations to the head unit at prisons headquarters (Carol, 2007).The heart of reforms lies in the way it implements vocational training programs. Vocational training

16

involves imparting some skills to employees to improve productivity especially those in production areas. Other areas that are important in reform include training of prisons personnel on the standard proper skills e.g. sociology, anthropology, criminology, penology, psychology, administration of correctional centers and other technical courses (Hezron, 2007)

Vocational training might be good for Prison reform to take off but there lacks a concrete framework in the department on proper selection and recruitment of employee's to engage in vocational training (Ritho, 2006).Other researchers have emphasized the use of the office of the ombudsman in the prisons department to act as a link between employees and management particularly in situations of dispute (Nancy, 2008). The term ombudsman is used to refer to a person who protects or represents the interests of another person and is generally considered an impartial party.

The office of the Ombudsman should be centralized such that it has coordinating units at stations level that are supposed to be independent to the officer in charges in their jurisdiction.(Nancy, 2008).The office is to hear complaints from prison officers and to make investigations against claims regarding prison officers. The office is also to make recommendations directly to the Commissioner immediately for necessary action. The office should be made independent to prevent conflict of interest issues (Nancy, 2008).The role of public complaints office of the ombudsman while serving the employees in the department might not realize much when other concerns are not addressed. For example, the office may lead to an increase in bureaucracy and unnecessary red tapes (Mwangi, 2008)

The importance of technology in achieving Prison reforms has also been a cited as crucial in realization of Prison reforms. The department has to engage in the best practices in terms of

information communication technology. This will reduce the backlog of paperwork especially at the Prisons headquarters where automation is needed most to increase efficiency (Mwiti, 2008).

Transport has been mentioned as being important to realization of Prison reforms because it is considered as being the backbone of Prisons infrastructure(Nancy, 2008).The government should consider improving Prisons transport system in terms of increasing the number of vehicles to hasten transport (Nancy, 2008).The transport factor cannot be overruled as being of importance to the realization of Prisons reforms, however it cannot yield much because employees expected to benefit from the same reforms have not been consulted to convince them in buying the new changes, (Mwiti, 2008).

Other researchers have considered adopting a holistic approach to achieving Prison reforms, (Mwangi, 2007). To ensure fundamental and lasting reforms in reform rehabilitation programs, there must be a move to greater integration of correctional programs with the general community (Mwangi, 2007).

Public relations must be the driving tool to justify the existence of an organizations reforms and it must be restructured in such a way that it will win public support for the Prisons reforms to succeed. A commitment must be demonstrated by the administrators of the Prisons reforms and the wider Criminal justice agencies to lead from the front and show committed leadership for the realization of Prisons Reform Programs. One way is by legislative attempts that will ensure the implementation and codification of the changes being made (Mwangi, 2007).

The approach considered by Mwangi, 2007 is the most progressive in terms of addressing the Prison reforms but it also falls short of the fact that many policies have been formulated in the past that might be a panacea to Prisons reforms but due to lack of proper implementation teams, the programs have not yielded the expected benefits, (Ogendo, 2003).Resistance to prison reforms is an inevitable response to any major change. Individuals naturally rush to defend the status quo if they feel their security or status is threatened. (Ogendo, 2003)

Prisons reforms have often generated organizational skepticism and resistance in employees, making it sometimes difficult or impossible to implement organizational improvements, Ogendo, 2003). If management does not understand, accept and make an effort to work with resistance, it can undermine even the most well intentioned and well conceived change efforts. Accordingly, any management's ability to achieve maximum benefits from change depends in part of how effectively it creates and maintains a climate that minimizes resistant behavior and encourages acceptance and support (Ogendo, 2003)

One major barrier for change in Prisons department is resistance of people in department (Ogendo, 2003). Employees in the department see no need to embrace the Prison reforms and are comfortable with the current status of things (Erick, 2008). Resistance is commonly considered to be a standard or even natural reaction to organizational change. It is described as an almost inevitable psychological and organizational response that seems to apply to any kind of change, ranging from rather modest improvements to far-reaching change and organization transformation (Erick,2008).

In order to understand the concept of employee resistance in the Prisons department, it is critical to define what is meant by the term resistance. Alvin an early researcher on the

subject, defined resistance to change as behavior which is intended to protect an individual from the effects of real or imagined change(Alvin, 1977).Bradley defines it as any conduct that serves to maintain the status quo in the face of pressure to alter the status quo (Bradley, 2000).

Many authors on Prison reforms stress that the reasons for the failure of many change initiatives can be found in resistance to change. Resistance to change introduces costs and delays into the change process that are difficult to anticipate (Lorenzo, 2000). Resistance has also been considered as a source of information, being useful in learning how to develop a more successful change process (Goldstein, 1988).A study by (Thomas, 1997) found that the primary reasons why employees are resistant to changes in an organization was attributed to the fact that they were not involved in decision making processes, (Thomas, 1997). Managers wanted to introduce changes in the production area to improve productivity but their initiative was met with high level of resistance from employees. Two theories were identified which impacted on change. On the one hand, that which emphasized participation by workers and the other emphasizes other factors apart from participation which were vital when initiating changes in the organization, (Thomas, 1997)

Several factors are important in determining the success or failure of a change introduced in the production area, (Thomas, 1997). The earlier the employees were told about the change and involved in decision making processes, the greater the chance for the success of the change).When employees offer suggestions and take an interest in the change it has a greater chance for success. (Stanley, 2003)

When workers are against the change, it has less chance of attaining the anticipated expectations than when the employees are in favour of the change (Stanley, 2003) From the researcher's critique, a survey of workers attitude towards change is important because the study has been investigated from the management point of view and undoubtedly management does not always know the employees attitude toward change in general and certain types of changes, (Kotter, 1996)

Other variables should be considered and examined which might lead to employee's resistance to change for example low motivation, job dissatisfaction, etc which prove important in employee attitude toward change apart from only relying on participation of employees in decision making, (Kotter, 1996). Also important is the study to determine how the employees actually participate in originating, developing and installing the changes, (Foger, 2007).

Mathew, (2007) study found that what Prison employees resist is usually not technical change but rather social change which may range from the change in their human relationships that generally accompany technical change. Resistance is usually created because of certain blind spots and attitudes which employees have as a result of their preoccupation with the technical aspects of new ideas, Mathew, (2007).

Prison management can take concrete steps to deal constructively with these attitudes. The steps include emphasizing new standards of performance for staff employees and encouraging them to think in different ways, as well as making use of the fact that signs of resistance can serve as a practical warning signal in directing and timing organization changes, (Mathew, (2007)

2.3 Factors underlying Prisons Reforms

This section highlights the factors that underlie Prisons reform program namely organizational culture, management practices, workers motivation and government policy. The factors were identified after a careful review of related literature and will form the backbone of the study.

2.3.1 Organization's Culture

In Schein's view, fundamental assumptions constitute the core and most important aspect of organizational culture. Accordingly, he offers the following formal definition of organizational culture: A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein 1992).

Effective leadership would strive to understand and appreciate the prevailing organization culture. Understanding this culture would also enable the leader to change the culture if it is found to be counterproductive. Situational leadership theory proponents view effective leadership style as one that recognizes the prevailing conditions in a situation and adaptation of the leadership style to the local conditions or adaptation of the culture to the desired leadership style. However, the leader must be aware of the environment in which he/she is in, conservative or liberal.

Organization culture, like all other group culture, is formed, duplicated and perpetuated through generations. Organizations are complex open social systems that adapt and cope to survive and prosper. Successful adaptation requires an effective exchange with the

22

environment. By an open system we mean that the organization is subject to influence by the external environment largely through the influence of the society on its members. Over time organizations develop a distinctive and persistent pattern or behavior or culture. Culture is defined as the assumptions, beliefs and resultant behaviors leaders invent or discover to solve in the external and internal environment and which they new members as the correct way of perceiving, thinking and acting to solving problems(Schein, 1990)

Organization behavior is resistant to change due to human cognitive processes and defensive routines. People make sense of past behaviors by forming beliefs that rationalize them and by escalating commitment to them. They also avoid embarrassment and threat to self and others. These human characteristics prevent managers from learning that their actual behavior- their theory in action is inconsistent with their stated aspiration-their espoused theory. These human characteristics cause organizational policies and practices to persist in the face of new realities unless skills and norms of inquiry are developed (Argyris and Schon, 1996)

2.3.2 Management Practices

The prison reforms need committed leadership for them to succeed and a core team that has some basic background on project management. These will enable them handle issues of staffing, recruiting and effective monitoring and evaluation of prisons reforms, (Lewis 1996). In spite of the importance and permanence of organizational change, most change initiatives in the prison department fail to deliver the expected organizational benefits because of an absence of a change champion, poor senior management support, poor project management skills and poorly defined organizational objectives (Moses, 2002)

Understanding the organization and matching the initiative to the organization's real needs is the first step in making the change program successful. Lack of technical expertise is not the

23

main impediment to successful change rather, leadership and management skills such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful change initiative, Kotter, leading change(1995)

People, and only people, can make your organizational change happen. Programs fail where roles and tasks are not agreed and clarified. In organizations with a low performance culture, many employees and managers will expend considerable effort in hiding from responsibility. The key roles and responsibilities for bringing about the change include change driver, change Implementer, change enabler and change recipient (Moses, 2002)

According to Onyango(1998), the Prison department management system has to conduct a situational analysis to identify the forces of change in the department(Onyango, 1998).This will enable the deprtment to know when and how it should change by identifying important cues(Onyango, 1998).This is because organizations encounter many different forces for change. These forces come from external sources outside the organization and from internal sources. A force of change is defined as any factor that interferes with the internal and external environment. It is composed of the micro and macro environment respectively (Kotter, 1997).

The Kenya prisons needs to effectively manage diversity if they are to receive maximum contribution and commitment from employees. In particular it needs to scan its environment and ensure all the tribes are represented to ensure goodwill by stakeholders (Koga, 2007). Technological advancements might force the department to evaluate their systems and ensure they comply with the modern standards in information technology, (Koga, 2007).

Onyango, (1998) study found that senior management in prison department needs to adjust their managerial style or approach to fit changing employee values. The first step towards

achieving this is by complying with the United Nations Protocol of abolition of corporal punishment and ensuring prison officers are guided by a code of conduct for regulating their behavior. The introduction of bill of rights on Prison code of conduct will ensure public officers are ethical and humane in their daily performance of their duties, Onyango, 1998).

A survey conducted in 2008 after the warder's strike, attributed the lack of satisfaction with the way management was handling their affairs (Juma, 2008). The real challenge of prison management in human resource remains how it will respond to employee job design by implementing a realistic job preview. This could be achieved by reducing employee's role conflict, overload, and ambiguity, and by removing the different stressors, (Juma, 2008).

Prospects for positive change stem from employee participation and suggestions (Juma, 2008). Excessive interpersonal conflict between managers and their subordinates is a sign that change is needed, (Juma, 2008). Due to the nature of prisons management, subordinates are expected to obey lawful orders by their superiors. Because of the many levels of authority exemplified by the ranks, decision making prospects are normally reserved for senior management, Juma, 2008). If prisons are to succeed in introducing positive changes in the department, both the management and the employees need interpersonal skills training, (Koga, 2007)

2.3.3 Role of Motivation in Workers

Motivation is the set of reasons that determines one to engage in a particular behavior. The term is generally used for human motivation but, theoretically, it can be used to describe the causes for animal behavior as well. According to the incentive theory of motivation a reward, tangible or intangible, is presented after the occurrence of an action (i.e. behavior) with the intent to cause the behavior to occur again. This is done by associating positive meaning to

25

the behavior. Studies show that if the person receives the reward immediately, the effect would be greater, and decreases as duration lengthens, Martin, 2003).

Repetitive action-reward combination can cause the action to become habit. Motivation comes from two things i.e. you and other people. There is extrinsic motivation, which comes from others, and intrinsic motivation, which comes from within you. Rewards can also be organized as extrinsic or intrinsic. Extrinsic rewards are external to the person; for example, praise or money. Intrinsic rewards are internal to the person; for example, satisfaction or a feeling of accomplishment, (Martin, 2003)

According to Maslow's hierarchy of needs, there are five basic needs .As each need is satisfied the next high order need attains importance. Physiological needs involve mainly payment of wages and salaries to enable people pay for their basic needs of food shelter and clothing. Safety needs includes provision of protective clothing, insurance and medical cover, pension schemes, housing and job security. Social needs range from promoting family feeling, intimacy and closeness, use of first names, to break formality and reduce social distance, sharing facilities e.g. cafeterias, sports club etc, casual dressing to identify with each other and recognition of trade unions. Esteem needs involve supporting education, delegation of responsibility, titles and other status symbols, fringe benefits e.g. Cars; bonus; shares; office size and equipment, (Maslow 1943).

Self fulfillment level is the apex of human needs and involves the need for realizing ones potentialities, continued self-development, feelings of accomplishment and attainment and being creative in the broadest sense possible. Organizations can facilitate and create an

environment in which individuals can realize their potentialities e.g. writing, inventions and occupying important positions etc, (Maslow , 1943).

Governments have to recognize that prison employees are entitled to a proper remuneration for their difficult and sometimes dangerous work. An added consideration in some countries is that if employees are not paid at an appropriate level they may be open to corruption of a direct or indirect nature (Isaac, 2001). In many countries prisons are in very isolated locations, far from centers of population. This has an effect not only on staff but also on their families. It affects access to schools, to medical facilities, to shops and to other social activities. In such circumstances, other conditions of employment, especially those which affect family members, are as important as levels of pay (Isaac, 2001)

In some instances staff are provided with free or subsidized housing, either because of the remoteness of the prison, the expense of finding accommodation locally or because it is provided for all public servants. For similar reasons staff and their families have free access to the medical facilities of the prison. Reference has already been made to the requirement imposed by the council of Europe to newly accessing states that responsibility for prison salary so that they do not have to depend on payment in kind. This is sometimes very difficult in countries where there are scant public resources. It is beneficial for employees and their families to be able to live in the general community rather than in a community made up only of other prison workers. This will make it easier for them to develop other interests away from their work and to mix with people from other walks of life. It will also enable their partners and children to enjoy a normal life outside the prison (Isaac, 2001).

Development projects in prisons vary significantly in their objectives, scope and scale. For example there is competing interests between who should be given more priority in terms of funds allocation. the inmates or the officers (Moses, 2002). Ineffective implementation in prisons department results when projects are implemented without first ensuring the participation of those involved and who are bound to be affected by the changes. For example rarely do prisons conduct a needs assessment before embarking on a project to determine the response and contribution of officers who are key stakeholders (Moses, 2002)

2.3.4 Government policy

A policy is defined as a deliberate plan of action to guide decisions and achieve rational outcomes, world bank, 1981).The governments policies towards prison reforms have not met the impact required especially in the wide criminal justice system,(Owuor, 2006).The Kenyan government through the Ministry of Home affairs has not been consistent in its endeavors to fully support the strategic plan unveiled in 2002(Onyango, 2002).Furthermore there has been no commitment by the government to monitor and evaluate prisons reforms which has resulted to poor design and implementation of programs, for example the open door policy introduced by the government in 2002 has not met the expected outcome, (Owuor, 2006)

The move was intended to allowing human rights officers to inspect prisons to ensure that the public officers were observing the standard minimum rules in carrying their work, (Moses, 2002).The government has unilaterally favored certain rehabilitation programs at the expense of others e.g. prison reforms has centered on the welfare of the inmates sidelining the officers, Moses, 2002).This has brought resentment and lack of commitment by the public officers who feel that the government is sidelining them in intervention programs(Owor, 2006).The government elaborate move in 1991to transfer the prison department from the

28

office of the president to that of home affairs has been seen to undermine funding of essential reform programs, (Onyango, 2002)

The government is yet to adequately address the gender mainstreaming issue of reserving 30% representation to women, (Kanyi, 2005). Among the 95 Prison institutions only two are managed by women (Prison report, 2009).There also remains big gaps in terms of inter agency collaboration for example the minimal participation of prison officers in the criminal justice system. This has been attributed to the closed system nature of prisons establishment (Mugambi, 1998).At policy level, there lacks proper coordination and programs are not well structured to cater for various activities and that has led to duplication of roles, Mugambi, 1998).

2.4 Theoretical Framework

It will be noted that several theories can be used in the analysis of acceptance of change. Whereas many of these theories may be relevant and enhance the understanding of change, they may lack the conclusiveness required in developing a theoretical framework for this study. The theories that form the framework for this study are derived from Sociological field and include; Lewin's theory of change, personal constructs theory and Ajzen theory of planned behavior.

2.4.1 Lewin's Theory of Change

Kurt Lewin (1951) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces

must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change, (Lewin, 1951).

According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by the use of three methods.

First, increase the driving forces that direct behavior away from the existing situation or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step include motivating participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group (Robbins, 1997).

Lewin's second step in the process of changing behavior is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step may include persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new relevant information, and connect the views of the group to well respected, powerful leaders that also support the change, Lewin, 1951)

The third step of Lewin's three-step change model is refreezing. This step needs to take place after the change has been implemented in order for it to be sustained orb stick over time. It is high likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new

equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin's third step is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures (Robbins, 1997).

Therefore, Lewin's model illustrates the effects of forces that either promote or inhibit change. Specifically, driving forces promote change while restraining forces oppose change. Hence, change will occur when the combined strength of one force is greater than the combined strength of the opposing set of forces (Robbins 564-65).

The most obvious form of resistance is to retain the status quo, that is, to succumb to the tyranny of custom (Trader-Leigh, 2002). This happens when employees cannot see the benefits of their engagement in the change process, meaning that the futurity of the change is low (Ford, 2002). One of the most subtle and effective forms of resistance is to filter or withhold information (Trader-Leigh, 2002). Operational managers and frontline staff possess in-depth knowledge of operational processes and by controlling the flow of information they can scupper any change effort or turn it to their own advantage. (Ford, 2002)

Whereas retaining the status quo and the filtering of information are conscious acts, other resistance efforts are unconscious. Unconscious, maladaptive defense mechanisms, in particular projection, play significant roles in resisting change. Projection signals a reluctance to take responsibility for one's decisions and circumstances. Interestingly, adaptive defense mechanisms, namely humor and anticipation, facilitate change because they imply a sense of control. Humor is the most change-facilitative and refers to the ability to see reality in a

different light (Bovey & Hede, 2001). Lewin's force-field analysis is the most commonly used model to illustrate elements of change and resistance to change:

According to Lewin's model, pressing for change tends to threaten stability and thus increases the power of forces maintaining the system. Therefore, the most effective way to bring about change is to reduce the forces of resistance. This implies, however, that resistance exists only on one side of the force field. The energy to restrain movement toward change and the energy to move toward change are treated conceptually as arising from different places.

2.4.2 Personal Constructs Theory

According to this theory, subconscious levels are the personal constructs that people use to make sense of their world, (Fitzgerald, 2002). Personal constructs are cognitive frameworks or *thinking patterns,* which direct people's emotions and actions. Negative background conversations, derived from negative personal constructs, are change inhibitive (Ford & Macnamara, 2002).

Paul Strebel (1996), Professor and Director of the change program for international managers at the International Institute for Management Development (IMD), attributes resistance as a violation of personal compacts management has with their employees. Personal compacts are the essence of the relationship between employees and organizations defined by reciprocal obligations and mutual commitments (Paul Strebel, 1996).

Personal compacts are comprised of formal, psychological, and social dimensions. The formal dimension is the most familiar. It is the aspect of the relationship that addresses the basic tasks and performance requirements of the job, and is defined by job descriptions, employee contracts, and performance agreements. Management, in return, agrees to supply

the employee the resources needed to perform their job (Paul Strebel, 1996).The psychological dimension addresses aspects of the employment relationship that incorporate the elements of mutual trust, loyalty and commitment. The social dimension of the personal compact deals with organizational culture, which encompasses, mission statement, values, ethics, and business practices.

Strebel points out that when these personal compacts are disrupted it upsets the balance, and increases the likelihood of resistance. He suggests that management view how change looks from the employee's perspective, and to examine the terms of the personal compacts currently in place. Unless manages define new terms and persuade employees to accept them, it is unrealistic for managers to expect employees to fully buy into changes that alter the status quo (Paul Strebel, 1996).

2.4.3 Theory of Planned Behavior

The theory of reasoned action states that individual performance of a given behavior is primarily determined by a person's intention to, perform that behavior (Icek Ajzen 1988). There are two major factors that shape the individual's attention. First, the individual's attitude towards the desired behavior must be positive for change to occur. Second, the influence of the person's social environment or subjective norm is another factor that shapes the individual's attention. This includes the beliefs of their peers and what they believe the individual should do as well as the individual's motivation to comply with the opinions of their peers.

The theory of planned behavior includes the concept of perceived control over the opportunities, resources, and skills necessary to perform the desired behavior. The concept of perceived behavioral control is similar to the concept of self-efficacy. A vital aspect of the

behavioral change process is perceived behavioral control over opportunities, resources, and skills necessary to perform a behavior (Icek Ajzen 1988)

This theory helps us to understand how we can change the behavior of people. The TPB is a theory which predicts deliberate behavior, because behavior can be planned. According to TPB theory, human behavior is guided by behavioral beliefs which are the are beliefs about the likely consequences of the behavior, normative beliefs which are beliefs about the normative expectations of others and control beliefs which are beliefs about the presence of factors that may facilitate or may impede, the performance of the behavior.

The three considerations are crucial in circumstances of projects or programs when the behavior of people needs to be changed. In their respective aggregates, behavioral beliefs produce a favorable or unfavorable attitude toward the behavior, normative beliefs result in perceived social pressure or subjective norm, and control beliefs give rise to perceived behavioral control. In combination, the attitude toward the behavior, subjective norm, and perception of behavioral control, leads to the formation of a behavioral intention (Icek Ajzen, 1988).As a general rule, if the attitude and subjective norm are more favorable, the perceived control will be greater, and the persons intention to perform the behavior in question should be stronger. The theory of planned behavior of Ajzen can help to explain why advertising campaigns merely providing information do not work. To only increase the knowledge does not help to change the behavior very much. Campaigns that aim at attitude, perceived norms and control in making the change or buying certain goods, have better results. Similarly in management, programs that focus only on explanation of the importance of something (knowledge transfer) will likely not succeed. Rather one should convince people to change

behavioral change process is perceived behavioral control over opportunities, resources, and skills necessary to perform a behavior (Icek Ajzen 1988)

This theory helps us to understand how we can change the behavior of people. The TPB is a theory which predicts deliberate behavior, because behavior can be planned. According to TPB theory, human behavior is guided by behavioral beliefs which are the are beliefs about the likely consequences of the behavior, normative beliefs which are beliefs about the normative expectations of others and control beliefs which are beliefs about the presence of factors that may facilitate or may impede, the performance of the behavior.

The three considerations are crucial in circumstances of projects or programs when the behavior of people needs to be changed. In their respective aggregates, behavioral beliefs produce a favorable or unfavorable attitude toward the behavior, normative beliefs result in perceived social pressure or subjective norm, and control beliefs give rise to perceived behavioral control. In combination, the attitude toward the behavior, subjective norm, and perception of behavioral control, leads to the formation of a behavioral intention (Icek Ajzen, 1988).As a general rule, if the attitude and subjective norm are more favorable, the perceived control will be greater, and the persons intention to perform the behavior in question should be stronger. The theory of planned behavior of Ajzen can help to explain why advertising campaigns merely providing information do not work. To only increase the knowledge does not help to change the behavior very much. Campaigns that aim at attitude, perceived norms and control in making the change or buying certain goods, have better results. Similarly in management, programs that focus only on explanation of the importance of something (knowledge transfer) will likely not succeed. Rather one should convince people to change

behavioral change process is perceived behavioral control over opportunities, resources, and skills necessary to perform a behavior (Icek Ajzen 1988)

This theory helps us to understand how we can change the behavior of people. The TPB is a theory which predicts deliberate behavior, because behavior can be planned. According to TPB theory, human behavior is guided by behavioral beliefs which are the are beliefs about the likely consequences of the behavior, normative beliefs which are beliefs about the normative expectations of others and control beliefs which are beliefs about the presence of factors that may facilitate or may impede, the performance of the behavior.

The three considerations are crucial in circumstances of projects or programs when the behavior of people needs to be changed. In their respective aggregates, behavioral beliefs produce a favorable or unfavorable attitude toward the behavior, normative beliefs result in perceived social pressure or subjective norm, and control beliefs give rise to perceived behavioral control. In combination, the attitude toward the behavior, subjective norm, and perception of behavioral control, leads to the formation of a behavioral intention (Icek Ajzen, 1988).As a general rule, if the attitude and subjective norm are more favorable, the perceived control will be greater, and the persons intention to perform the behavior in question should be stronger. The theory of planned behavior of Ajzen can help to explain why advertising campaigns merely providing information do not work. To only increase the knowledge does not help to change the behavior very much. Campaigns that aim at attitude, perceived norms and control in making the change or buying certain goods, have better results. Similarly in management, programs that focus only on explanation of the importance of something (knowledge transfer) will likely not succeed. Rather one should convince people to change

their intention to change, by giving a lot of attention to attitudes, subjective norms and perceived control (Icek Ajzen 1988).

2.5 Conceptual Framework

A conceptual framework is the highlight of the various factors that were considered important towards acceptance of change in Prison reforms. They were identified after a careful review of related literature and would provide a clue on how resistance to change could be managed. They include organization's culture, motivation of workers, management practices and government policy.

Figure 2.1: Conceptual framework

Dependent Variable

Independent Variables

| Organization's Culture |

| Management practices |

| Motivation of workers |

| Acceptance of change in Prison's reforms |

| Government Policy |

Intervening variable
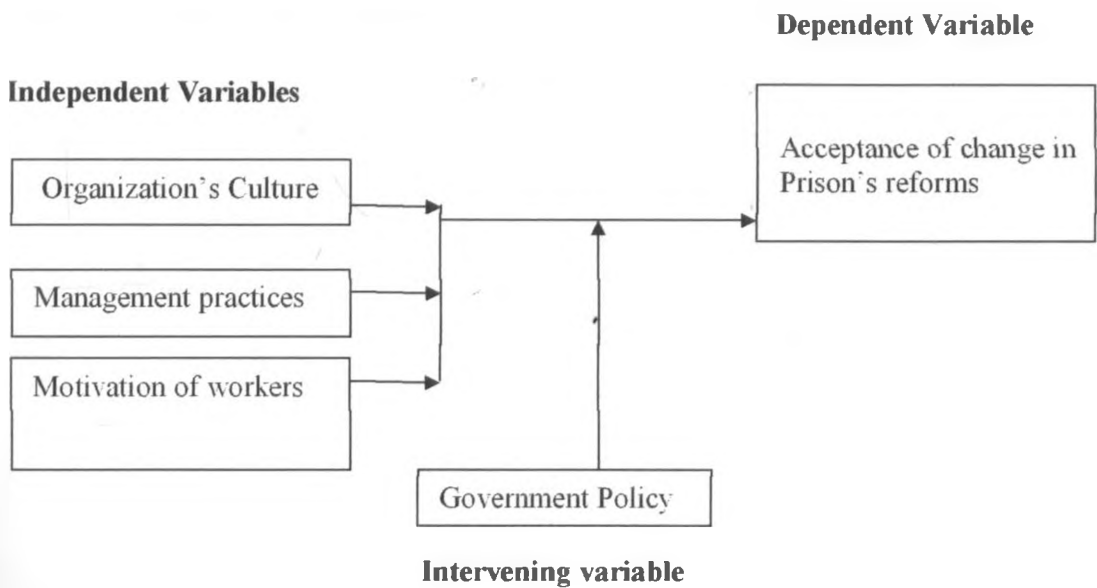
Source: Study (2010)

In this study, acceptance of change in Prison's reforms is conceptualized as the dependent variable while organization's culture, management practices, motivation of workers is conceptualized as the independent variables. Government policy is conceptualized as the intervening variable.

2.6 Summary of Literature

From the foregoing review, the importance of management ability to deal with challenge brought by resistance to change is critical to realization of Prison reforms. Most of the literature on resistance to change however highlighted the need for understanding the driving forces that contributed to employee's resistance to change.

Change theories particularly brought out another dimension that not all resistance by employees is detrimental to an organization. This is because the resistance may be an opportunity of providing vital lessons to the organization concerned. Despite the negative connotation associated with resistance to change, a careful examination of its causes can be a powerful tool for facilitation of change (Field, 1988).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a detailed outline of how the study will be carried out. It describes the research design, the target population, the sample and sampling procedure, research instruments, validity and reliability of instruments, data collection and analysis procedures.

3.2 Research Design

According to Kerlinger, (1986) Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. A descriptive cross sectional survey design will be deployed in the study and this will enable the researcher to work with different categories of the population at the same time and also in investigating the current status of the population constituting Nyeri Command Prisons.

3.3 Target Population

Kombo. K. and Tromp (2006) define a population as a group of individuals, objects or items from which samples are taken for measurements. The study will be carried in Nyeri Command Prisons, Central Province of Kenya. The target population is 115 employees identified through stratified random sampling technique from Nyeri Main, Medium and Women Prisons respectively.

Table 3.1 **Population of the Study**

Category	Prison	Selection Criteria	Target Population
Employees	Nyeri Main	7 female and 42 male	49
	Women	8 female	8
	Medium	5 female and 25 male	30
Management	Nyeri Main	15 male	15
	Medium	8 male	8
	Women	5 female	5
Total			115

3.4 Sample and Sampling Procedure

Sampling is the process of selecting and analyzing a relatively small number of individuals or objects or events in order to find out something about the entire population from which the sample is selected (Singleton et al, 1988). Mugenda and Mugenda (1999) suggest that in descriptive studies, ten percent or above of the accessible population is enough for the study.

Stratified random sampling was used in the study and involved drawing a random list from each subgroup i.e. employees and management and respondents chosen randomly within each. The probability technique will ensure that each subgroup of the population is given an equal chance of representation.

The researcher used fifty percent of the target population in each stratum to constitute the sample. In total the sampling procedure provided the researcher with a sample size of 59 respondents as shown in the table below

Table 3.2: **Sample Size**

Response	Institution	Target Population	Sample Size
Employees	Nyeri Main	49	25
	Women	8	4
	Medium	30	15
Management	Nyeri Main	15	8
	Medium	8	4
	Women	5	3
Total		115	59

3.5 Data Collection Procedures

This section highlights the research instruments to be deployed in the study and the corresponding data collection procedures. Self administered questionnaires will be used to obtain data. The questions will be structured eliciting information necessary for the study. To ensure high returns of questionnaires, the researcher will personally collect data from the respondents directly.

3.6 Validity and Reliability of Instruments

This section defines validity and reliability of research instruments and how each will be addressed by the researcher.

3.6.1 Validity of Instruments

According to Mugenda and Mugenda, (1999) validity is the accuracy and meaningful of inferences based on the research results. It's the degree to which results that will be obtained from analysis of the data actually represent the phenomenon under study. In order to improve validity, the researcher will ensure that he uses simple language that the respondents can understand and ensuring that the research instruments are accurate.

3.6.2 Reliability of Instruments

Mugenda and Mugenda, (1999) defines reliability as the degree to which a research instrument yields consistent results or data after repeated trials. This will be ensured by conducting a pilot study and making the necessary changes in the research instruments by reframing the questions to make them better understood.

3.7 Operationalization of Variables

The researcher identified behavioral dimensions, indicators or properties denoted by the main variables under the study in order to render them measurable. The variables that the study

3.5 Data Collection Procedures

This section highlights the research instruments to be deployed in the study and the corresponding data collection procedures. Self administered questionnaires will be used to obtain data. The questions will be structured eliciting information necessary for the study. To ensure high returns of questionnaires, the researcher will personally collect data from the respondents directly.

3.6 Validity and Reliability of Instruments

This section defines validity and reliability of research instruments and how each will be addressed by the researcher.

3.6.1 Validity of Instruments

According to Mugenda and Mugenda, (1999) validity is the accuracy and meaningful of inferences based on the research results. It's the degree to which results that will be obtained from analysis of the data actually represent the phenomenon under study. In order to improve validity, the researcher will ensure that he uses simple language that the respondents can understand and ensuring that the research instruments are accurate.

3.6.2 Reliability of Instruments

Mugenda and Mugenda, (1999) defines reliability as the degree to which a research instrument yields consistent results or data after repeated trials. This will be ensured by conducting a pilot study and making the necessary changes in the research instruments by reframing the questions to make them better understood.

3.7 Operationalization of Variables

The researcher identified behavioral dimensions, indicators or properties denoted by the main variables under the study in order to render them measurable. The variables that the study

intends to measure include organization' culture, management practices, motivation of workers and Government policy.

Table 3.3: Operational Definition of Variables

Variable	Indicator	Measure	Level of Scale	Approach of Analysis	Level of Analysis
Independent variable					
Organization's culture	Recruitment criteria	Quality of trainees selected	Ordinal	Quantitative	Descriptive
	Promotion criteria	Suitability of candidates	Nominal	Quantitative	Descriptive
Motivation of workers	Performance of workers	Number of successful projects	Nominal	Quantitative	Descriptive
Management Practices	Proficiency of Management skills	Level of training of managers	Ordinal	Quantitative	Descriptive
Intervening					
Government policy	Policy implementation	Number of Prison officials in Criminal justice Committee	Nominal	Quantitative	Descriptive
Dependant					
Acceptance of Change	Enrolment rate of workers in refresher programs	Number of workers willing to attend refresher training	Nominal	Quantitative	Descriptive

40

3.8 Data Analysis Technique

The study used a mixed mode of analysis to describe and summarize data using descriptive statistics. The aim of the research was to analyze factors influencing the acceptance of change in Nyeri command prisons. Data collected was edited, coded and the analysis was done using frequencies, percentages and the statistical package for social sciences (SPSS). Saulders (2003) argued that the simplest way to represent data is in frequency or percentage table, which summarizes data about a single variable. Frequencies were converted to percentages in order to be easier in interpreting, analyzing and presenting the findings of the research. The analyzed data was presented in the form of tables, to give quick and easy interpretation of the information to the user. The independent variables analyzed using quantitative methods included organization's culture, management practices, workers motivation and government policy. The qualitative technique was deployed to seek in depth information through a guided interview schedule with the officer in charge of Nyeri main prison.

3.9 Research Ethics

Confidentiality was observed while undertaking the study. Questionnaires did not bear names of the respondents. The researcher disclosed the reasons for carrying out the study to the respondents as purely meant to satisfy an academic requirement and not for any other reasons

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter dealt with the analysis, presentation and discussion of the research findings. The data presented helped in answering the researcher's questions based on the research objectives. The objectives were to find out how organization's culture, management practices, workers motivation and government policy influenced acceptance of change in Nyeri Command Prisons. The data was collected using questionnaires and guided interview schedules.

4.2 Background Information

This section provides findings of the background information that the researcher found necessary in this study. This included the questionnaire distributions and returns. the age of the respondents, gender and the education levels.

4.2.1 Questionnaires Distribution

The response rate in any study is very important. This enhances the reliability of the data collected. The researcher wanted to know this response rate. The findings of the study are shown below.

Table 4.2.1 Questionnaires Distribution

Sample of respondents	Questionnaire issued	Questionnaire returned	% Response(%)
Employees	44	42	95.4
Management	15	12	80.0
Total	59	54	91.5

In this study, out of 44 questionnaires administered to employees, 42 were successfully completed and returned. Out of the 15 questionnaires administered to the management 12

were successfully completed. Data shows that the response rate was good since it was 91.53%. The success was attributed to the fact that the researcher personally administered the questionnaires and followed up those respondents who were busy and hence filled the questionnaire at their will.

4.2.2 Age Distribution of the Respondents

The age of the respondents may determine their ability to participate in decision making processes in the Kenya prisons service. The researcher looked into this with view of establishing its composition. The study revealed that the highest number of respondents were between the ages of 30-39 i.e. 28.81% followed closely by 50-59 accounting 27.73% and 20-29 accounting for 25.42% and only 22.03% aged between 40-49 years.The findings are presented in the frequency table 4.2.2 below;

Table 4.2.2 Age Group for the respondents

Age	Frequency	Percentage (%)
20-29	15	25.42
30-39	17	28.81
40-49	13	22.03
50-59	14	23.74
Total	59	100.00

4.2.3 Level of Education

The level of education for management officials may affect the way they perceive issues related to prisons reform program. The study shows that 22.03% of respondents have secondary level of education while 13.56 % have college level of education. The study further shows that only a very small percentage of the respondents had either university or college level. The findings also reveal that a majority of employees at 36.6% have no formal

43

education and this may explain their unwillingness to positively identify with the institutional changes being introduced in the department. The findings of the study are shown below;

Table 4.2.3: Respondents Education level

Respondents	Frequency	Percentage
Primary	15	24.42
Secondary	13	22.03
College	8	13.56
University	2	3.390
No formal education	21	36.60
Total	59	100.00

4.2.4   Gender of the respondents

The individual factors including gender play a role in determining how employees perceive and conceptualize issues relating to prisons reform. Gender was an important component to *factor in the study because it is a key policy component the government has pushed through* the affirmative action. The findings in the study indicated that out of a total of 59 employees who responded 62.71% constituted the male gender while 37.29% the female gender. The findings of the study are shown in the table below;

Table 4.2.4 Gender of the respondents

Gender	Frequency	Percentage
Male	37	62.71
Female	22	37.29
Total	59	100.00

4.3 Predisposition to prisons reforms

The study revealed that respondents with early predisposition to prison reforms tended to identify more with issues pertaining to the realization of goals and objectives of the prisons strategic plan. For example their sensitization on the issues contained in the service charter was crucial as an indicator on how the employees were conversant with issues pertaining to prisons reforms.

Table 4.3 Impact of early predisposition to prisons reforms

Duration	Frequency	Percentage
Less than year	11	18.64
1-5 yrs	35	59.32
6-10yrs	9	15.25
Over 10 yrs	4	6.79
Total	59	100.00

4.4 The influence of recruitment and promotion on prisons reforms

The researcher also wanted to know the extent to which recruitment and promotion guidelines influence the acceptance of prison reforms. The applicant experience in the workplace is a key component of individual as far as the promotion is concerned. The majority of the respondents considered ethnic factor at 52.54% as a prerequisite for one to be recruited in the service. The findings also indicated meritocracy at 20.35% as important. The findings indicated the length of time one had served in the service at 15.25% as crucial for one to be promoted. Unlike in the past where engaging in sports neccessited for promotion only a meager 11.86% of respondents considered it important. The findings of the study are shown in the table below;

4.3 Predisposition to prisons reforms

The study revealed that respondents with early predisposition to prison reforms tended to identify more with issues pertaining to the realization of goals and objectives of the prisons strategic plan. For example their sensitization on the issues contained in the service charter was crucial as an indicator on how the employees were conversant with issues pertaining to prisons reforms.

Table 4.3 Impact of early predisposition to prisons reforms

Duration	Frequency	Percentage
Less than year	11	18.64
1-5 yrs	35	59.32
6-10yrs	9	15.25
Over 10 yrs	4	6.79
Total	59	100.00

4.4 The influence of recruitment and promotion on prisons reforms

The researcher also wanted to know the extent to which recruitment and promotion guidelines influence the acceptance of prison reforms. The applicant experience in the workplace is a key component of individual as far as the promotion is concerned. The majority of the respondents considered ethnic factor at 52.54% as a prerequisite for one to be recruited in the service. The findings also indicated meritocracy at 20.35% as important. The findings indicated the length of time one had served in the service at 15.25% as crucial for one to be promoted. Unlike in the past where engaging in sports neccessited for promotion only a meager 11.86% of respondents considered it important. The findings of the study are shown in the table below;

45

Table 4.4: Extent to which recruitment and promotion influence prison reform

Recruitment and promotion determinants	Frequency	Percentage
Ethnic affiliation	31	52.54
Meritocracy	12	20.35
Years of service	9	15.25
Exemplary conduct in sports	7	11.86
Total	59	100.00

4.5 Management prospects

Management in any organization plays a key role in determining if the organization achieves its goals and objectives. The study findings revealed that effective participatory approach in decision making at 52.55% as the best tool for the prisons to deploy to realize prisons reform. Other respondents accounting for 25.42% considered transparent structures in prisons as the best solution management should adopt. Finally 22.03% of employees thought refresher training facilities were the answer management had to address to uncover the potential in the Kenya prisons. The findings of the study are shown in the table below.

Table 4.5 Extent to which management practices influence prison reform

Management strategy	Frequency	Percentage (%)
Refresher training programs	13	22.03
Participatory approach in decision making	31	52.55
Transparent recruiting process	15	25.42
Total	59	100.00

4.5.1 Managers working experience

The managers working experience in the Kenya prisons is a key component as far as prisons reform was concerned. The study revealed that majority of the respondents said that managers working experience affect their individual performance in the workplace and thereafter has a bearing on prisons reforms. The respondents who accounted 71.19% said that manager's experience was the determinant factor underlying prisons reforms success. The study findings indicate only 28.81% of employees didn't consider working experience as important. This accounted to 67.3% of the respondents.

Table 4.5.1 Impact of working experience on prisons reforms

Experience	Frequency	Percentage (%)
Yes	42	71.19
No	17	28.81
Total	59	100.00

4.6 Government policy

Government policy was important in determining if prisons department participated effectively with other law enforcement agencies especially those in the criminal justice system and still meet its mandate and obligations as spelt in the strategic plan. The findings of the study indicated that 47.46% of the respondents said enhanced oversight of prisons was necessary for reforms to prosper. The other respondents accounting for 28.81% thought an interagency collaboration as a better alternative toward realizing the same. This agrees with a study conducted by Owuor(2006) whose study revealed that governments policies towards prison reforms have not met the impact required especially in the wide criminal justice system.

47

The rest of the findings indicated that 23.73% of the respondents considered reviewing the training curriculum by the government would better enable realization of prisons reforms. The Kenyan government through the Ministry of Home affairs has not been consistent in its endeavors to fully support the strategic plan unveiled in 2002(Onyango, 2002).Furthermore there has been no commitment by the government to monitor and evaluate prisons reforms which has resulted to poor design and implementation of programs, for example the open door policy introduced by the government in 2002 has not met the expected outcome, (Owuor, 2006).

Table 4.6 Impact of government policy on prisons reforms

Policy strategy	Frequency	Percentage(%)
Enhanced oversight of prison programs	28	47.46
Interagency collaboration	17	28.81
Reviewing the training curriculum	14	23.73
Total	59	100.00

4.7 Change initiative strategy

Management of change was a vital component in the study and both management and employee were asked some fundamental questions regarding the best alternative for the department to realize the objectives in the strategic plan. The findings indicated that 52.54% of the respondents considered improvement in staff motivation as the best change initiative. The study also revealed that 20.33% of employees considered better treatment of inmates as a crucial change strategy. The rest of employees accounting for 15.25% said imparting life support skills would better transform the inmates from dependency into becoming self sufficient even after their stay in the prison expires.

Table 4.7 The role of change agents for prisons reformation

Method	Frequency	Percentage(%)
Better treatment of inmates	12	20.33
Improved behavior of inmates	7	11.88
Improvement in staff motivation	31	52.54
Imparting life support skills to inmates	9	15.25
Total	59	100.00

Source: Study, 2010

4.8 Workers motivation

The researcher also conducted a correlation coefficient which enabled him to measure the degree of relationship between workers motivation and acceptance of change in Nyeri command prisons. Workers motivation was pegged on job satisfaction, remuneration, job security and scheme of service.

Table 4.8 Extent which workers motivation affected prisons reforms

% of workers motivation	7	53	10	12
Acceptance of change	20	12	53	15 '

The researcher established that there was high positive correlation between workers motivation and acceptance of change in Nyeri command prisons. This was revealed by the outcome of the statistical analysis of the correlation which yielded the result at 0.9706.

4.9. Qualitative analysis

The officer in charge of Nyeri main prison is the most senior employee in the three prison constituting Nyeri command. He hinted that he has worked for over fifteen years. He has also worked in many prisons outside central province where he is currently working. The officer in charge indicated that he once served as a board member in management capacity at the

49

prisons headquarters. He said the government was closely monitoring the activities of prison after the inception of prisons reform agenda in 2002.The officer in change concurred that he has been personally involved in monitoring and evaluating the projects at his institution and ensuring that the results based initiative through performance contracting was being achieved.

When he was asked whether management was equipping its staff with refresher courses he gave mixed reactions to the question. He said often than not the government facilitates education through training programs but in recent year's limited budgetary constrains was restraining the effort. He however admitted that he was encouraging his employees of taking a personal initiative of advancing themselves in education instead of waiting for government assistance.

According to the officer in charge, workers motivation could be better addressed through offering proper incentives, having a job advancement scheme of service, transparent recruitment criteria and recognition of meritocracy as the best way for one to earn promotion in the service. The officer in charge also said that employees have to positively embrace international standards of rehabilitation in order to realize prison reforms. He further said that prisons have to equip themselves with the information communication technology which is a cornerstone to prisons transforming themselves into correctional centers of excellence. The officer in charge further stressed the need of more government assistance in fully implementing the prisons strategic plan which is the blueprint towards realizing most of the objectives of the reform. He encouraged for more actors in the criminal justice system to partner with prisons in order to leverage and learn from each other. The general agreement in the discussion is that most of the employees in prison don't participate in decision making processes. A further probe as to identify what they thought were the reason behind this some

50

said it is because a majority of employees have no sufficient education for example to enable them to participate adequately at management level. Normally the prisons department recruits at least two professionals from every district in Kenya but it has not been able to fully equip itself in terms of human resource for its personnel mainly because of insufficient educational levels among employees.

The officer in charge also said that the decision making prospects of employees is further curtailed because of the bureaucratic nature of prisons which happen to fall in the disciplined forces category. This was also attributed to the fact that employees were not required under the law to fully air their grievances and they have to adhere to a strict code of conduct all the time. This makes employees relegated in decision making processes and decisions are made on their behalf by management however unpopular they might be.

The officer in charge also felt that on top of barriers that hinder employee in general from participation in decision making they are discriminated upon by on the basis of gender for example they said that men are given preferential treatment when it comes to recruitment of employees. Men are preferred because they are deemed more fit and therefore can withstand the hard nature of prison work. The officer in charge however appreciated the fact that the department was progressively dealing with the stereotype barring women participation in the disciplined forces and they said that management has to do more to make sure that gender mainstreaming becomes a reality in the department. On the criteria they use to select management officials the officer in charge said they consider having a degree certificate as the entry point for one to be a board member. They also consider integrity and the willingness of an individual to serve in leadership capacity. The officer in charge believed that most

51

officials in management have no dedication to truly serve their people and they were only interested in their personal welfare and advancement.

Finally the officer in charge was asked on what he thinks should be done to improve the selection of managers in prisons and he said that on top of gender considerations, there should be a vetting committee to ensure competent employee were selected in management positions.

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

5.1 Introduction

This chapter discusses issues raised in findings and also makes conclusions on basis of the findings. In this chapter recommendations are also made and suggestions for further research are also raised.

5.2 Summary of findings and discussions

From the data provided in the research, it is evident that the acceptance of prisons reforms in Nyeri command process is influenced by factors which can affect the rate of initiation of those reforms. An understanding of how the factors operate would enhance decision making among the employees and management at the prisons and possibly minimize their adverse effects. In analyzing the factors influencing the prisons reforms Nyeri command data showed that the response rate was outstanding and both employees and management were well represented in the study. The response rate constituting employees in Nyeri command accounted for 95.4% and that of management accounted for 80%.

5.2.1 Relationship between gender and prisons reform

Demographic information based on gender revealed that representation of female was 37.29% while that of male gender accounted for 62.71%. The findings therefore revealed that there is a disparity in the recruitment strategy and adapts where by there is an imbalance and the female gender was underrepresented key decision making processes. These also has a connotation that of the prisons not complying with the affirmative action introduced in the civil service of recruiting at least 30% of women in all job groups. This is also evident to the fact that the prisons department only recruits two female in each district compared to twelve males. These collaborates a study conducted by (Lewis, 1998) which indicated that the

53

female gender was not properly represented and that gender mainstreaming especially in the criminal justice system was far from realization.(Lewis, 1998).

5.2.2 Impact of recruitment and promotion strategies on prison reform

The manner in which recruitment and promotion was conducted seemed to be guided by other attributes as indicated by the data for example ethnic affiliation accounted for 52.54% indicating that ethnicity played a big role in determining if a candidate was recruited in the service or not. Those who thought meritocracy i.e. ones qualification as a factor for promotion accounted for 20.35 %and that implied that the department had started recognizing the importance of academic qualification in the promotion process .For example a graduate with a professional The data was also classified respondents according to age structure of employees and data revealed that the majority of respondents that participated in the study were of the ages between 30-39 years, followed by those between 20-29 years and finally those between 50-59 years and 40-49 years respectively.

Most of the employees in the Prisons establishment have sufficient knowledge on matters relating to prisons reforms and therefore can participate in decision making strategies to facilitate the realization of those reforms. A substantial group of employees are also endowed with some kind of formal education and only a small percentage has informal training and education. The prisons department also recruits professionals in various fields and have specialized staff in the field of human rights and management but do not depict all round knowledge because most employees in the organization seems to be de motivated which prevented them to fully embracing the reforms positively. The data established that 24.42% of the respondents had a primary school certificate. The findings also indicated that 22.03% had a secondary education. The data also revealed that 36.6 % had not acquired any kind of formal schooling and those with higher level education in terms of attaining a college

54

certificate accounted for 13.56%.The findings also revealed that respondents accounting for 3.39% possessed a university degree certificate. The findings revealed that the education status of the respondents had a bearing on how they perceived and handled issues related to prisons reforms. Specifically it was established that employee who had acquired some form of formal training and education were more open minded in accepting new ideas.

These indicates that for prisons reforms to be successful enrollment of employees in professional programs should be facilitated by the government through increasing funding of refresher training for employees and equipping management with the latest trend in the market. Furthermore education is normally considered a vital empowering tool and will therefore uncover the potential of employee and provide them with life skills that will help them appreciate the need for integrating change in the department. Employees will identify more with an empowered management and performance will be enhanced. With the introduction of prisons reforms in 2002 by the then Minister for home affairs Moody Awori, notable changes have been achieved and management has adopted performance contracting as a tool for measuring results. The findings agree with a study conducted by Otieno(1999) which considered education and training to be an important tool for the employees and inmates to access information because the development of any organization depends on the knowledge and resourcefulness of its employees, Otieno(1999).

5.2.3 Influence of education on the rate of embracing reforms
Most of the employees in the Prisons establishment have sufficient knowledge on matters relating to prisons reforms and therefore can participate in decision making strategies to facilitate the realization of those reforms. A substantial group of employees are also endowed with some kind of formal education and only a small percentage has informal training and education. The prisons department also recruits professionals in various fields and have

specialized staff in the field of human rights and management but do not depict all round knowledge because most employees in the organization seems to be de motivated which prevented them to fully embracing the reforms positively. The data also established that most respondents who participated in the study had attained at least primary education which accounted for 24.42% followed closely by those with secondary education which accounted for 22.03%. The data also revealed that 36.6 % had not acquired any kind of formal schooling and those with higher level education in terms of attaining a Degree certificate and a Masters Degree certificate accounted for 13.56% and 3.39% respectively. The findings revealed that the education status of the respondents had a bearing on how they perceived and handled issues related to prisons reforms. Specifically it was established that employee who had acquired some form of formal training and education were more open minded in accepting new ideas.

These indicates that for prisons reforms to be successful enrollment of employees in professional programs should be facilitated by the government through increasing funding of refresher training for employees and equipping management with the latest trend in the market. Furthermore education is normally considered a vital empowering tool and will therefore uncover the potential of employee and provide them with life skills that will help them appreciate the need for integrating change in the department. Employees will identify more with an empowered management and performance will be enhanced. With the introduction of prisons reforms in 2002 by the then Minister for home affairs Moody Awori, notable changes have been achieved and management has adopted performance contracting as a tool for measuring results. The findings agree with a study conducted by Otieno(1999) which considered education and training to be an important tool for the employees and

inmates to access information because the development of any organization depends on the knowledge and resourcefulness of its employees, Otieno(1999).

5.2.4 Predisposition of employees on prisons reforms

The study also studied the duration in which the respondents were predisposed to knowledge on prisons reforms and the findings indicated that most employees had knowledge on prisons reforms for at a period of between six to ten years. This indicates that prisons reforms is a new concept introduced recently by the government in 2002 with the help of its development partners to ensure better standards of performance by prison officers are achieved. The findings also indicate that the reforms have been in place for approximately eight years since inception. The respondents who accounted 6.79% were employees who had long years of service indicated that they had knowledge on prison reforms for over ten years. The data illustrates that 18.64% of the respondents had knowledge on reforms for less than a year and these classes of employees belong to the newly employed employees who had recently graduated from the prisons staff training college at Ruiru. The findings clearly indicate that the longer employees were predisposed to issues of prisons reforms the more they were better equipped to address challenges related to changes in the organization. The findings established that most respondents however much they were aware of prisons reforms they still lacked the fundamental principle of understanding the real objectives and goals of undertaking the reforms.

5.2.5 The role of effective management on acceptance of change

The study also established that management plays a fundamental role in determining whether the objectives of reforming the prisons are forthcoming. Employees were asked to decide the best strategy that management could deploy to improve its performance in the delivery of its services and the majority i.e. 55.55% indicated that adapting a participatory approach in

57

inmates to access information because the development of any organization depends on the knowledge and resourcefulness of its employees, Otieno(1999).

5.2.4 Predisposition of employees on prisons reforms

The study also studied the duration in which the respondents were predisposed to knowledge on prisons reforms and the findings indicated that most employees had knowledge on prisons reforms for at a period of between six to ten years. This indicates that prisons reforms is a new concept introduced recently by the government in 2002 with the help of its development partners to ensure better standards of performance by prison officers are achieved. The findings also indicate that the reforms have been in place for approximately eight years since inception. The respondents who accounted 6.79% were employees who had long years of service indicated that they had knowledge on prison reforms for over ten years. The data illustrates that 18.64% of the respondents had knowledge on reforms for less than a year and these classes of employees belong to the newly employed employees who had recently graduated from the prisons staff training college at Ruiru. The findings clearly indicate that the longer employees were predisposed to issues of prisons reforms the more they were better equipped to address challenges related to changes in the organization. The findings established that most respondents however much they were aware of prisons reforms they still lacked the fundamental principle of understanding the real objectives and goals of undertaking the reforms.

5.2.5 The role of effective management on acceptance of change

The study also established that management plays a fundamental role in determining whether the objectives of reforming the prisons are forthcoming. Employees were asked to decide the best strategy that management could deploy to improve its performance in the delivery of its services and the majority i.e. 55.55% indicated that adapting a participatory approach in

decision making was the best approach while 25.42% of the respondents indicated that having transparent recruiting processes was the best solution towards achieving better management prospects. Those who thought establishing refresher programs was the best option for management accounted for 22.03%. This findings are all crucial and they indicate that at least most employees have a general idea on what they perceive to be the best strategy to have a vibrant management team in prisons. The data shows that management was not involving the subordinates in its decision making efforts which explains why the prisons rehabilitation programs were met with hostility by employees. From the findings most of the respondents strongly believe employee participation in advising management will be the right way to succeed in achieving prisons reforms in the shortest time possible. Participation of employees in various cadres is a necessary requisite of proper planning and implementation of prisons programs. Lack of the participation of employees leads to lack of support, commitment, transparency and involvement. According to the findings most of the respondent pointed out that the lack of employee participation was the cause of slow rate of prison projects and others attributed it to lack of enough funding of prison programs by the government. Unqualified management staff and inept government regulation was also mentioned to be a cause of poor design and quality of projects. Other respondents believed that involving government would also help in making the prisons more accountable especially with the way department heads administer prison funds. However, it is crucial to involve all relevant stakeholders in the entire management prospects of the prison department.

The study also indicated that there was almost an equal response between those respondents who thought that ensuring transparent structures was the best strategy towards improving management prospects and those who perceived that establishing refresher training programs

decision making was the best approach while 25.42% of the respondents indicated that having transparent recruiting processes was the best solution towards achieving better management prospects. Those who thought establishing refresher programs was the best option for management accounted for 22.03% This findings are all crucial and they indicate that at least most employees have a general idea on what they perceive to be the best strategy to have a vibrant management team in prisons. The data shows that management was not involving the subordinates in its decision making efforts which explains why the prisons rehabilitation programs were met with hostility by employees. From the findings most of the respondents strongly believe employee participation in advising management will be the right way to succeed in achieving prisons reforms in the shortest time possible. Participation of employees in various cadres is a necessary requisite of proper planning and implementation of prisons programs. Lack of the participation of employees leads to lack of support, commitment, transparency and involvement. According to the findings most of the respondent pointed out that the lack of employee participation was the cause of slow rate of prison projects and others attributed it to lack of enough funding of prison programs by the government. Unqualified management staff and inept government regulation was also mentioned to be a cause of poor design and quality of projects. Other respondents believed that involving government would also help in making the prisons more accountable especially with the way department heads administer prison funds. However, it is crucial to involve all relevant stakeholders in the entire management prospects of the prison department.

The study also indicated that there was almost an equal response between those respondents who thought that ensuring transparent structures was the best strategy towards improving management prospects and those who perceived that establishing refresher training programs

was the better alternative towards achieving the same objective. From the findings most of the respondents say education and training will help eradicate malpractices among both managers and employees at Nyeri command prisons financial and that a solution is involving other stakeholders in decision making in the management and running of prisons.

The findings of the study indicated that the working experience of managers affected their work ethics and performance for example 71.19% of the respondents were affirmative that work experience determines a manager's performance. The data indicated only 28.81% considered work experience as having a bearing on performance. The implication of the findings indicates that the working experience of managers had an impact with the way they handled issues especially those addressing employee plights. This is because managers are considered as figureheads and their role is crucial which range from creating a motivational climate for workers through training, counseling, mentoring and encouraging high performance.

5.2.6 Influence of government policy in facilitation of prisons reform agenda

The findings also indicated that majority of respondents accounting for 47.46% thought that enhanced oversight of prisons programs was crucial in the realization of prisons reforms. This agrees with a study conducted by Owuor, 2006) who said that lack of commitment by the government to monitor and evaluate prisons reforms resulted in poor design and implementation of programs (Owuor, 2006). The government has been steadfast in the supervision and monitoring of prisons initiatives through performance contracting which is a results based strategy of measuring objectives.

The incumbent Permanent secretary of Home affairs in which prisons department is housed signed a performance contract in the year covering the period 1st July 2009 and 30th June 2010. Highlights of the contract included enhancing financial stewardship and improving

service delivery through the revised service charter, customer satisfaction and service delivery innovations. The government introduced result base initiative in 2009 that was intended to realize quick results through enhanced implementation of programmed activities within hundred days in line with wider results based management system that the government adopted. The government through the ministry of home affairs is doing its best to attain the three pillars of vision 2030 i.e. economic, social and politics. The findings also indicated that an interagency collaboration was necessary for prisons reforms to occur as indicated by 28.81% of the respondents. For example the prisons need to liaise and collaborate more with other sister ministries in the home affairs docket namely betting and license control board and probation department.

Government had mixed reactions on the question of whether a prisons reform was a role of the government alone. According to the government some prison has done exemplary well despite insufficient fund instead of by the government. The government has encouraged the use of capacity building initiatives with other actors for example non governmental organizations whereby the prisons can leverage and benefit from these organizations. According to the government it was putting various measures to assist prisons in keeping proper monitoring and evaluation of programs. For examples the government was encouraging the prisons to employ qualified personnel to perform auditing and other queries. The findings indicated that a partnership need be forged especially prisons, probation and aftercare services and the private sector to promote better working relationship among themselves. The arrangement is expected to enhance the supervision and rehabilitation of offenders in line with the medium term plan 2008-2012 of vision 2030.It would also improve the productivity of offenders through productive ventures. The involvement of the private sector is expected to address the challenges offenders face when they return to the respective communities.

5.2.7 The impact of workers motivation on acceptance of change

The findings revealed that there was a high positive correlation between workers motivation and acceptance of change in Nyeri command prisons. The researcher performed a statistical analysis and the output was 0.9706 which is a clear indicator that there was a high relationship between workers motivation and their willingness to embrace change. This finding agrees with a study conducted by Isaac, 2001) who undertook a study on the impact of workers motivation on their performance. He argued that governments have to recognize that prison employees are entitled to a proper remuneration for their difficult and sometimes dangerous work. An added consideration in some countries is that if employees are not paid at an appropriate level they may be open to corruption of a direct or indirect nature (Isaac. 2001). In many countries prisons are in very isolated locations, far from centers of population. This has an effect not only on staff but also on their families. It affects access to schools, to medical facilities, to shops and to other social activities. In such circumstances, other conditions of employment, especially those which affect family members, are as important as levels of pay (Isaac, 2001)

In the past before the inception of the reforms the management priorities revolved around the inmates and the welfare of employees came second. Nowadays there seem to be a paradigm shift in terms of the thinking patterns of employees because they are progressively embracing new standards of performance for example the department was now engaging in activities that were geared towards imparting life skills to inmates. These findings also agree with a study conducted by (Gitonga, 2005) who established that reforms in the Kenya prisons must be geared towards ensuring that both staff and inmates experience better working conditions. To that effect a committee was appointed to review the conditions of employees and made recommendations which included strengthening of promotion boards, introduction of in

house and external courses and the provision of better housing to staff, (Gitonga, 2005).Employees who accounted for 20.33% thought that better treatment of inmates can only be achieved through prisons establishing human rights units in prisons. This also collaborates a study by IMLU (2007) who advocated for the government to set up a legal and human rights unit in the Ministry of home affairs to enable inmate's and employees seek access to legal services.

5.3 Conclusions

From the foregoing, it is clear that prisons face many challenges that deter them from achieving the intended reforms. On top of the problems that prison department face there is also the problem of discrimination especially in recruitment of women and promotion of employee is not transparent. The government has tried to spearhead the prison reform program but employee resistance has slowed the rate of those reforms. This research therefore tried to spark off the need for prisons to address the plight of workers which is perquisite in acceptance of necessary change. For prison reform to take off, sound project management requires that management a society be profiled to identify various stakeholders, Failure to recognize and involve employee in decision making prospects would only isolate them and would not embrace the changes however beneficial they might seem. . In the words of Paulo Freire any situation in which a group objectively exploits another or hinders its pursuit of self –affirmation as a responsible group is one of oppression such a situation in itself constitutes violence because it interferes with the individual's vocation to be more fully human. The research findings concludes that management practices influenced performance standards in the Kenya prisons establishment and that government policy was an important factor in the facilitation, coordination and financing of the activities contained in the Prisons strategic plan. The findings also conclude that education and training are empowerment tools necessary to transform the attitudes of employees and make them open minded towards

decision making initiatives. The study also concludes that workers motivation was a central key in acceptance of change and therefore would lead to prisons transformation

The research findings have lead to the conclusion that prisons fail to realize its reform agenda because it has not embraced the information communication technology and the human resource is untrained and incompetent. The research also concluded that education level hinder employees from participating in decision making prospects as majority of them have no formal education.

5.4 Recommendations

Based on the findings of the research study and comments of the respondents the researcher gives the following recommendations.

1. The prisons establishment needs an integrative approach of enabling employee participation in decision making processes.

2. Prisons department need a framework through which it can liaise with other criminal justice departments.

3. The study recommends management to look into areas of employee motivation through proper scheme of service, better remuneration of employee and rewarding exemplary performance.

4. The prisons should be dynamic in embracing new standards of performance including harnessing the power of information communication technology which is a global tool through which most development is dependent upon.

5. The ministry of home affairs should revise the strategic plan to enable effective planning and implementation of prisons programs and results based initiative should be encouraged.

6. Finally human resource component of prisons should ensure that managers heading prison institutions are properly vetted before appointment.

5.5 Areas for further research

1. The researcher suggests that the study should be replicated in other areas for example in other prisons outside central province in a bid to compare findings.

2. A comparative study should be conducted to determine the difference between the current mode of recruitment criteria in the prisons and the earlier mode of selection where employees were selected through competitive interviews.

3. Finally an exploratory study should be undertaken to find out the impact of information communication technology on prisons reforms.

REFERENCES

Allen-Mayer, G. (2001). *Approaches to organizational change- Strategy, Leadership and Organizational Management.* The Institute for Economic Affairs. London.

Ansoff, I.H. (1990). *Implanting Strategic Management*, Prentice Hall International, Ltd London

Armenakis, A. (2002). *Crafting a change message to create transformational readiness.* Oxford, Oxfam.

Beckhard, R. (1969). *Organization Development Strategies and Models*, Addison-Wesley, Reading, MA.

Beer, M. Eisenstat (1990). *Why Change Programs Don't Produce Change*, Harvard Business Review.

Beitler, Michael (2006). *Strategic Organizational Change*, Practitioner Press International.

Blumenthal, B. and Haspeslagh, P, (1994). *Toward a Definition of Corporate*

Boeker, W. (1997). *Strategic change: The influence of managerial characteristics and Organizational growth*, *Academy of Management Journal*, 40 (1), pp. 152-170

Bovey, W. H. & Hede, *A. (2001). Resistance to organizational change: the role of defense mechanisms.*

Burdett, J.O. (1999). *Leadership in change and the wisdom of a gentleman*

Bridges, W. (1991). *Managing transitions: making the most of change.* Reading, MA: Wesley Publishing Company.

Coetsee, L. (Summer, (1999). *From resistance to commitment.* Public Administration, Oxford

Denison, Daniel R. 1990. *Corporate Culture and Organizational Effectiveness.* New York: John Wiley & Sons

Dent, E. & Goldberg,(1999). *Challenging resistance to change. Journal of applied behavior.* Vol.13 (4), pp 210-235.

Folger, R. & Skarlicki, D. (1999). Unfairness and resistance to change: hardship as mistreatment,

    Journal of Organizational Change Management, Vol.15 (7), pp 507-543

Ford, J, (2002). *Resistance and the background conversations of change,* Oxford Press.

Goodstein, (1991). *Creating Successful Organization Change,* Harvard Press

Greiner, L.E. (1972). *Evolution and revolution as organizations grow,*
    Harvard Business Review

Hiatt, J. (2006). *A Model for Change in Business, Government and the*

    Community, Learning Center Publications, Loveland. CO.

Horton, C (1999). *Prepared to be Flexible:* A Flexible Delivery Change
    Management Plan   for Wodonga Institute of TAFE.

Kegan, R. (2001). *The real reason people won't change,* Harvard Business review

Kirkman, B. (2000). Examining the resistance barrier to
    work team effectiveness. *International Journal of Conflict Management,* Vol.15 (2),
    pp 414-425

Kombo, D.K and Tromp, D.L.A (2006).Proposal and Thesis Writing: An

    introduction. Nairobi. Paulines Publications Africa

Kotter, (1995). *Leading change: Why transformation efforts fail.* Harvard Business Review

Lamarsh, J. (1998). *Roles And Responsibilities In A Well Managed Change.*

Lawrence, P.R. (1954). *How to Deal with Resistance to Change*, Harvard Business Review

Maurer, R (1996). Using resistance to build support for Change, *The Journal for Quality and Participation*, Vol.19 (3), pp 210-226

Mitchell, JG, Latchem(2001). *Building flexibility* Focus on Leadership.Critical Issues in Flexible Learning for Vet Managers, Tafe Frontiers.

Morgan, G. (1997). *Images of organization Thousand Oaks*, CA Sage Publications, Inc

Morrison, E.W (2000). *Organizational silence a barrier to change and development in a pluralistic world, Academy* of Management Review

Mugenda, O.M and Mugenda, A.G.(1999).Research Methods: Quantitative and Qualitative Approaches, Nairobi. Kenyatta University Press.

Nelson, K (2005). *The Change Management Pocket Guide*, Oxford, Oxfam

Piderit, (2000) Rethinking resistance and recognizing ambivalence: *International Journal of Cultural Policy*, Vol. 13(3), pp 319-334

Schein, Edgar H. (1999). *The Corporate Culture Survival Guide:* Sense and Nonsense about Cultural Change. San Francisco: Jossey-Bass Publishers

Strebel, *P (1996). Why Employees resist Change,* Harvard Business Review

Susan Keathdield (2008). How to Understand Your Current Culture. New York. The New York Times

Thompson, A. (2001). Crafting & Executing Strategy Boston: McGraw Hill Int.

Weber, P. (2001). *Changes in employee perceptions during Organizational Change*, Cambridge

Appendices

Appendix 1: **Letter of Introduction**

John Kiragu Iguna,
University of Nairobi,
College of Extra Mural Studies,
School of Continuing and Distance Education,
NYERI, CENTER

The Officer in Charge
Nyeri Command Stations,
P.o Box 15,
NYERI

Dear Sir/Madam.

RE: Academic Research

I am a student of University of Nairobi pursuing a Masters Degree in Project Planning and Management. I am conducting an academic research on factors influencing acceptance of change in prison reforms in Nyeri Command Stations.

Your institution has been chosen to provide information relating to issues of change management. I hereby request you to kindly fill the enclosed questionnaire as accurately as possible. The questionnaire has four sections that will focus on organization's culture, workers motivation, management practices and government policy. The information that you will give is confidential and will be used only for the purpose of my academic research. Thank you in advance.

Yours faithfully,
John Kiragu Iguna

Appendix 2: **Questionnaires for officers of warden to Superintendent Grade**

Instructions

Please answer these questions to the best of your knowledge. Write responses in the spaces provided. Please tick (√) where appropriate

Section A: Background Information

1. Gender: Male (   )   Female (   )

2. Age

   a) Under 25 yrs

   b) 25-30 yrs

   c) 30-35 yrs

   d) Over 35 yrs

3. Terms of employment

   a)   Probation   (   )   b) Permanent (   )

4. What grade do you hold in the department?

a) Warden   [   ]   b) Sergeant   [   ]   c) Chief Officer [   ]   d) Superintendent [   ]

5. Highest Academic Qualification

        a)."O" level   (   )

        b). Diploma   (   )

        c). Degree   (   )

        d). Other, Specify   (   )

6. How long have you known about Prison reforms?

        a) Less than one year

        b) 1- 5yrs

c) 6-10 yrs

d) Over 10 yrs

Section B: Organization's Culture

7. The following is a list of criterion deployed by the department when recruiting and promoting employees. Please indicate the extent to which you consider each factor as important?

FACTOR	Strongly Disagree	Agree	Undecided	Disagree	Strongly Agree
	(1)	(2)	(3)	(4)	(5)
Ethnic affiliation					
Meritocracy					
Years of service					
Exemplary conduct in sports					
Meritocracy					

Section C: Management Practices

9. The following are methods in which the Prisons could use to improve its management prospects. In your opinion which is the most appropriate?

FACTOR	Strongly Disagree	Agree	Undecided	Disagree	Strongly Agree
	(1)	(2)	(3)	(4)	(5)
Equipping employees with refresher training programs in modern management					
Adopting a participatory approach					
Transparent mechanisms of selecting the strategic level of management					

Section D: Government Policy

10. The following are methods the government can use to facilitate the realization of Prison reforms. In your opinion which one do you consider most effective?

FACTOR	Strongly Disagree	Agree	Undecided	Disagree	Strongly Agree
	(1)	(2)	(3)	(4)	(5)
Enhanced oversight of prison programs by the government					
Interagency collaboration with other law enforcement institutions					
Reviewing the training curriculum					

Section E: Workers Motivation

11. The following are possible reasons for low performance of employees in the department. In your opinion which factor do you consider most important?

FACTOR	Strongly Disagree	Agree	Undecided	Disagree	Strongly Agree
	(1)	(2)	(3)	(4)	(5)
Poor remuneration					
Lack of scheme of service					
Lack of job satisfaction					
Lack of job security					
Failure to reward exemplary conduct					

Section F: Acceptance of Change

12. Prisons reforms are expected to result in better treatment of inmates and highly motivated staff. To what extent do you agree that the following objectives of prisons reforms have been achieved?

FACTOR	Strongly Disagree	Agree	Undecided	Disagree	Strongly Agree
	(1)	(2)	(3)	(4)	(5)
Better treatment of inmates					
Improved behavior of inmates					
Improvement in staff motivation					
Training of inmates on life support skills and crafts					
Encouragement of inmates to undertake studies in education programmes at various levels					
Timely treatment of sick inmates,					
Provision of additional necessary physical facilities					
Reduction of congestion in prison cells					
Improvement in meals served to inmates					

The End
Thank you

Good morning Sir/Madam

This interview seeks to gather information to be used in the study on the assessment of factors influencing acceptance of change in Nyeri command prisons.

Consent has been given by the commissioner of Prisons to conduct the study in your institution. The study will have an academic importance to the researcher as well as the Prisons management in its effort to the realization of prisons reforms.

1. Gender: Male (   )   Female (   )

2. How long have you worked in the capacity you are in?

Duration in years	
0 – 5 yrs	
6 – 10 yrs	
11 and above yrs	

3. Have you at any time got involved in understanding employee conduct at the workplace?

Response	
Yes	
No	

4. Please answer the following questions concerning your conduct in your organization.

	Never	Sometimes	Often	Very often
Do you encourage your staff to embrace new standards of performance?				
Do you consider yourself ethical in your work?				
Do you consider yourself a role model to your subordinates				
Do you set time to address the plights of your employees?				
Do you ensure proper recruitment of employees?				
Do you ensure team spirit in your organization?				
Do you think experience influences managers decision making?				

The end

Thank you

Appendix 6: **Kenya Prisons Establishment**

Level of authority	
Rank	Warder
	Corporal
	Sergeant
	Senior Sergeant
	Chief Officer 2
	Chief Officer 1
	Superintendent
	Senior Superintendent
	Assistant Commissioner
	Senior Assistant Commissioner
	Deputy Commissioner
	Senior Deputy Commissioner
	Commissioner of Prisons

Scheme of service (2009)

Appendix 6: **Kenya Prisons Establishment**

Level of authority
Rank   Warder
Corporal
Sergeant
Senior Sergeant
Chief Officer 2
Chief Officer 1
Superintendent
Senior Superintendent
Assistant Commissioner
Senior Assistant Commissioner
Deputy Commissioner
Senior Deputy Commissioner
Commissioner of Prisons

Scheme of service (2009)