Change Management Practices on Organization Performance: A Case Study of Mandera Kenya Prisons Service

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Abstract
In the last decade Kenya Prisons Service has been implementing changes. The widespread perception is that the reforms process has lost momentum. Some reports reveal that prisons in Kenya have problems touching on financial mismanagement, poor governance, and congestion and overcrowding, rights buses, emerging technologies putting pressure on the organization and warders are still living miserably in ramshackle houses across the country, as reforms started in 2003 are painstakingly slow. Therefore the study sought to determine influence of change management practices on organization performance of prisons service in Kenya. The study was guided by the following specific objectives: To determine the influence of communication, stakeholder's participation, management skills and finances on organization performance in Mandera Kenya Prisons Service. The study used descriptive research design. This design involved gathering data that describe events and then organizes, tabulates, depicts, and describes the data. The study target population included 100 prisoners, 28 Kenya Prisons Officers and 5 professionals who work in Mandera Kenya Prisons Service making the total target population of the study to be 133. Stratified and simple random sampling techniques were used. A sample of 85 respondents was considered. The study used quantitative data analysis approaches.Quantitative data was analysed by use of descriptive statistics with an aid of Statistical Package for Social Sciences (SPSS) version 21. Data was then presented in graphs and tables. Further, a multiple regression analysis was used to establish the relationship between the dependent and the independent variables. The study concluded that the mostly commonly used mode of communication used was face to face communication. Further from the findings the researcher concluded that communication is very effective in delegation of duties, forwarding of grievances and enacting disciplinary procedures. Inadequate and less effective communication is a major factor that impacts on the change management process. The researcher recommended that Communication should be done to the entire workforce, it must also occur frequently and the organization should encourage its executives and middle level managers to initiate change.
Keywords: Change, implementation, performance.

1.1 INTRODUCTION

Change can be defined as a significant interruption in already existing patterns of behavior and/or expectations (Carr et al 2001). Change management is a systematic approach to dealing with change, both from an organization and individual perspective. The concept of organizational performance is based on the idea that an organization is a voluntary association of productive assets that include human, physical, and capital resources for the purpose of achieving shared objectives (Barney, 2002). Given that human capital in the organization is an integral resource contributing to effective performance it is therefore imperative to assess performance based on strategic alignment of available human resources. Organizations which undertake a proper strategic planning process are able to implement the strategies with ease and achieve better results. Teachers had the greatest responsibility for strategy implementation although they ranked low on the skills for effective strategy implementation. Support by the board plays key roles in ensuring successful implementation of school strategic plans (Anyieni & Kwamboka 2015).

Organization performance measurement is considered a multifaceted concept that occurs at different sectoral levels for industry, corporate and business sectional unit. However, there is a necessity to target specific factors which contribute to the performance in a manner that matches context of the organizations with sector factors that can sustain performance over the long term (McGahan, 2004). The US has over 2 million of its citizens incarcerated, which accounts for 25% of the world's imprisoned population (Forman, 2011). The service is organized as a discipline force with the military/police ranking style. The democratization and enlightenment on human right issues in the 1990s made it apparent that the Prisons Service capacity to effectively discharge its mandate was dwindling. The service was facing systemic problems both touching on poor prisoners and staff welfare, inefficient criminal justice system, inhuman and degrading treatment of offenders, financial mismanagement and poor governance. The general objective of the study was to determine change management practices on organization performance of prisons service in Kenya.

1.2 Statement of the problem

The success and future of any institution largely depends on proper management of change. Successful change is dependent on: alignment of change efforts to organizational goals, maintaining executive commitment, creating and maintaining a superior change team and planning for continuous improvement (Omari, Ateka & Nyaboga, 2013). Various organizations have adopted change management practices in order to compete in the new and turbulent business environment. The prisons Service is not an exception since it is implementing reforms.

In the last decade Kenya Prisons Service has been implementing Reforms. The widespread perception is that the reforms process has lost momentum. Some reports reveal that prisons in Kenya have problems touching on financial mismanagement, poor governance, congestion and overcrowding, rights abuses, emerging technologies putting pressure on the organization and warders are still living miserably in ramshackle houses across the country (Mathangari, 2010). The leadership both at the ministerial and departmental level has gone tremendous change. These have hindered effective implementation of the mandate of the prisons. Therefore the study seeks to determine change management practices on organization performance of prisons service in Kenya.

2. LITERATURE REVIEW

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's model is very rational, goal and plan oriented. The change looks good on paper, as it makes rational sense, but when implemented the lack of considering human feelings and experiences can have negative consequences. There may be occasions when employees get so excited about a new change, that they bypass the feelings, attitudes, past input or experience of other employees. Okava & Anyieni (2016) established that Kenya Power Ltd was able to sustain change in its operations leading to service delivery but was unable to achieve employees' satisfaction and the desired goal of changing organization culture in spite of changing the organization name through restructuring. Whenever the company trains employees as a catalyst to change implementation process, such trainings should evolve out of a well thought through training needs assessment that can match the skills deficiencies with the training programming. Such a process will ensure that all the training targets the employees' skills gaps as a means of enhancing change implementation process.

According to Johnson and Scholes (1999), Stakeholder theory argues that there are other parties involved: employees, customers, suppliers, financiers, communities, government bodies, political groups, trade associations and trade unions. Organizations must manage the interest of the stakeholders including public interest groups, strategic partners and public monitoring bodies. They rightly observe that organizations operate within a complex system of interest, influences and groupings which depend on the organization to fulfill their objectives and on whom, in turn, the organization depends. Communication is the most effective tool an organization can use to obtain acceptance of a change (Senior & Fleming, 2006). Burnes (2004) argued that communication should be done to the entire workforce, it must also occur frequently and the organization should encourage its executives and middle level managers to initiate change. Communication is particularly important during all phases of the transition (Senior & Fleming, 2006).

Kinuu, Maalu and Aosa (2012) inadequate and less effective communication is a major factor that impacts on the change management process. Organizations which undertake a proper strategic planning process are able to implement the strategies with ease and achieve better results. Teachers play a significant responsibility for strategy implementation for effective strategy implementation. Support by the board plays key roles in ensuring successful implementation of school strategic plans (Anyieni & Kwamboka 2015). According to McNamara (2004), most experts on organization's management and leadership assert that effective communication is the foundation for effectiveness in any type of organization and that as leaders and mangers mature, they realize the need to effectively convey and receive information and efforts at communications (internal and external) increase substantially.

Price and Chahal (2006) pointed out that a greater degree of consultation and worker participation, both in the development of the strategic vision and the implementation of change should increase ownership thus reducing anxiety and stress that often drives resistance to change. The most important critical practice is obtaining executive-level commitment for a change effort. Top management support and commitment to change play an especially crucial role in successful change. Inadequate resources to execute planned organizational change are a problem. Often, as a result of large number of concurrent change programs, many resources will already be allocated (Franken, Edwards & Lambert, 2009).

Redeployment or redirection of scarce organizational resources toward a host of new activities, including developing a plan or strategy for implementing the change, communicating the need for change, training employees, developing new processes and practices, restructuring and reorganizing, testing and experimenting

with innovations is necessary (Nadler & Nadler, 1998).

Wachira & Anyieni (2017) established that communication had positive influence on performance of TSC. The study concluded that communication have a significant effect on TSC performance and recommended that TSC should put in place better communication systems within its structures to enhance communication thus improving performance. Previous studies did not examine the influence of major factors in the link between strategic management and Implementation of changes. Wambui (2006) focused on managerial involvement related to Strategy Implementation. This represented one aspect of factors that influence implementation leaving a gap to be pursued by other scholars.

Anyieni and Kwamboka (2016) established that a management style which is democratic with multidirectional form of communication is the most preferred management style. Staff participation in decision making is key to such management which has a significant influence on the implementation of strategic plans. The findings of this study produced tests that proved there is a high significance between implementation of strategic plans and management styles and it can be conclusively confirmed that leadership styles greatly affect implementation of strategic plans in public secondary schools in Kenya.

Korten (1990) studied the environment under which government institutions fail to implement their strategic plans but did not directly scan the other factors that affect government institutions strategic plan implementation. This study sought to investigate the role of strategic management on implementation of changes in the police service
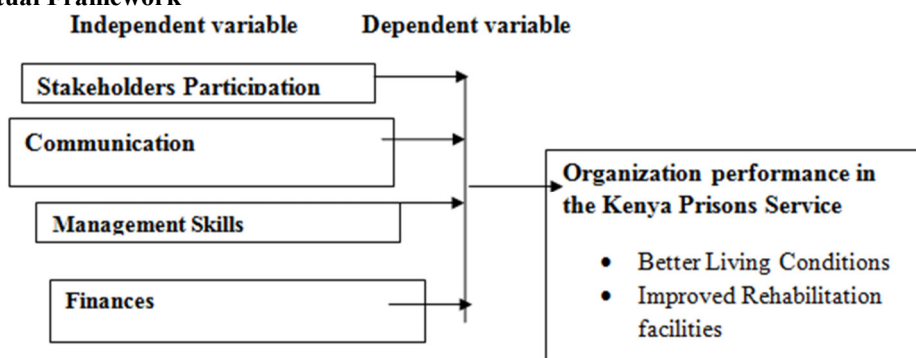
2.4 Conceptual Framework

Figure 2. 1: Conceptual Framework

3. RESEARCH METHODOLOGY

This research study used a descriptive research design. The study's target population were100 prisoners, 28 Kenya Prisons Officers and 5 professionals who work in Mandera G.K prisons making the total target population of the study to be 133. The study used questionnaires to collect data for this research. The study used both quantitative and qualitative data analysis approaches. The study used stratified and simple random sampling technique. To test the reliability of the research instrument, the questionnaire was randomly administered to a pilot group of 10 Prisoners and Prison Officer in Nyahururu Prisons. The questionnaire's reliability was statistically determined by measuring the internal consistency. In turn, internal consistency was measured by use of Cronbach's Alpha to get a coefficient of 0.8. Coefficient of 0.6-0.7 is a normally accepted rule of thumb that designates acceptable reliability and 0.8 or higher indicated good reliability was deemed reliable (Mugenda & Mugenda, 2003).

Table 3. 1: Target Population

Department	Prisoners	Kenya Prisons Officers	Professionals	Total
Farm Section	25	3	0	28
General Escort Section	0	7	0	7
Motor Vehicle Sections	20	4	2	26
Office Work	0	4	0	4
Stores	5	1	0	6
Building and Maintenance	35	6	0	41
Health	0	0	3	3
Catering	15	3	0	18
Total	100	28	5	133

Source: Researcher (2016)

Table 3. 2 Sample Size

Department	Target Population	Sample Size
Farm Section	28	18
General Escort Section	7	4
Motor Vehicle Sections	26	17
Office Work	4	3
Stores	6	4
Building and Maintenance	41	26
Health	3	2
Catering	18	16
Total	133	85

Source: Researcher (2016)

According to Orodho (2007), regression analysis is a statistical process for estimating the relationships among variables. It included many techniques for modelling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. The study used a 95% confidence level. A 95% confidence interval indicates a significance level of 0.05. This implies that for an independent variable to have a significant consequence on the dependent variable, the p-value ought to be below the significance level (0.05).

The regression equation was;

$Y= 1.335+ 0.030X_1+ 0.0323X_2+ 0.333X_3+ 0.140X_4$

Whereby Y =Organization performance

X1 = Communication, X2 = Stakeholder's participation, X3 = Management skills

X4 = Financial resources, ε = Error Term, B0 = Constant Term

$B_1, B_2, B_3 B_4 =$ Beta Co-efficient

4. RESULTS AND INTERPRETATION

Table 4.2.1: Distribution of education among study respondents

Education Level	Frequency	Percentage
Primary	20	26.7
Secondary	16	21.3
College	30	40.0
University	9	12.0
Total	**75**	**100.0**

Source: Researcher (2016)

It was found that majority (40.0%) of the respondents had attained primary education, 21.3% stated they had attained secondary education, 26.7% stated they had attained primary education, while 12.0 stated they had attained university. This implies that majority of the respondents had attained college education.

4.3 Change management practices

This section comprises communication, stakeholders' participation, management skills and finances. The responses were pegged on Likert based questions rated 5-1. It is in Table 4.3.1 that the findings are displayed.

Table 4.3. 1: Forms of communication used by the study subject

Forms of communication	Frequency	Percentage
Internal Memorandum	21	28
Letter	19	25.3
Face to Face	27	36
Emails	8	10.7
Total	**75**	**100.0**

Source: Researcher (2016)

The study ascertained that 21 (28%) of the respondents use internal memorandum as a mode of communication 19 (25.3%) stated that they use letters, 27(36%) stated they use face to face while 8(10.7%) stated they use emails as a mode of communication. This implies that the mostly commonly used mode of communication used was face to face communication. This is in agreement with Senior & Fleming, (2006) communication should be face-to-face since passive participation (e.g., written memos) typically does not demonstrate the necessary commitment. The study also agree with Baker (2002) who reports that face to face

communication is the most powerful channel of communication while media reports and letters are less effective for information exchange.

4.3.1 Effectiveness of various form of communication in various roles

Table 4.3. 2: Effectiveness of various form of communication in various roles

	Very Effective	Effective	Undecided	Ineffective	Very ineffective	Mean
Delegation of duties	34	20	2	10	9	2.813
Forwarding of grievance	31	19	9	13	3	3.75
Enacting disciplinary procedures	28	19	7	14	7	3.63

Source: Researcher (2016)

The study noted that the respondents stated (mean ≈ 2.813) that communication is very effective in the delegation of duties. Respondents ((mean ≈ 3.75) stated that communication is very effective in forwarding of grievances. In addition, respondents stated that communication is very effective in enacting disciplinary procedures. This shows that on average delegation of duties is don, forwarding of grievances and enacting disciplinary procedures are effective. According to Kinuu, Maalu and Aosa (2012) inadequate and less effective communication is a major factor that impacts on the change management process.

4.3.2 Communication factors on change management

Table 4.3. 3: Communication factors on change management

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean
Inadequate and less effective communication is a major factor that impacts on the change management process	43	22	2	7	0	4.31
Organization with well defined structures have an easy communication among various department	33	37	2	3	0	4.33
Openness in communication between senior management and employees resulting in improved employee engagement and productivity	39	31	1	4	0	2.32
As the organization grows it needs more communications and feedback this will positively affect organized performance	25	42	3	5	0	4.16

Source: Researcher (2016)

A mean of 4.31 shows that inadequate and less effective communication majorly affects change management process. A Mean of 2.04 indicate that well defined structures at Mandera prisons rarely ease communication between senior staffs and employees has to a low extent improved employee engagement and productivity (Mean of 2.32). The growth of an organization greatly requires more communication and feedback which in turn strong positive effect on performance due to a mean of 4.16 The study is in line with Burnes (2004) who argued that communication should be done to the entire workforce, it must also occur frequently and the organization should encourage its executives and middle level managers to initiate change. The study is also in agreement with Price and Chahal (2006) argued that failure in most change processes can be traced to poor communication.

4.3.3 Stakeholders Participation during Change Management

Table 4.3. 4: Stakeholders Participation during Change Management

	Very high	High	Average	Low	Very low	Mean
Stakeholders identification	21	39	10	5		4.01
Stakeholders consultation	29	30	12	4		4.12
Stakeholders participation	27	23	8	17		3.80

Source: Researcher (2016)

A means of 4.01and 4.12 imply that during change management identifying and consulting stakeholders is highly critical. It also requires moderately high engagement of these stakeholders as evidenced by a mean of 3.80.

4.3.4 Stakeholders participation on change management and organization performance

Table 4.3. 5: Stakeholders participation on change management and organization performance

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean
Full participation of stakeholders ensure integration into decision making	32	28	2	8	0	4.81
Proactive approach to stakeholder participatory process facilitate mutual decision making	41	24	3	7	0	4.32
Engagement of many stakeholder delays the process of change management.	38	32	1	4	0	4.39
Lack of consultation among the stakeholders have delayed change management	28	42	3	2	0	4.28

Source: Researcher (2016)

Participation of stakeholders strongly leads to integrative and mutual relationship in decision making (mean of 4.81and 4.32) which greatly influence organizational performance. However, the mean of 4.39 and 4.28 imply change management is highly delayed by process of stakeholder participation and inadequate consultation. The findings agree with Burger et al., (2006) who stated that proactive approach to stakeholder participatory process in order to facilitate mutual decision making. Ogden and Watson (1999) advocates that managers should acknowledge the value of diverse stakeholder interest and should attempt to respond to them with a mutual supportive framework because that is a moral requirement for the legitimacy of the management functions.

4.3.5 Respondents engagements

Table 4.3. 6: Attaining the organizations goals.

	Very Great Extent	Great Extent	Moderate extent	Low Extent	Very Low Extent	Mean
The development of the organizations strategic plan	19	21	20	8	7	3.49
Monitoring and evaluation	18	22	21	9	5	3.52
Decision making	17	23	19	11	7	3.51

Source: Researcher (2016)

It was noted that the respondents stated (mean = 3.49) that they are involved in the development of the organizations strategic plan. Majority of the respondents stated they are involved in the monitoring and evaluation with a mean of 3.52. The researcher also stated that they are involved in decision making to a great extent with a mean of 3.51. Stakeholders are to great extent engaged in strategic planning decision making, monitoring and evaluation as evidence by means of 3.49, 3.52 and 3.51 in that order.

4.3.6 Effect of management skills on change management

Table 4.3. 7: Effect of management skills on change management

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean
Senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation	33	27	5	10	0	4.11
Top management support and commitment to change play an especially crucial role in successful change	29	41	2	3	0	4.28
Organizational managers need to understand each individual employee and their current needs in order to assign them to any changes in the organization	38	22	6	9	0	4.19

Source: Researcher (2016)

The means of 4.11, 4.28, 4.19 indicate that senior management greatly provide leadership in formulating vision statement , support and committed to change and understand the needs of the employees. Change to the findings of the study are similar to arguments of Chahal (2006) who point out that senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation. It is also similar to Burke et; al, (2002) argument that top management support and commitment to change play an especially crucial role in successful change.

4.3.7 Policies on proper utilization of funds

Table 4.3. 8: Policies on proper utilization of funds

	Frequency	Percentage
External auditing of utilization of funds	23	31
Establishment of an oversight board	37	49
Restrict authorization and access to finances	15	20
Total	**75**	**100.0**

Source: Researcher (2016)

From the findings 23 (31%) respondents stated that there is a policy on external auditing funds, 37(49%) indicated that there is an established oversight board and 15 (20%) pointed out that the policy of restriction authorization and access is used on utilization of funds.

4.3.8 Effect of finances on change management

Table 4.3. 9: Effect of finances on change management

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Mean
There is delayed disbursement of funds	35	34	2	4	0	4.33
Bureaucracy in the process of utilization of funds delay implementation of changes	24	36	3	12	0	3.96
Corruption along the administrative ranks result to misappropriation of funds	39	21	4	11	0	4.17

Source: Researcher (2016)

Disbursement of funds is highly delayed (mean of 4.33), bureaucracy greatly (mean of 3.96) delays implementation of changes while corruption to, a great extent (mean of 4.17), results into misappropriation of funds

4.4 Correlation between change management on organization management

It covers communication, stakeholder participation management skills and finances

The relationship between communication and organization performance was determined. Table 4.4.1 shows the results of correlation analysis.

Table 4.4.1: Correlation between communication and organization performance

		Organization performance
Communication	Pearson Correlation	.360[**]
	Sig. (2-tailed)	.002
	N	75

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

It was noted that there was a weak, positive but statistically significant relationship between communication and organization performance (r = 0.360; p < 0.01). Communication positively influenced organization performance. The findings is linked to the views of Price and Chahal (2006) who argue that failure in most change is processes can be traced to poor communication

The study determined how stakeholders affect organization performance. In addition, the relationship between the two study variables was ascertained. Table 4.4.2 displays the results.

Table 4.4.2: Correlation between stakeholders participation and organization performance

		Organization Performance
Stakeholders participation	Pearson Correlation	.648[**]
	Sig. (2-tailed)	.000
	N	75

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

The findings indicated that stakeholders participation in Mandera G.K prisons had positive, moderately strong and statistically significant relationship (r = 0.648; p < 0.05). This meant that stakeholders participation largely influenced organization performance. The findings of this study reinforced earlier findings by Burger et al.,(2006) who stated that proactive approach to stakeholder participatory process facilitates mutual decision making.

The study further evaluated how management skills in Mandera GK prison organization performance. The outcome of the analysis is shown in Table 4.4.3

Table 4.4. 3: Correlation between management skills and organization performance

		Organization Performance
Management skills	Pearson Correlation	.667**
	Sig. (2-tailed)	.000
	n	75

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

The study established that there existed a positive, moderately strong and statistically significant (r = 0.667; p < 0.05) relationship between management skills and organization performance. Management skills significantly and organization performance. The study is in agreement with Price and Chahal (2006) who stated that senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation

In addition the study analyzed the relationship between finances and organization performance at Mandera G.K prisons . The relevant findings are illustrated in Table 4.4.4

Table 4.4.4: Correlation between finances and organization performance

		Organization performance
Finances	Pearson Correlation	.360**
	Sig. (2-tailed)	.001
	N	75

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

It was noted that there existed a weak, positive and statistically significant (r = 0.360; p < 0.05) relationship between finances and organization performance at 0.01 significance level.

4.5 Regression Analysis on the influence of change management on organizational management
It covers communication, stakeholder participation, management skills and finances.

Table 4.5.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.525	.498	.67974

a. Predictors: (Constant), Communication, Stakeholder's Participation, Management skills and Finances

As indicated in Table 4.5.1 the adjusted coefficient of determination (r^2 = 0.498) shows that 49.8% organization performance could be explained by communication, stakeholder's participation, management skills and finances at Mandera G.K prisons. The 50.2% of organization performance resulted from other factors.

Table 4.5.2: Analysis of Variance (ANOVA[b])

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.773	4	8.943	19.356	.000[a]
Residual	32.343	70	.462		
Total	68.116	74			

a. Predictors: (Constant), Communication, Stakeholder's Participation, Management Skills and Finances

b. Dependent Variable: Organization Performance

According to the ANOVA results the association between the management practices under study (Communication, Stakeholder's Participation, Management Skills And Finances) and organization performance was positive and significant as indicated by the F calculated (F = 19.356; P < 0.05).

Table 4.5. 3: Significant Test Results for Overall Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.335	.366		3.651	.001
Communication	.030	.112	.026	.266	.791
Stakeholders Participation	.323	.106	.360	3.052	.003
Management skills	.333	.109	.377	3.057	.003
Finances	.140	.091	.137	1.547	.126

a. Dependent Variable: Organization Performance

Table 4.16 shows the overall significant test results for the hypothesized research model.

The interpretations of the findings indicated follow the following regression model.

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

Therefore,

$$Y = 1.335 + 0.030 X_1 + 0.0323 X_2 + 0.333 X_3 + 0.140 X_4$$

It was noted that management skills investigated in the study significantly influenced organization performance ($t = 3.651$; $p < 0.05$). It was further noted that the influence of communication and finances was not significant ($p > 0.05$). However stakeholder's participation and management skills significantly influenced organization performance. In addition, it is noted that holding the management practices (communication, stakeholder's participation, management skills and finances) constant, organization performance would be 1.335. This would be as a result of other factors not investigated in the study. Out of the four factors investigated, stakeholder's participation and management skills were the most important since to generate one unit of organization performance, 0.323 units of stakeholder's participation and 0.333 units of management skills must be increased. Therefore Mandera G.K prisons ought to focus more on stakeholders and management skills in their organization

5.1 Summary

The study ascertained mostly used mode of communication used is through face to face. This is in agreement with Senior & Fleming, (2006) communication should be face-to-face since passive participation typically does not demonstrate the necessary commitment. The study also agree with Baker (2002) who reports that face to face communication is the most powerful channel of communication while media reports and letters are less effective for information exchange. It was, therefore, noted that communication is very effective in delegation of duties, forwarding of grievances and enacting disciplinary procedures. The findings illustrated that respondents admitted (mean ≈ 4.31) that inadequate and less effective communication is a major factor that impacts on the change management process. Respondents strongly agreed (mean = 2.04) that organization with well defined structures have an easy communication among various department. However, respondents strongly agree that (mean ≈ 2.32) openness in communication between senior management and employees resulting in improved employee engagement and productivity. In addition the respondents strongly agreed (mean = 4.16) that as the organization grows it needs more communications and feedback this will positively affect organized performance. The study is in line with Burnes (2004) who argued that communication should be done to the entire workforce, it must also occur frequently and the organization should encourage its executives and middle level managers to initiate change. The study is also in agreement with Price and Chahal (2006) argued that failure in most change processes can be traced to poor communication.

The findings revealed that respondents concurred (mean = 4.81) with the assertion that full participation of stakeholders ensure integration into decision making. Majority of the respondents also strongly agreed that (mean ≈ 4.32) proactive approach to stakeholder participatory process facilitate mutual decision making. Respondents strongly disagreed (mean = 4.39) that engagement of many stakeholder delays the process of change management. Respondents strongly agreed (mean ≈ 4.28) that lack of consultation among the stakeholders have delayed change management. The findings agree with Burger et al.,(2006) who stated that proactive approach to stakeholder participatory process in order to facilitate mutual decision making. Ogden and Watson (1999) Donaldson advocates that managers should acknowledge the value of diverse stakeholder interest and should attempt to respond to them with a mutual supportive framework because that is a moral requirement for the legitimacy of the management functions

The findings revealed that respondents concurred (mean = 4.11) with the assertion that senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation. Majority of the respondents also strongly agreed that (mean ≈ 4.28) that top management support and commitment to change play an especially crucial role in successful change. Respondents strongly disagreed (mean = 4.19) that organizational managers need to understand each individual employee and their current needs in order to assign them to any changes in the organization. The study is in agreement with Price and Chahal (2006) who stated that senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation. The study is in agreement with Burke et; al, (2002) who stated that top management support and commitment to change play an especially crucial role in successful change.

The findings also revealed the there was a weak, positive but statistically significant relationship between communication and organization performance ($r = 0.360$; $p < 0.01$). Stakeholders participation in Mandera G.K prisons had positive, moderately strong and statistically significant relationship ($r = 0.648$; $p < 0.05$). A positive, moderately strong and statistically significant ($r = 0.667$; $p < 0.05$) relationship between management skills and organization performance. There existed a weak, positive and statistically significant ($r = 0.360$; $p < 0.05$) relationship between finances and organization performance at 0.01 significance level.

5.2 Conclusions

The study concluded that the mostly commonly used mode of communication used was face to face communication. Further from the findings the researcher concluded that communication is very effective in delegation of duties, forwarding of grievances and enacting disciplinary procedures. Inadequate and less effective communication is a major factor that impacts on the change management process. Organizations with well defined structures have an easy communication among various departments. Communication between senior management and employees resulting in improved employee engagement and productivity. As the organization grows it needs more communications and feedback this will positively affect organized performance. Regarding the second objectives the researcher concluded that stakeholder's identification, consultation and participation is high during change management. Full participation of stakeholders ensures integration into decision making. Proactive approach to stakeholder participatory process facilitate mutual decision making. Engagement of many stakeholder delays the process of change management. Lack of consultation among the stakeholders has delayed change management.

On the third objective the researcher concluded that employees are involved in the development of the organizations strategic plan, in monitoring and evaluation to a great extent. Senior management has a key leadership role in developing the vision and achieving change through consultation and worker participation. Top management support and commitment to change play an especially crucial role in successful change. On the last objectives the researcher concluded that there is delayed disbursement of funds. Corruption along the administrative ranks results to misappropriation of funds. Bureaucracy in the process of utilization of funds delays implementation of changes.

5.3 Recommendations

Communication contributes directly to learning, team work, safety, innovation and quality decision-making in organizations. Communication should be done to the entire workforce, it must also occur frequently and the organization should encourage its executives and middle level managers to initiate change. In order to pursue a desire and willingness to embrace change among employees, inspirational communication by the leadership team to persuade others to support and accept the organization's new direction should be achieved.

The researcher further recommended that in order to realize full transformation in the management of prisons. A more proactive approach should be done to ensure stakeholder participatory process in order to facilitate mutual decision making. Managers should acknowledge the value of diverse stakeholder interest and should attempt to respond to them with a mutual supportive framework. Organizational managers need to understand each individual employee and their current needs in order to motivate them. Managers should be sensitive and understand individual differences, and what is important to each employee. This will increase employee productivity, commitment to work goals, motivation and job satisfaction. The study suggests areas for further research in Kenya. These are; the effect of Challenges facing the police service in achieving its reforms. Further study should also be conducted on effects of change of governance on institutional reforms in Kenya.

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