DETERMINANTS OF ORGANIZATION DEVELOPMENT INTERVENTIONS IN KENYA PRISON SERVICE: A CASE OF KAMITI MAIN PRISON

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ABSTRACT

As one of the largest recipients of public resources, correctional organizations such as Kenya prison service must answer the call to be prudent stewards of public input and strive to be higher performing and dedicated to building their competencies, capacities, and systems towards achieving performance excellence. The main objective of the study was to evaluate the determinants of organization development interventions at Kenya Prison Service particularly in Kamiti Main Prison in Nairobi. The study employed a descriptive research design because the main aim of the study was intended on collecting quantitative and qualitative data for in-depth analysis of organization development interventions in Kenya Prisons Service. The study was conducted at Kamiti Main Prison with a total population of 710 officers. The study adopted systematic random sampling technique to select 71 respondents who represented the target population of 710 officers. The primary data was collected using semi-structured questionnaires which were issued to respondents. Secondary data for the research was collected from past published theoretical and empirical scholarly work on organization development interventions. The study concluded that prisons organization has set performance targets to be achieved by prison officer. Prison supervisors are concerned about officers' achievement of set targets as well as acquisition of more relevant skills and knowledge to improve on their performance. This is indicated by supervisors' commitments in recommending officers for knowledge and skills acquisition. Training needs analysis and mentorship of junior officers was regularly conducted at prison institutions. All these indicated that there are effective organization development interventions being implemented at Kenya prisons service to enhance organizational development. The study recommend that the institution should enhance employees' quality of Work life by responding to employee needs through development of the necessary mechanisms and to avoid overloading of officers and to improve their pay as well as improving employees working conditions. This will go along way to improving officers' quality of working life and the overall organization development.

Key Words: organization development interventions, Kenya Prison Service, Kamiti main prison

Introduction

Organizations whether private or public exist to make certain expected returns to those who have invested in them (Oswick, Grant, Michelson &Wailes. 2005). According to Werner and DeSimone (2006), pressure from increasing competition, globalization, technological development and other forces has created an environment that rewards organizations that are capable of identifying trends and issues and respond quickly to them. The best human resource development element that enables organizations to embrace and manage change is organization development. According to French & Bell (1990), organizational development is a planned systematic process in which applied behavioral science principles and practices are introduced into an ongoing organization towards the goals of effecting organizational improvement, greater organizational competence, and greater organizational effectiveness. It is a long term process designed to maximize human resources within the organization, and applies behavioral science knowledge and practices to help an organization build its capacity to change and achieve greater effectiveness, including increasing its financial performance and the quality of the work life (Cummings & Worley, 2005; Brown & Harvey, 2006).

Armstrong (2009) noted that organization development is about taking systematic stapes to improve organizational capability, it is concerned with how things get done and it aims to help people work more effectively together, improve organizational processes such as the formulation and implementation of strategy, facilitate the transformation of the organization and management of change. Organization development is a complex educational strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself (Khanka, 2003). It is planned and calculated attempt to move the organization as a unit to the climate of the behavioral, open, organic model.

Being a human resource process aimed at improving the overall efficiency of the organization, organizational development is realized through its planned interventions (Werner & DeSimone, 2006). Organization Development Interventions (ODI) are the set of structural activities in which selected organizational units, be individual or their groups, engaged with a task or a sequence of a task. The activities can take the form of action research, survey feedback, process consultation group dynamics, inter-group conflict interventions and personal interventions (Khanka, 2003; Armstrong, 2009). Since there are many Organization development approaches, Organization development professionals must understand the difference in OD interventions to choose the most appropriate one or mix and match them to fit with the organization. There are many OD interventions that organizations can employ to better their productivity and services to society. However, for the purposes of this study, the researcher will evaluate if employee training, team building, career planning and development and quality of work life forms of interventions are used in Kenya Prison Service.

The Kenya Prisons was established through circular No 1 of March 18, 1911 issued by the prisons board of the colonial government. The control of prisons then was vested in the prisons board, which reported to the inspector-General of police. At that time there were 30 penal

institutions in Kenya with 319 personnel members drawn from the police force, with an inmate population of 6559. The purpose of prison was to deter offenders and prisoners were subjected to hard labour such as digging and filling holes, quarrying and stone dressing, working on farms belonging to European farmers and construction of Kenya-Uganda railway (R.O.K, 2013). The first training of prison officers started in 1938 and in 1961 a programme of training prisoners was introduced. Between 1963 and 1970, there was a major departmental orientation in the correctional philosophy and procedures, in order to cope with rapid social and cultural changes. Many outdated practices and facilities were abandoned. Gradually, more attention was placed on effective training programmes and the recruitment of qualified personnel members at all levels (R.O.K, 2012). The Kenya Prisons Service is a department in the Ministry of Interior and Coordination of National Government. The department is headed by the Commissioner General of Prisons, deputized by a senior deputy commissioner General of prisons 1, and senior deputy commissioner General of prisons 2. The department is currently divided into ten directorates which are , Personnel and administration, Operations, Legal affairs research/ statistics, planning and development, rehabilitation and welfare, prisons enterprises, prisons health services, gender, NGO coordination and sports, Inspection and Complaints, and commandant prisons staff training college.

The general goals of an organization are survival, stability profitability, growth and service delivery to the society (Khanka, 2003). An organization can achieve these goals if it is able to respond to changes occurring in its internal and external environment through a set of organizational development techniques and interventions. Achieving performance excellence in an organization is a process of commitment, support, and change. Agency leaders and staff should actively commit to and promote the change process, establish policies, procedures, and practices to institutionalize the agenda, influence the agency culture to embrace the change efforts, garner the support and commitment of stakeholders and adapt the change to meet expectations and challenges (Chebula, Lantz &Ward, 2011).According to Chebula, Lantz &Ward (2011), managing correctional organizations is one of the most challenging, unpredictable, and complex professions of any public or private management operation. As one of the largest recipients of public dollars, correctional organizations must answer the call to be prudent stewards of public resources and strive to be higher performing and dedicated to building their competencies, capacities, and systems towards achieving performance excellence.A study conducted by Amanda (2001), revealed that penal organizations 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. Coupled with this, many of the facilities are rudimentary in nature, and there are shortages of food, beddings, medical supplies and treatment, and an absence of recreation facilities. Ill-treatment or torture of inmates was also reported from many of the countries.

Amanda (2001) observed that one of the main objectives of the Prison Services in Kenya is to carry out rehabilitation programmes aimed at training, counseling and reforming offenders for

effective and sustainable reintegration back to society. Statistical evidence however shows that the organization is far from achieving the above goal. For example Karimi (2011) found out that repeat offending in Kenya stands at 50%. Kenya Prisons Service organization may not have achieved its main objective due to the following long list of ills that surround the organization. These ills include: overcrowding, omissions, looting, grabbing, lottery, indiscipline, diseases, squalor, ineptitude, and modern day slavery. Indeed it can be confirmed that it is almost certain that the effective rehabilitation of inmates into law abiding citizens with the current state of Kenya Prisons is unattainable (The Government of Kenya Report July, 2008).

Organization Development (OD) is one of the rare exceptions for which businesses consistently pay out large sums of money for services but fail to determine if the services obtained are satisfactory (Jones, Spier, Goodstein & Sashkin, 1980). One survey, albeit dated, of OD consultants indicated only 30% conduct evaluations of organization development interventions more rigorous than a simple "gut instinct" determination that the intervention worked (Kegan, 1982). However, in one way or the other a lot of work in relation to organizational development in government has been done but little has been done if any to establish if there are any organization development interventions in Kenya Prison Service. This study therefore seeks to evaluate organizational development interventions in Kamiti Main Prison. The main aim of the study will be to evaluate the determinants of organization development interventions used in Kenya Prison Service and particularly in Kamiti main prison in Nairobi.

Objectives of the Study

The study will be guided by the following specific objectives:

1. To find out if training is used as an organization development intervention in Kamiti main prison.
2. To establish if Kamiti main prison uses team building as an organization development intervention.
3. To examine whether Kamiti main prison has adopted career planning and development as an organization development intervene in its system
4. To find out if quality of working life is applied as an organization development intervention in Kamiti main prison.

Theoretical review

Draft (2004) described the organization as the social entities that are goal-oriented, designed as deliberately structured and coordinated activity systems that are linked to the external environment. There are several theories associated with organizational development intervention.

Systems theory

The general system theory is associated with organizational development that discusses the importance of external environment on organizational development. This theory identifies that organizations are "open systems that exchange with the environment" (Cole, 2002). This theory suggests that an organization takes something from the environment and transforms it then gives

it back to the external environment altered (Britt &Jex, 2008). This emphasizes the symbiotic relationship of the organization and the external environment. Burke's theory of organizational change also discusses the external environment. Burke's theory considers how leadership, the external environment, mission and strategy, organizational culture, and individual and organizational performance work together (Britt &Jex, 2008). Burke suggests that all of these aspects impact each other in organizational development.

Maslow's Hierarchy of Needs Theory

Abraham Maslow developed a hierarchy of five needs in 1943. He postulated that human motivation acted to satisfy the most basic needs first, and when those were met, the individual was motivated to meet higher level needs (Maslow, 1954). The hierarchy classified physiological needs such as food and shelter as the most basic needs, followed by security needs such as personal safety and job security. Social needs such as the need to belong to a group and friendship; self-esteem needs which include recognition and competence and self-actualization needs for growth and development round out the five types of needs (Mavado, Bouchard & Segal, 2001).

Maslow's theory of needs can be translated into organizational structure by identifying those that are relevant to a work environment. The most basic needs require an organizational flexibility that lets employees take breaks for snacks and meals (Armstrong, 2009). A stable organization with clear responsibilities provides security Make employees feel part of a team, allowing for recognition of achievements. At the same time employee training programs can address the needs for social relationships, self-esteem and professional development (Mondy,Noe, & Premeaux, 2002).

Super's Theory of Career Development

Super's (1990) theory of career development is a loosely unified set of theories dealing with specific aspects of career development, taken from developmental, differential, social, personality, and phenomenological psychology and held together by self-concept and learning theory. Super (1990) felt that in a sense, there is no Super theory, but rather, the synthesizing of ideas and concepts. Though Super himself was continually seeking to more clearly define an accurate model of career development, his theory is considered a well-ordered, highly systematic representation of the process of vocational maturation (Shaffer, Vogel, & Wei, 2006). Building on the ideas presented by Mogi and Wang (2005), Super felt the need to formulate a theory that incorporated their ideas and their attempt to formulate a theory.

Super took the notion of self-concept which was described by Bordin as an individual's self-descriptive and self-evaluative thoughts revealed by behavior. Hartung, Blustein, and David (2002) indicated that an individual's self-concept is his concept of himself, not inferences made by outside others. Super noted that self-concept formation happens during several phases.

Self-Efficacy Theory

Self-efficacy theory is the belief in ones capabilities to organize and execute the courses of action required to produce given attainments (Allan, 2007).) and to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events (DeCenzo &

Robbins 2004). Such beliefs affects workers goal choice and goal difficulty, have an influence on effort, preservation and resilience in the face of difficulty .Self-efficacy is associated with various favorable consequences, particularly on physical and mental health, and congruent with the emphasis of mastery, self-reliance, and achievement in Western cultures . Daft, (1997) explained the concept of self-efficacy, as the belief in one's ability to successfully perform a task. People's perceptions of their capabilities for performance, or self-efficacy perceptions, are cognitive mechanism underlying behavioural change. People develop perceptions about their abilities, and these perceptions dictate how they will behave in future. Since self-efficacy is a state of one's perception, there is no doubt about the link or connection between self-efficacy and quality of work life (McLean, 2009)

Khanka, (2003) for example, has acknowledged that the workplace is a major determinant of health. The writher identified four elements of the workplace that can influence the health of employees. The first element, the physical environment, refers to a well-designed workplace that promotes employee safety. The second element, the psychological environment, describes a workplace culture that is supportive and flexible. The third element is personal resources, referring to employees who have control over their work and the resources to do their job (Schaufeli and Huisman, 2006).

Conceptual Framework

Independent Variables　　　　　　　　*Dependent Variable*
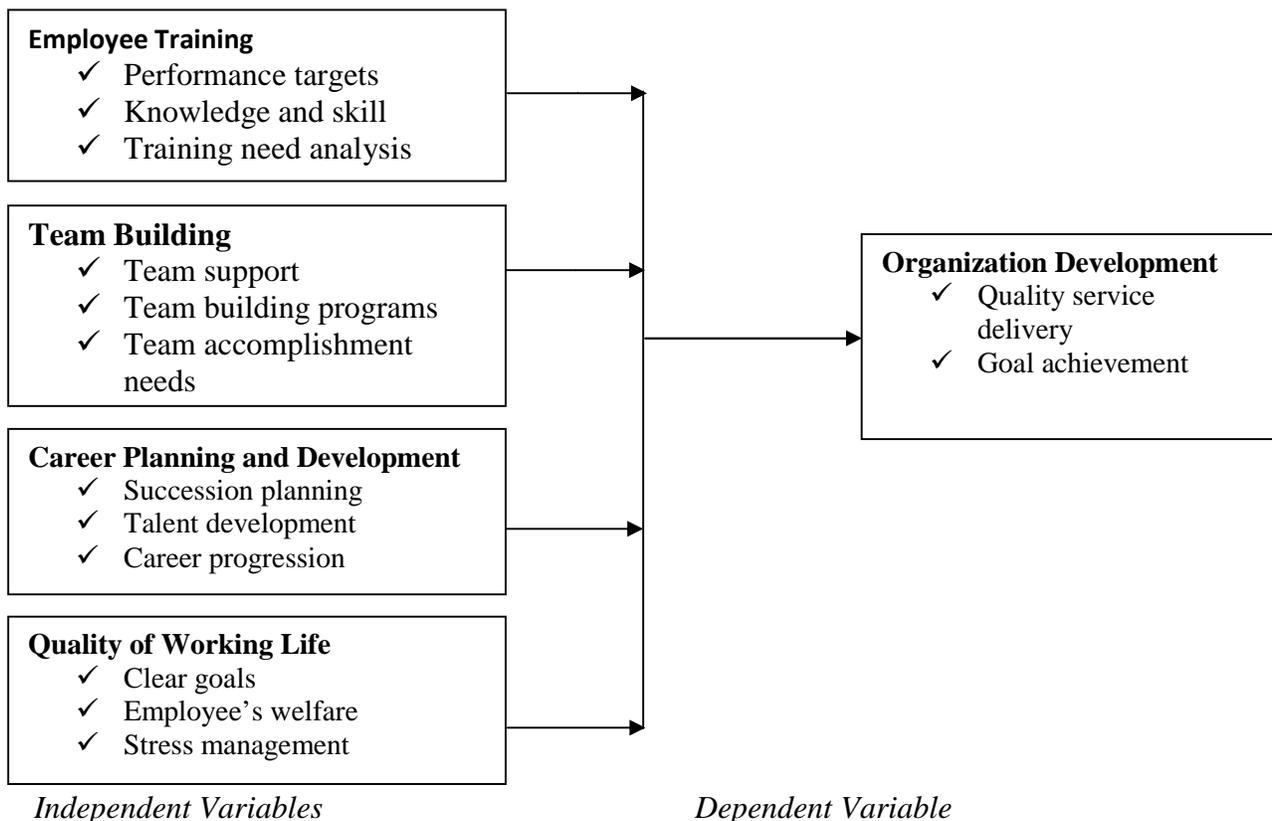
Figure 2.1: Conceptual Model

Critical Review

The theoretical and empirical review clearly details past major studies and theoretical explanations of organization development interventions applied in most organizations in the current business and governmental agencies. However, from the various review materials studied, it is established that there is very little and in some instances non-existent work done to establish and evaluate the presence of organization development interventions in prison organizations. In Kenya Prisons Service, there is scanty literature that points out the presence of organization development interventions strategies put in place, there are also no efforts employed to evaluate the presence of (OD) in the institution.

Research Gaps

Literature reviewed on organization development interventions indicates that the level of development in most African countries is way below compared with some developed countries like Canada. Study by Amanda, (2001), Chabula, Lantz and Ward, (2011) only described the state of correctional organizations in Kenya and Africa at large. Little has however been done to establish the presence of organization development interventions in Kenya Prison Service.

There is therefore a huge gap between theories on organization development interventions and building a concrete case for resource allocation in order to bridge the gap of organization development practice in Kenya and organization development practices in the developed world.

Research Methodology

The study employed a descriptive case study research design because the main aim of the study is intended on collecting quantitative and qualitative data for in-depth analysis of organization development interventions in Kenya Prisons Service a case study of Kamiti Main Prison. Descriptive research is concerned with describing the characteristics of a particular individual, or of a group (Kothari, 2004). Mugenda and Mugenda (1999) highlighted that descriptive research is used to obtain information concerning the current status of a phenomenon to describe what exists with respect to variables or conditions in a situation. The target populations for this study were officers of Kenya Prisons Service at Kamiti Maximum Security Prison in Nairobi. Kenya Prison Service has a total population of20537officers as per Kenya Prisons Service Nominal Roll (2013).

The study adopted systematic random sampling technique to select 73 respondents who will represent the target population of 728. The sample size of 10% proposed by the researcher is deemed appropriate because according to Orodho, (2003), a 10-15% sample size gives unbiased representation of all respondents opinion in the target population which assisted greatly in the generalization of the research findings in a situation where study design is descriptive.

The study collected both primary and secondary data. The primary data was collected using semi-structured questionnaires which were issued to respondents.

The aim of a pilot study is to try out the research approach to identify potential problems that may affect the quality and validity of the research results (Lucienne and Chakrabati, 2009).

The study was expected to generate both quantitative and qualitative data. The statistical package for social sciences (SPSS) computer software was used to offer extensive data handling

capabilities and numerous statistical routines that can analyze small to very large amounts of data. SPSS version 17 has got descriptive statistics features that assisted in variable response comparison and gives clear indication of response frequencies Dempsey, (2003). The data cleaned, coded, categorized according to the research variables and then was analyzed using descriptive analysis such as percentages, measures of central tendency to bring out a description. Findings was presented using statistical tables, pie charts and bar charts since they are friendly and they gave a graphic representation of the respondents' opinions on the evaluation of organization development interventions in Kenya Prisons Service. Descriptive statistics data used to analyze numerical data which were gathered using closed ended questions Kothari, (2004).

Results and Discussion

The sample population was 73 respondents out of which 65 respondents completed and returned the questionnaires. This constituted an 89.95% response rate. The researcher administered the questionnaire with the help of the research assistants and hence the high rate of respondent's rate. Mugenda and Mugenda (2003) indicated that respondents of 50%, 60% and 70% response rate was sufficient for a study therefore 80.95% responses was excellent. Data was analyzed using, frequencies and percentages and then presented in form of tables, pie charts, and graphs.

Reliability statistics

Table 4.1: Reliability statistics

Variable	Crobanch	No of Item
Employee Training	0.8142	5
Team Building	0.8136	6
Career Planning and Development	0.8142	6
Quality of Working Life	0.8256	6
Overall	0.8713	

The Table 4.1 illustrates the findings of the study concerning the reliability analysis. In this study, reliability was ensured by piloted questionnaire with a selected sample from senior management staffs that were not included in the actual data collection. From the findings, the coefficient was 0.87approximately 0.87 which was closer to 1 making the instrument very reliable. Mugenda and Mugenda (2003) indicate that a correlation coefficient of value closer to 1 was very reliable. Validity is the accuracy or meaningfulness and technical soundness of the research. It is the degree to which a test measures what it purports to measure as stated by Mugenda and Mugenda, (2003). The validity of data collected was made by ensuring that the data was collected from reliable sources, the language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding. The researcher had sought permission from University and the questionnaire was developed with guidance from the expert, the supervisor to ensure the data to be collected was valid.

Employee Training

The respondents were requested to indicate whether their institution had set performance targets for the respondents. 80% of the respondents indicated that performance targets are set for them while 20% of the respondents indicated that there are no performance targets set for them. This clearly indicated that prisons institution set performance target to be achieve by their officers although they needed to be reinforced to be effective and be felt across the institution. The findings concurred with Spreitzer, Cohen, and Ledford, (1999) who found that for organization to gain competitive advantage, organization must set agreed targets to be achieved by the employees. The respondents were requested to indicate whether the supervisor were concerned about achievement of the targets. From the findings, 76% of the respondents indicated that the supervisors were concerned about achievement of the set targets while 24% indicated that the supervisors were not concerned about achievement of the targets. This demonstrated that supervisors were committed to officers achieving the set targets.

The respondents were requested to indicate whether prison conducts training need analysis. From the findings, majority 58% of the respondents indicated that prison conduct training need analysis while 42% indicated otherwise. The finding indicated that training need analysis was conducted at prison institution. According to Bryans (1995), some of the correctional work requires a comprehensive training for prison officers to equip them with the necessary skills where an analysis of correctional officers' task and their training needs was carried out.

The respondents were requested to indicate whether there was a mentor/protégé relationship at respondent's place of work. From the findings, 68% indicated there was mentor/protégé relationship while 32% indicated otherwise. The respondents who were positive explained that senior officer would mentor the junior officers in preparation for demanding roles in prisons. The respondents, who indicated otherwise, explained that there existed no mentor relationship as they had to rely on their knowledge and experiences. This indicated that prison management embrace mentorship to junior officers although this needed to be enhanced. The findings concurred with McLean, (2009) who found that, mentorship intervention involves coaching, counseling, training and development where the nature of the relationship was derived from the positive significance of the correlation. This relationship meant that well designed and implemented mentor intervention would yield better organization performance.

The respondents were requested to indicate whether their workplace facilitates learning of news skills. 57% of the respondents indicated that their workplace do facilitate learning of news skills while 43% indicated otherwise. The respondents who were positive indicate that prison management organizes seminars and workshop where officers were trained. They further explained that prison management had devised training programmes that were designed for officers to improve their skills besides offering study leave for officers on request. The finding further indicated that although prison centers had devised learning programmes to facilitate learning of new skills, a big number of its employees did not agree that their work place facilitates learning. There was need to improve and widen the scope of skills acquisition to enhance development of the organization.

Team Building

The study sought find out whether officers in prisons work in teams. From the findings, majority 77% of the respondents indicated that they work in teams while 23% indicated that they do not working in teams. This clearly indicates that officers in prison work in teams to achieve their performance targets. On what was the number of the officer teams, they respondents indicated that the number of officers in teams depended on the task assigned but the least number in the team was five team members. The study sought find out whether prison institution had duties that were assigned to certain teams. From the findings, majority 92% indicated that there were duties that were assigned to certain teams while 8% indicated otherwise. This implied that prison institution embrace team work hence enhanced team building for organizational development.

The respondents were requested to indicate whether there was support received from their team members. From the findings, 69% of the respondents indicated that they receiving support from the other team members while 31% indicated that they were not receiving support from the other team members. Those who indicated that they were receiving support explained that they share information, skills and responsibilities in order achieve team assignments.

The respondents were requested to indicate if their institution was committed to developing work teams. From the findings, 61% indicated that their Institution was committed to developing work teams while 39% indicated that heir institution was not committed to developing work teams. 39% respondents explained that the institution do not allocate sufficient resources for team development. The respondents who were positive indicated that the institution reward team work for achieving goal set, allocate financial resource as well as equipment needed to execute team mandate. This implied that management in prison institution embrace teambuilding for improving performance and improving institution development

The respondents were requested to indicate whether there are team building programs in prison institutions. From the findings, 64% of the respondents indicated that there are team building programs in prison institution while 36% of the respondents indicated otherwise. The respondent explained that management in prison institutions had team training and induction programmes to support the whole process of team building.

The respondents were requested to indicated whether respondents attended team member workshop or in service training. From the findings, 51% indicated that they had attended team member workshop or in-service training for team member while 49% indicated they had not attended any team member workshop or in-service training for the member. This implied that efforts needed to be made to enhance team member programmes to enhance team member achieving performance targets and improve institution development.

Career Planning and Development

The study sought to establish whether prison institution coordinate succession planning. From the findings, 89% indicated that prison institution coordinate succession planning while 11% indicated otherwise. This implied that prison management adopt succession plan for officers. The respondents explained that officers are being trained, talents identified and mentorship embraced to officers for the purpose of promotion and coordination succession planning programs.The

respondents were requested to indicate whether promotion at workplace was based on higher performance. From the findings, 76% of the respondents indicated that promotion at workplace was based on higher performance while24% indicated that promotion was not based on higher performance but rather on seniority. Those who indicated that promotion was based on higher performance explained that officers who are hardworking and achieved higher performance were promoted.

The study requested the respondents to indicate whether the institution equip supervisors to develop officer for future responsibilities. From the findings, 89% of the respondents indicated that prison institution equip supervisors to develop officers for future responsibilities while 11% indicated otherwise. This implied that management in prison institution equips the senior officers who are supervisors to train and develop officers to undertake future responsibilities on promotion at work place.

The respondents were requested to indicate whether prison institution allocate resource for talent develop. From the findings, 55% of the respondents indicated that prison institution allocate resources to develop officers talents while 45% indicated it does not. This implied that prison institution was committed to developing talents among the officers to improve on their skills, productivity and institutional performance.

The respondents were requested to indicate whether there are career progression programs instituted in the institution. From the findings, 81% of the respondents indicated that the institution had career progression programs instituted while 19% indicated otherwise. This clearly indicated that prison institution has career progression programmes for the officers.The study sought to find out whether prison institution undertakes assessment on development needs of the officers. From the findings, 72% of the respondents indicated that prison institution carries assessment on the development needs while 28% indicated that it does not. This clearly indicated that staff development needs assessment were carried out to determine the suitable programmes for the officers. The respondents explained that through development need assessment, the institution is able to allow officers to further their education, attend training programs and to some extend the institution allocate financial resources for their training and education programs.

Quality of Working Life

The study set out to establish the period the respondents had been in their present job group. From the findings, 53% of the respondents indicated that they have been in their present job group for less than three years, 25% indicated that they have been in their present job group for a period between four to six years, 16% of the respondents indicated to be between seven to nine years, while 6% of the respondents indicated that they had been in their present job group for over ten years. This implied that majority of the respondents had not overstayed in their present job groups. Since career development is a lifelong program, organizations must strive to ensure that their employees progress well in their careers because career stagnation leads to low job morale and frustrations thus leading to poor quality of working life (Werner &DeSimone 2006). Further, leading employers are recognizing that positive work-life balance to the satisfactions of

challenging work and career development are key ingredients of a successful business strategy (Florida, 2002).

The respondents were requested to indicate whether they were satisfied in their place of work. From the findings, 82% of the respondents indicated that they were satisfied while 18% of the respondents indicated that they were not satisfied at their place of work. The respondent indicated that the institution has good communication and coordination networks and good working environment for its staff. This implied that prison institution has high standard quality of work for its officers. The study sought to find out whether the institution made clear roles for employees in their place of work. From the findings, 63% of the respondents indicated that the institution made clear the roles for them where as 37% o indicated that their roles were not clear. This implied that although, the prison institution made clear roles for the employees, the big number of respondents who indicated otherwise clearly indicated that making clear role for officer to improve on the organization development is very important.

Regression Analysis

Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790(a)	.625	.602	.36450

A   Predictors: (Constant), Employee Training, Team Building, Career Planning and Development and Quality of Working Life

B Dependent Variable: Organization Development

The R2 is called the coefficient of determination and indicate how the organization development varies with variation in determinant of organizational development. From the table above, the value of the R^2 is 0.625. This implies that, there was a variation of 62.5% of organizational development, varied with variation in determinant of organization development interventions which were employee training, team building, career planning and development and quality of working lifeat a confidence level of 99.95%.The results were statistically significant as P Value > 0.05 at 0.01the unexplained variation could be attributed to other factors not included in the model as well as random factors.

Testing the Significance of the Model

Model		Sum of Squares	df	Mean Square	F	Sig. Change
1	Regression	37.420	46	8.124	610.412	0.01(a)
	Residual	5.987	234	.039		
	Total	6.267	264			

A   Predictors: (Constant), Employee Training, Team Building, Career Planning and Development and Quality of Working Life

B Dependent Variable: Organization Development

The differences between regression and residual values indicated that the model relationship was significant. Implying that strength of variation of the predictor values organization development interventions and dependent organization development variables at 0.01 significant levels.

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig. change
		B	Std. Error	Beta		
1	(Constant)	5.000	348		1.226	0.01
	Employee Training	0.640	.120	. 504	1.459	0.03
	Team Building	0.602	.193	.515	.0152	0.01
	Career Planning and Development	0.779	.191	.6570	.0121	0.02
	Quality of Working Life	0.513	.234	.546	.1247	0.01

A   Predictors: (Constant), Employee Training, Team Building, Career Planning and Development and Quality of Working Life

B Dependent Variable: Organization Development

$Y = 5.000 + 0.640X_1 + 0.602X_2 + 0.779X_3 + 0.513X_4$

Where X_1= Employee Training, $X2$= Team Building, X_3=Career Planning and Development and X_4= Quality of Working Life

From the above regression model, it was found that organizational development would be at 5.000 when organization development interventions: employee training, team building, career planning and development and quality of working life are held constant at zero. A unit increase in employees training would lead to increase in organization development by factor of 0.640, while a unit increase in team building would lead to increase in organizational development by factor of 0.602. The results also indicated that a unit increase in career planning and development would lead to increase in organization development by factor of 0.779 while a unit increase in quality of work life would lead to increase in organizational development by factor of 0.513.

This clearly indicates that there existed a positive relationship between organizational development and the determinants of organizational development interventions as they were statistically significant with a P-Value of 0.03, 0.01, 0.02 and 0.01 at 95% confidence level. This implied that determinants of organization interventions are critical   to improve organizational development. The study concurred with Armstrong (2009) findings who noted that organization development involved taking systematic interventions to improve organizational capability, concerning how things get done and it aims at helping people work more effectively together,

improve organizational processes such as the formulation and implementation of strategy, facilitate the transformation of the organization and management of change.

Conclusions

The study concluded that Prisons organization has set performance targets to be achieved by prison officer. There are also concerns of supervisors about achievement of the set targets as well as concerns for officers acquiring more and relevant skill and knowledge to improve their performance targets hence recommending officers for knowledge acquisition indicated utilization of organization intervention undertaken by the prison institution for organizational development.

Undertaking of training needs analysis were conducted at prison institution, management mentorship of junior officers indicated that there are effective institution interventions being implemented to enhance organizational development.

Prison institution considered improving learning of staff to enhance skills acquisition hence facilitates learning of news skills. Findings indicated that prison management organizes seminars and workshop where officers were trained. The study found that prison management had devised training programmes that were designed for officers to improve on their skills besides offering study leave for officers on request.

The study concluded that team building was a critical organizational intervention that improves organization development as it would increase quality improvement movement with an increasing emphasis on the use of teams as the basic organizational unit. Prison institution emphasizes on officers working in teams. The study concluded that the institution ensured that team members received support from teams through sharing of information rightfully, sharing of skills and sharing responsibilities to achieve team assignments.

The study concluded that prison institution was committed to developing work teams through allocating sufficient resources for team development, rewarding team work for achieving goal set, allocate financial resource as well as equipment need to execute team mandate clearly indicating management in prison institution embrace teambuilding for improving performance and improving institution development

The study also concluded that team building programmes such as team training, team induction to improve institution development are in place. The team members in the institution attended workshops or in-service training which improves team members achieving of performance targets and institution development. There are also channels that ensure timely information sharing among member of the teams as majority of the respondents indicated that there were channels that ensured timely information sharing among the member of the team. The recognition of team coach or institution leaders who advocate team accomplishment and needs imply that management in prison institution embrace team building and recognize the role of team leaders in articulating the needs of the teams to ensure they accomplish better performance.

The study concluded that management in prison institution implement career planning framework, where prison institution equip supervisor to develop officer for future responsibilities implying that management in prison institution equips the senior officer who are supervisors to

train and develop officer to undertake future responsibilities on promotion at work place. The study further concluded that prison institution was committed to developing talent among officers to improve their skills and development which will in turn improve productivity and institutional performance. This was enhanced by instituting career progression programs in the institution for the senior officers. The study concluded that through development need assessment, they were able to be allowed to further their education, attend training programs and institution allocating financial resources for their training and education programs. This was made even more effective by enhancing career development, the institution put in place leadership and development programs in prison institution where officers were being trained on leadership skills, management of human resources and decision making processes.

Quality of working life in prison is being improved by the institution through development of mechanisms that allow staff to share fully in making decisions that define their lives at work and through making clear responsibilities and roles for staff. The study also concluded that fair promotion of officers from one job group to another, reduced overloading and improving officers pay as well as improving working conditions would improve their quality of Work life. The study also concluded that intention to leave present work place and conflicting roles lead to poor quality of Work life for the officers.

Recommendations

Although prisons organization seems to be doing well in implementing organization development interventions, there is need to put more effort to conform to the international standards of operations in prison. For example the observation of international standard minimum rules. The study therefore recommends that the institution should enhance employees' quality of Work life by responding to employee needs through developing mechanisms that allow them to share fully in making decisions that define their lives at work. The organization should make clear responsibilities and roles of employees at all levels. Promotion of officers should be clear, overloading should be minimized, and staff remunerations as well as working conditions can be improved. This will go along way to improve quality of Work life for the officers; leading to improved productivity and overall organizational development.

The study recommends that prisons department should enhance career planning and development for officers to enable them meet their career aspirations and job requirements. This would eventually be critical in assisting employees in assessing their own internal career needs, developing and publicizing available career opportunities in the organization, and aligning employee needs and abilities with career opportunities

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