

**INFLUENCE OF TRAINING ON PERFORMANCE OF CORRECTIONAL
FACILITIES PROJECTS IN NAKURU MAIN PRISON**

BOAZ KIPTOO LEITICH

**A Thesis Submitted to the Institute of Postgraduate Studies of Kabarak University
in Partial Fulfillment of the Requirements for the Award of the Master of Science
in Project Management**

KABARAK UNIVERSITY

NOVEMBER, 2023

DECLARATION

1. I do hereby declare that:
 - i. This project is my own work and to the best of my knowledge it has not been presented for the award of a degree in any university or college.
 - ii. That the work has not incorporated material from other works or a paraphrase of such material without due and appropriate acknowledgement.
 - iii. That the work has been subjected to processes of anti-plagiarism and has met Kabarak University 15% similarity index threshold.

2. I do understand that issues of academic integrity are paramount and therefore I may be suspended or expelled from the University or my degree may be recalled for academic dishonesty or any other related academic malpractices

Signature _____

Date_____

Boaz Kiptoo Leitich

GMPM/NE/0236/01/20

RECOMMENDATION

To the Institute of Postgraduate Studies:

The Thesis entitled *“Influence of Training on Performance of Correctional Facilities Projects in Nakuru Main Prison”* and printed by **Boaz Kiptoo Leitich** is presented to the Institute of Postgraduate Studies of Kabarak University. We have revised the research project and recommended it be accepted in partial fulfillment of the requirement for the award of the Degree of Master of Science in Project Management.

Signature _____

Date: _____

Dr. Nehemiah Kiplagat

Lecturer, School of Business and Economics

Kabarak University

Signature _____

Date: _____

Dr. Zakayo Kibet Tallam

Lecturer, School of Business & Economics

Moi University

COPYRIGHT

©2023

Boaz Kiptoo Leitich

All rights reserved. No part of this Thesis may be reproduced or transmitted in any form using either mechanical, including photocopying, recording or any other information storage or retrieval system without permission in writing from the author or Kabarak University.

ACKNOWLEDGEMENTS

I am deeply appreciative to my supervisors Dr. Nehemiah Kiplagat and Dr. Zakayo Kibet Tallam for their exemplary guidance and support which has made this project an accomplishment. I acknowledge all lecturers of Masters in Project Management course of Kabarak University and thank you for the commitment and sacrifice to teach and impart knowledge to us. I appreciate the University library staff's tireless attempts to provide students with timely educational resources. I sincerely thank my employer Kenya Prison Service, and especially Commissioner General of Prisons Brig (Rtd) John K. Warioba, Rift Valley Regional Commander, Assistant Commissioner General of Prisons Barnabas Keino and Head of Kenya Prisons ACU and Deputy Commissioner of Prisons Dr. Josephine Wanza for granting me time to study and an enabling environment. I take this opportunity to express my deep gratitude to my parents for setting my feet on the path to success and instilling in me the values that have seen me succeed.

ABSTRACT

Correctional facilities play a crucial role in maintaining law and order within society. They serve as institutions where individuals convicted of crimes are incarcerated, rehabilitated, and ideally, reintegrated into society as law-abiding citizens. Project performance measures are crucial indicators of the effectiveness of correctional facilities like Nakuru Prisons therefore the study sought to evaluate the impact of training on success of correctional facilities projects in Nakuru main prison. Specifically, the study sought to assess the influence of entrepreneurial skills, managerial skills, technical skills and marketing skills on the success of correctional facilities projects in Nakuru Main prison. The investigation was guided by Bandura's theory of self-efficacy, training needs assessment theory, project management competency theory and the human capital theory. The study adopted descriptive research design. The targeted population was 52 officers in Nakuru Main prison. The investigation adopted census technique to incorporate all the 52 targeted officers. The study used primary data which was collected through questionnaire. The pilot study was conducted in Naivasha Maximum Prison. Information was evaluated using expressive and inferential figures using Statistical Package for Social Sciences version 24. Expressive statistics involved the use of measures of central tendencies (mean) and measures of dispersion. Inferential statistics involved the use of correlation and regression analysis to establish the nature of relationship between study variables. After analysis data was presented in form of a table. From the findings the study concluded that entrepreneurial skills have a statistically significant influence on the performance of correctional facilities projects in Nakuru main prison ($r = 0.443$; $p < 0.05$). In addition, the study concluded that managerial skills have a statistically significant influence on the performance of correctional facilities projects in Nakuru main prison ($r = 0.441$; $p < 0.05$). Further the investigation concluded that technical skills have statistically significant influence on the performance of correctional facilities projects in Nakuru main prison ($r = 0.541$; $p < 0.05$). Finally, the study concluded that marketing skills has statistically significant influence on the performance of correctional facilities projects in Nakuru main prison ($r = 0.641$; $p < 0.05$). From the findings, the study recommended that the Department of correctional services in Kenya can take several measures to equip administrators in correctional facilities with essential skills that will enhance the performance of correctional facilities projects. For entrepreneurial skills, the department can develop training programs aimed at instilling an entrepreneurial mindset within correctional facilities. To strengthen managerial skills, the department should consider conducting leadership and management training programs. These programs can help administrators develop effective leadership, team-building, conflict resolution, and strategic planning skills. Regarding technical skills, it is essential to provide administrators with relevant training based on the specific projects within correctional facilities. For instance, if construction projects are underway, administrators should receive training in construction management, quality control, and safety procedures.

Keywords: *Correctional Facilities, Entrepreneurial Skills, Managerial Skills, Marketing Skills, Project Performance, Technical Skills and Training.*

TABLE OF CONTENTS

DECLARATION	ii
RECOMMENDATION	iii
COPYRIGHT	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xiii
CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	1
1.1.1 Performance of Correctional Facilities Projects	4
1.1.2 Correctional Facilities Projects	7
1.2 Statement of the Problem.....	11
1.3 Objectives of the Study.....	11
1.3.1 General Objective of the Study	11
1.3.2 Specific Objectives of the Study	12
1.4 Research Hypotheses	12
1.5 Justification for the Study	12
1.6 Significance of the Study.....	13
1.6.1 Policymakers/Government	13
1.6.2 Correctional Facilities and Staff.....	13
1.6.3 Project Managers.....	14
1.6.4 Researchers and Academicians	14
1.7 Scope of the Study	14
1.8 Limitations of the Study.....	15
CHAPTER TWO	16
LITERATURE REVIEW	16
2.1 Introduction	16
2.2 Theoretical Review	16

2.2.1 Bandura's Theory of Self-Efficacy	16
2.2.2 Project Management Competency Theory	18
2.2.3 Training Needs Assessment Theory	18
2.2.4 Human Capital Theory	20
2.3 Empirical Review	21
2.3.1 Entrepreneurial Skills on Project Performance.....	21
2.3.2 Managerial Skills on Project Performance	22
2.3.3 Technical Skills and Project Performance	24
2.3.4 Marketing Skills and Project Performance	26
2.3.5 Performance of Correctional Facilities Projects	27
2.4 Conceptual Framework	29
2.5 Summary of Literature and Research Gaps	30
CHAPTER THREE	33
RESEARCH METHODOLOGY	33
3.1 Introduction	33
3.2 Research Design.....	33
3.3 Study Area.....	33
3.4 Target Population	34
3.5 Data Collection.....	34
3.6 Data Collection Procedures	34
3.7 Pilot Study	35
3.7.1 Validity of the Study Instrument	35
3.7.2 Reliability of the Study Instrument	35
3.8 Data Analysis and Presentation.....	36
3.9 Ethical Considerations	37
CHAPTER FOUR.....	39
DATA ANALYSIS AND FINDINGS	39
4.1 Introduction	39
4.2 Response Rate	39
4.3 Demographic Information	40
4.3.1 Gender of the Respondents	40
4.3.2 Age of the Respondents	40
4.3.3 Respondents' Highest Level of Education	41

4.3.4 Duration of Service in the Correctional Service.....	42
4.3.5 Duration of Working.....	43
4.4 Descriptive Statistics	44
4.4.1 Entrepreneurial Skills and Performance of Correctional Facilities Projects	44
4.4.2 Managerial Skills on Performance of Correctional Facilities Projects....	47
4.4.3 Technical Skills on the Performance of Correctional Facilities	50
4.4.5 Performance of Correctional Facilities Projects	55
4.5 Assumption of Regression Model	56
4.5.1 Test for Multicollinearity.....	56
4.6 Inferential Statistics.....	57
4.6.1 Correlation Analysis	57
4.6.2 Regression Analysis.....	61
4.7 Hypothesis Testing.....	64
CHAPTER FIVE.....	67
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	67
5.1 Introduction	67
5.2 Summary of Major Findings	67
5.2.1 Entrepreneurial Skills and Performance of Correctional Facilities Projects	67
5.2.2 Managerial Skills and Performance of Correctional Facilities Projects...	68
5.2.3 Technical Skills and Performance of Correctional Facilities Projects	68
5.2.4 Marketing Skills and Performance of Correctional Facilities Projects	68
5.3 Conclusions	69
5.4 Recommendations	71
5.4.1 Policy Recommendations	71
5.4.2 Suggestions for Further Studies	72
REFERENCES	73
APPENDICES	80
Appendix I: Letter of Introduction.....	80
Appendix II: Questionnaire	81
Appendix III: Informed Consent	84
Appendix IV: Approval Letter from the Institution.....	92

Appendix V: NACOSTI Research Letter	93
Appendix VI: KUREC Approval Letter	94
Appendix VII: Evidence of Conference Participation.....	95
Appendix VIII: List of Publication	96

LIST OF TABLES

Table 1: Research Gaps	30
Table 2: Reliability Analysis	36
Table 3: Response Rate.....	39
Table 4: Gender Representation of the Study Subjects	40
Table 5: Age of the Respondents	41
Table 6: Respondents' Highest Level of Education	42
Table 7: Duration of Service in the Correctional Service.....	42
Table 8: Duration of Working in Nakuru Main Prison.....	43
Table 9: Entrepreneurial Skills on Performance of Correctional Facilities Projects	45
Table 10: Managerial Skills on Performance of Correctional Facilities Projects.....	48
Table 11: Technical Skills on the Presentation of Correctional Facilities.....	51
Table 12: Marketing Skills on Performance of Correctional Facilities Projects	53
Table 13: Performance of Correctional Facilities Projects	55
Table 14: Tolerance and VIF Test	57
Table 15: Correlation Matrix	58
Table 16: Model Summary	61
Table 17: Analysis of Variance (ANOVA)	62
Table 18: Regression Coefficients	63

LIST OF FIGURES

Figure 1: Conceptual Framework	29
---	----

ABBREVIATIONS AND ACRONYMS

CETA	Committee for Training and Agriculture
ESE	Entrepreneurial Self-Efficacy
GJLOS	Governance Justice Law and Order Sector
GOK	Government of Kenya
HRDs	Human Rights Defenders
LRF	Legal Resources Foundation
PSS	Psychosocial Support
RNR	Risk-Need-Responsivity Model
SEM	Structural Equation Model
SMEs ⁷	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
TNA	Training Needs Assessment

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Correctional Facilities: This refers to a place of custody where those who have been arrested, imprisoned, held, or found guilty by a court or the criminal justice system are housed, (Sears & Walter, 2020). In this study correctional facilities are prisons that host offenders who have been convicted

Entrepreneurial Skills: These are the necessary skills an entrepreneur needs to successfully run a business. In this context entrepreneurial skills that a prison officer requires to develop, plan, and develop correctional activities, (Davidsson & Schmitt-Rodermund, 2018). In this study entrepreneurial skills refer to the skills necessary to identify and capitalize on opportunities to improve the efficiency and effectiveness of correctional facilities

Managerial Skills: These are the tools the administration employs to help the organization achieve its objectives. In this study it refers to communication, planning and organizing skills that a prison officer requires to successfully implement a correctional activity (Custódio, Ferreira, & Matos, 2019). In this study managerial skills refer to the skills necessary to effectively manage the operations of the facility and provide high-quality services to inmates and stakeholders.

Marketing Skills: This entails being able to recognize consumers' requirements and problems sometimes even before they do—and come up with a solution using the company's goods and services. In this study it refers to the skills needed by a prison officer to promote the final products of correctional programme (Royle & Laing, 2014). In this study marketing skills are the abilities and knowledge necessary to promote and communicate the services and programs offered by the facility to the target audience.

Project Performance: It is the ability to achieve the goal and objectives of a project. In this context it is the ability of a correctional facility such as a prison to achieve correctional activities meant for a prisoner (Dai & Wells, 2017). In this study project performance is the level in which a project has met its objectives within the allocated time frame and budget while meeting the required quality standards.

Technical Skills: These are the skills that you learn and develop via practice. In this context it refers to the expertise prison officers require to effectively oversee the achievement of correctional activities (Aggarwal & Darzi, 2016). In this context technical skills denote the capability to understand and effectively use the equipment, technology, and processes required for the smooth running of the correctional facility.

Training: This mentions to the action of teaching a person particular skill or type of behavior. (Buckley & Caple, 2017). In this setting training is the procedure for providing education and skills development to correctional facility managers to improve their capabilities and enable them to perform their roles effectively

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Training in the setting of a project management means the procedure of providing people with the information, skills, and competences they need to do their jobs well in a project management role, (Bucero & Englund, 2017). Training in correctional facilities encompasses a wide range of programs and educational opportunities designed to equip inmates with essential life skills, job skills, and cognitive-behavioral tools necessary for successful reentry into the community, (Aos, Miller & Drake, 2020). Training in correctional facilities plays a pivotal role in the rehabilitation and reintegration of incarcerated individuals into society.

Training aims to report the root causes of criminal behavior and reduce the probability of recidivism. By providing inmates with education, vocational training and psychological support, correctional facilities offer a chance for personal growth and transformation, (Mothibi & Kruger, 2020). Moreover, training programs contribute to a safer and more orderly prison environment by keeping inmates engaged in productive activities, reducing idleness, and fostering a sense of purpose. Successful reentry into society is closely tied to an individual's ability to secure employment and become a productive citizen, and training programs are instrumental in achieving this goal, (Bozick, & Steele, 2019).

Training programs in correctional facilities encompass a wide variety of services growth to prepare incarcerated individuals for successful reintegration into society. Among these skills, entrepreneurial, managerial, technical, and advertising skills are vital for equipping inmates with the tools they need to secure employment, become self-sufficient and contribute positively to their communities, (Greene, 2018). Entrepreneurial skills

training in correctional facilities focus on nurturing the entrepreneurial spirit among inmates. This training includes various aspects, such as business planning, idea generation, financial literacy, and small business management. Inmates learn how to identify business opportunities, create business plans, manage finances, and develop marketing strategies, (Lipton, Cleland & Yee, 2020). Entrepreneurial skills training can significantly impact incarcerated individuals by providing them with the knowledge and confidence to start their own businesses upon release or to enter the job market with an entrepreneurial mindset, (Western, Braga, & Sirois, 2019).

Managerial skills training in correctional facilities aims to develop leadership, organizational, and decision-making skills among inmates. This training covers topics like team management, conflict resolution, time management, and effective communication, (Kerzner, 2021). Inmates who acquire managerial skills are better equipped to assume leadership roles in both their personal and professional lives. These skills are valuable for securing employment in management positions or starting their own businesses, (Zhou, 2021). Technical skills training includes programs that teach specific trades or vocational skills such as carpentry, plumbing, welding, automotive repair, or computer programming. These skills are practical and directly applicable to various job opportunities, (Huang, 2019). Marketing skills training within correctional facilities helps inmates understand the principles of marketing, branding, advertising, and market research. This knowledge is applicable to various industries and can be particularly useful for individuals looking to start their own businesses, (Mothibi & Kruger, 2020).

In China, Zhou (2021), noted that project management training help individuals develop skills in planning, organizing, and executing projects, which can lead to improved outcomes. This is particularly important in correctional facilities, where projects can

involve complex logistical challenges and tight deadlines. By equipping staff members with project management skills, correctional facilities can improve their ability to manage projects and meet their goals. However, Huang (2019) noted that one of the main challenges is resistance to change among staff members. Correctional facilities may have established ways of doing things, and staff members may be resistant to new approaches. Additionally, there may be resource constraints that limit the ability of correctional facilities to invest in training and development programs.

Training project managers in South Africa has become an essential component for businesses and organizations to remain competitive in a rapidly changing global marketplace. In the construction industry, project management training has become crucial to completing projects on time and within budget. According to a study by Mothibi and Kruger (2020), project management training helps individuals to develop a comprehensive understanding of project planning, scheduling, risk management, and project evaluation. This allows construction project managers to manage resources effectively, reduce project delays, and avoid cost overruns.

In Kenya, the numerous kinds of training that project managers receive in different projects to equip them with the necessary skills and knowledge for effective project management. One common type of training for project managers in Kenya is project management certification programs. These programs are designed to provide project managers with a comprehensive understanding of project management concepts, tools, and techniques. Project management certification programs are offered by various institutions in Kenya, including the Kenya Institute of PMI Kenya Chapter, (Kilonzo & Mwanja 2018). Another type of training for project managers in Kenya is on-the-job training. On-the- job training involves learning through practical experience while working on a project. This type of training is common in projects that involve complex

and unique challenges that require hands-on experience to solve, (Njuguna & Gitau, 2017).

1.1.1 Performance of Correctional Facilities Projects

Correctional facilities, also known as prisons, are essential components of the criminal justice system. The performance of correctional facilities projects has been a topic of interest for many researchers, policymakers, and stakeholders. According to a study by the National Institute of Justice (NIJ), the performance of correctional facilities projects can be evaluated based on meeting timelines(schedule), stakeholders' satisfaction, cost, quality and safety (NIJ, 2016). Schedule refers to the timeline for completing the project, including the construction phase and the time required to begin operating the facility. Cost refers to the monetary capitals obligatory to complete the project, including the design, construction, and maintenance costs. Quality refers to the level of craftsmanship, materials used, and overall design of the facility. Safety refers to the protection of both inmates and staff within the facility.

One significant factor that affects the performance of correctional facilities projects is funding. Funding has a significant impact on the cost, schedule, and quality of the project. A lack of funding result in a poorly designed facility with subpar materials and construction practices, (Murungi, 2020). Additionally, insufficient funding lead to delays in construction and the overall timeline for completing the project. Another factor that influences the success of correctional facilities projects is project management. Effective project management is essential for ensuring that the project is completed on time, within budget, and to the desired quality standards. An absence of project management result in miscommunication, delays, and cost overruns (United Nations Development Programme, 2018).

Additionally, the location of the facility can impact its success. The site of the facility can influence the cost of construction, the ease of access for staff and visitors, and the overall safety and security of the facility. A poorly located facility leads to increased operational costs and increased safety risks. The design of the facility also influences its success (Murungi, 2020). A well-designed facility can provide a safe and secure environment for both staff and inmates. A poorly designed facility, on the other hand, can result in increased violence, decreased safety, and decreased operational efficiency.

Measuring the performance of correctional facility projects is crucial to ensure their successful completion and functionality. Two important measures of performance for these projects are meeting timelines and stakeholders' satisfaction, (Gupta 2016). One of the primary measures for assessing project timeline performance is whether the project is completed within the originally specified timeframe. Delays can lead to increased costs, operational challenges, and dissatisfaction among stakeholders (Kwak, 2019). Monitoring schedule adherence through project management tools and methodologies like Critical Path Analysis can help identify potential delays and take corrective actions promptly (PMI, 2017). Effective cost management is often closely tied to project timelines. Projects that exceed their budgets may face delays due to funding constraints, making cost control an important aspect of meeting project timelines (Culp, 2019). While meeting deadlines is essential, quality should not be sacrificed. Timely project completion should also ensure that the facility meets safety and operational standards (Gupta, 2016).

The satisfaction of various stakeholders, including government agencies, local communities, correctional staff, and the public, is crucial for the long-term success and acceptance of correctional facility projects, (Vilke 2019). Engaging with the local

community throughout the project's lifecycle can enhance their satisfaction. This includes addressing concerns, providing information, and involving the community in decision-making processes (Lynch, 2019). Input from correctional staff who will work in the facility is invaluable. Their satisfaction can impact operational efficiency and overall facility effectiveness (Vilke 2019). Ensuring that the project complies with all government regulations and standards is essential for maintaining the confidence of government agencies and meeting stakeholders' expectations (Lynch, 2019). Public perception of correctional facilities can influence the success of a project and its impact on society. Public engagement and education efforts can help shape a positive perception (Vilke 2019). Implementing feedback mechanisms for stakeholders to express concerns and provide input throughout the project can help identify issues early and address them proactively (Culp, 2019)

In the United Kingdom, the performance of correctional facilities projects is evaluated based on cost, schedule, quality, safety, and the impact on the community. According to a report by the Ministry of Justice, the cost of constructing a new facility can range from £100 million to £300 million, depending on the size and complexity of the project (Ministry of Justice, 2020). The timeline for completion can take up to 4 years, and quality and safety are critical factors in the design and construction of the facility. Additionally, the impact of the facility on the community is evaluated, as it can affect public safety and the local economy.

In South Africa, the performance of correctional facilities projects is evaluated based on cost, schedule, quality, and safety. According to a report by the Department of Correctional Services, the cost of constructing a new facility can range from ZAR 300 million to ZAR 2.5 billion, depending on the size and complexity of the project (Department of Correctional Services, 2018). The timeline for completion can take up to

5 years, and quality and safety are crucial factors in the design and construction of the facility. Additionally, the impact of the facility on the surrounding community is evaluated, as it can affect public safety and the local economy.

According to a report by the Nigerian Prisons Service, the cost of constructing a new facility can range from NGN 500 million to NGN 5 billion, depending on the size and complexity of the project (Nigerian Prisons Service, 2018). The timeline for completion can take up to 3 years, and quality and safety are critical factors in the design and construction of the facility. Additionally, the impact of the facility on the community is evaluated, as it can affect public safety and the local economy.

In Kenya, the performance of correctional facilities projects is evaluated based on cost, schedule, quality, safety, and the impact on the community. According to a report by the Kenya Prisons Service, the cost of constructing a new facility can range from KES 1 billion to KES 10 billion, depending on the size and complexity of the project (Kenya Prisons Service, 2018). The timeline for completion can take up to 5 years, and quality and safety are crucial factors in the design and construction of the facility. Additionally, the impact of the facility on the surrounding community is evaluated, as it can affect public safety and the local economy.

1.1.2 Correctional Facilities Projects

The Kenya Prisons Enterprise Limited (KPEL) is a state corporation established in 2008 under the State Corporations Act. Its primary mandate is to provide training, production, and marketing services to inmates in Kenyan prisons, (Muthoni, 2019). The organization has been instrumental in promoting rehabilitation and reintegration of offenders back into society. The KPEL has partnered with various organizations, including the International Committee of the Red Cross (ICRC) and the European Union (EU), to

implement these projects (Kenya Prisons Enterprise Limited, 2021).

In Kenya, the management structure of correctional facilities falls under the purview of the Kenya Prisons Service (KPS). The KPS is headed by a Commissioner-General, who is responsible for the overall administration and management of correctional facilities in the country (Kenya Prisons Service, 2020). Under the Commissioner-General, there are regional and institutional commanders responsible for overseeing specific geographic areas and individual prisons, respectively (Kenya Law Reports, 2012). The mandate and core objectives of the Kenya Prisons Service, as outlined in the Prisons Act (Cap 90) and other legal documents, encompass several key areas (Kenya Prisons Service, 2020). First and foremost is custodial care, which involves securely and humanely detaining individuals sentenced by the courts while providing for their basic needs (Kenya Law Reports, 2012). Also, to custodial care, the KPS is tasked with rehabilitation, aiming to help offenders reform through various programs, including education, vocational training, and counseling, with the final aim of reducing recidivism (Kenya Prisons Service, 2020).

Correctional facilities in Kenya have undertaken several impactful projects aimed at achieving their core objectives (Kenya Prisons Service, 2020). One notable initiative involves the establishment of vocational training centers within the prisons, providing inmates with skills that can enhance their prospects for successful reintegration into society as productive citizens (Kenya Prisons Service, 2015). Inmates can acquire skills in areas such as carpentry, welding, tailoring, agriculture, and more, enabling them to gain employment and support themselves upon release (Kenya Prisons Service, 2015). Furthermore, some correctional facilities engage in the production of various goods, including furniture, textiles, and agricultural products (Kenya Prisons Service, 2019).

These products are often of high quality and can be sold to generate income for the prisons while simultaneously supporting rehabilitation programs (Kenya Prisons Service, 2019). Education programs are also a significant component of the correctional system in Kenya (Kenya Law Reports, 2012).

Inmates have access to formal primary and secondary education as well as adult education, as education is considered a vital tool for rehabilitation and reintegration (Kenya Law Reports, 2012). Lastly, community service initiatives involve some inmates in projects such as environmental conservation and public infrastructure development (Kenya Prisons Service, 2017). These projects serve both as a means of rehabilitation and as a way for inmates to give back to society, fostering a sense of responsibility and contribution (Kenya Prisons Service, 2017).

In 2018, the Kenya Prisons Service (KPS) launched its Strategic Plan 2018-2022. The plan outlines the service's strategic objectives, including improving the living conditions of inmates, reducing recidivism rates, and promoting offender rehabilitation and reintegration. The plan also identifies various projects aimed at achieving these objectives, including: Construction of new prisons and upgrading of existing ones, provision of vocational training and education programs, provision of healthcare services and application of offender rehabilitation and reintegration programs, (Kenya Prisons Service, 2018).

The Justice Sector Support Program (JSSP) is a program implemented by the Kenyan government in partnership with the UNDP. The program aims to support the justice sector, including the correctional facilities. It has supported various projects aimed at improving the living conditions of inmates, including: construction of new prisons and upgrading of existing ones, provision of vocational training and education programs,

Provision of healthcare services, implementation of offender rehabilitation and reintegration programs and strengthening of partnership with other stakeholders, including NGOs and private sector players (UNDP, United Nations Development Programme, 2018).

Previously, the Office of the Vice President and Ministry of Home Affairs had a section dedicated to correctional institutions. It is included under the Kenyan governments "Governance Justice Law and Order Sector" (GJLOS) (GOK). (Feedback from the Probation Service, 2018). Currently, the division is a constituent of the Ministry of Interior and Coordination of National Government's state department. The management of non-custodial sentencing alternatives is handled by the State Department via initiatives involving correctional institutions. By offering courts and other institutions responsible for releasing prisoners with advisory reports, it takes part in the management of criminal justice. Additionally, it oversees, rehabilitates, and reintegrates criminals into society while also producing data for the management of justice. It also contributes to the growth of social crime prevention and victim support services and is in charge of the re-integration and re- settlement of ex-offenders.

Kenya's correctional facilities have been characterized by a lack of resources, inadequate infrastructure, and poor living conditions for inmates (Murungi, 2020). This has led to increased cases of human rights violations, including overcrowding, poor sanitation, and inadequate medical care. However, in recent years, the government has initiated various projects aimed at improving these facilities, (Kiarie, & Nyaga, 2017). These projects have been implemented in partnership with development partners, non- governmental organizations (NGOs), and private sector players.

1.2 Statement of the Problem

Performance of staff involved in correctional projects within correctional facilities, like the Nakuru Main Prison in Kenya, are complex and multifaceted, impacting various aspects of these projects. Such issues can have far-reaching consequences that affect not only the successful completion of the facility projects but also the safety and security of inmates and staff, budgetary considerations, and long-term operational efficiency. One of the most prevalent performance issues is project quality and effectiveness. Rehabilitation projects within correctional facilities are often plagued by bureaucratic hurdles, funding delays, and skills gaps among the project implementers. Inadequate or poor quality training of the project managers can compromise the safety, living conditions, and rehabilitation efforts for inmates. Cost overruns also present a significant challenge. The budgets for correctional facility rehabilitation projects are typically high, and unforeseen expenses can disrupt the financial plans. Cost overruns may occur due to changes in project scope, inflation affecting material costs, or inadequate initial budget estimates. Quality control problems represent another critical challenge. Poor quality can lead to performance issues, increased maintenance costs, and compromised security. Therefore, the study required to assess the influence of training on performance of correctional facilities projects in Nakuru main prison.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The main objective of the investigation was to assess the effect of training on performance of correctional facilities projects in Nakuru main prison.

1.3.2 Specific Objectives of the Study

- i. To assess the impact of entrepreneurial skills on the performance of correctional facilities projects in Nakuru main prison.
- ii. To establish the impact of managerial skills on the performance of correctional facilities projects in Nakuru main prison.
- iii. To assess the impact of technical skills on the performance of correctional facilities projects in Nakuru main prison.
- iv. To determine the impact of marketing skills on the performance of correctional facilities projects in Nakuru main prison.

1.4 Research Hypotheses

H₀1: Entrepreneurial skills have no statistically important effect on the performance of correctional facilities projects in Nakuru main prison.

H₀2: Managerial skills have no statistically important effect on the performance of correctional facilities projects in Nakuru main prison.

H₀3: Technical skills have no statistically important effect on the performance of correctional facilities projects in Nakuru main prison.

H₀4: Marketing skills have no statistically important effect on the performance of correctional facilities projects in Nakuru main prison.

1.5 Justification for the Study

Nakuru Main Prison was selected for the study because it one of the largest and oldest prisons in Kenya, and therefore, studying the influence of training on performance in this prison would be relevant for improving the performance of correctional facilities projects in the country. Improving the performance of correctional facilities projects can have significant benefits for both the inmates and the wider community. This study could

potentially identify training programs that could help reduce recidivism rates, promote rehabilitation and reintegration of inmates into society, and enhance the safety and security of the correctional facilities. Nakuru Main Prison was also chosen there is limited investigation on the inspiration of training on the performance of correctional facilities projects in Kenya.

Therefore, conducting this study in Nakuru Main Prison could fill this research gap and provide insights that could be useful for improving the performance of correctional facilities projects in the country. The results of this investigation could have policy implications for the government and other stakeholders in the criminal justice system in Kenya. It might help notify policy choices related to training and rehabilitation programs in correctional facilities and contribute to the development of evidence-based policies in this area.

1.6 Significance of the Study

The study findings may be significant to the subsequent stakeholders:

1.6.1 Policymakers/Government

The study may provide policymakers with evidence-based insights into the importance of investing in training programs for correctional facility staff. They may understand the link between staff training and successful project implementation, which may inform policy decisions related to correctional facility project management.

1.6.2 Correctional Facilities and Staff

The study may help correctional facility staff understand the importance of training in enhancing the performance of correctional facilities projects. The staff may learn the necessary skills, knowledge, and techniques needed to ensure successful project

implementation, including effective communication, risk management, project planning, and execution.

1.6.3 Project Managers

The study may provide project managers with insights into the benefits of investing in training programs for correctional facility staff. They may understand how training programs can improve staff performance, reduce errors, enhance project quality, and promote cost-effectiveness. Additionally, they may learn how to design effective training programs that meet the specific needs of correctional facilities projects.

1.6.4 Researchers and Academicians

Researchers may gain insights into the effectiveness of training programs in improving the performance of correctional facility projects, and this can inform future research on similar topics. They might also study about the factors that influence successful project implementation and identify knowledge gaps that require further research. The answers of the investigation may contribute to the build of information on correctional facility project management, which may inform future research and policy decisions.

1.7 Scope of the Study

The study was confined on the effect of training on performance of correctional facilities projects in Nakuru main prison. The study variables were entrepreneurial skills, managerial skills, marketing skills and performance of correctional facilities projects in Nakuru main prison. The targeted populace was 52 officers in Nakuru Main Prison. The study specifically targeted projects within correctional facilities in Nakuru main prison. The investigation was showed for a period of 12 months.

1.8 Limitations of the Study

Some of the limitation that the investigation faced were the unwillingness of the prison management to issue authorization for data collection and reluctant of the potential respondents to fill the questionnaires questioning the motive of the study. To counter this the researcher sought for research permits from the relevant authorities and bodies like Kabarak University Research and Ethics Committee (KUREC) and National Commission for Science, Technology and Innovation, (NACOSTI) detailing research as that of academic in nature. The study was also limited to a small sample size of 52 officers within Nakuru Main Prison. To counter this, the researcher issued questionnaires and collected them in person to attain a higher response rate. Another limitation was inadequate funding and limited time to collect the data. To counter this, the researcher sought out for alternative sources of funding from the family members and friends. To counter time constraints, the researcher issued questionnaires for a period of two weeks which offered officers humble time to fill the questionnaires.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section includes an introduction, theoretical and empirical literature reviews, summaries of the reviews, research gaps, and the conceptual outline. The effects of training on project performance are explored founded on the results of several writers who conducted similar research.

2.2 Theoretical Review

Entrepreneurial self-efficacy theory, training needs assessment theory, project management competency theory, and the human capital theory all served as the study's guiding theories.

2.2.1 Bandura's Theory of Self-Efficacy

Theory of Self-Efficacy was developed by Albert Bandura in 1982. The concept proposes that an entrepreneur's self-belief in their ability to perform certain tasks and attain desired consequences influences their intentions, actions, and performance in the entrepreneurial context. According to theory of self-efficacy, an entrepreneur with high self- efficacy believes that they have the necessary knowledge, skills, and abilities to perform tasks related to entrepreneurship, and that they can overcome any obstacles or challenges they may encounter (Chen., Gully, & Eden, 2001). Research on theory of self-efficacy shows that it has a positive correlation with entrepreneurial intention and performance.

Individuals with high self-efficacy are more probable to have a positive attitude towards entrepreneurship and are more likely to initiate and persist in business ventures. On the other hand, persons with low self-efficacy may be hesitant to start a business venture,

lack confidence in their abilities, and are more likely to abandon their business ventures in the face of challenges (Lumpkin, & Dess, 1996). The theory suggests that entrepreneurial self-efficacy can be developed through education, training, and experience. Entrepreneurs can improve their self-efficacy by seeking education and training in business-related skills such as marketing, finance and strategic planning, (Lent, Brown & Hackett, 2012). Additionally, gaining experience in business-related activities and successfully over-coming obstacles can help improve an entrepreneur's self-efficacy.

One critique of theory of self-efficacy is that it overemphasizes the importance of individual traits and beliefs, and does not fully consider the impact of external factors on entrepreneurship, (Schwarzer & Fuchs 2014). For example, entrepreneurs may face institutional barriers such as regulations, taxes, and access to resources that can significantly affect their success. Theory of Self-efficacy does not fully account for these external factors, which limits its applicability to a broader range of entrepreneurial contexts, (Gully & Eden, 2001).

Theory of self-efficacy is a critical tool for understanding the role of self-belief in entrepreneurship and its influence on the performance of correctional facilities projects. The development of theory of self-efficacy in correctional facilities project staff can lead to improved project performance by enabling individuals to apply their entrepreneurial skills effectively. Therefore, organizations should focus on developing Theory of Self-efficacy in correctional facilities project staff through training programs and mentoring to achieve successful outcomes.

2.2.2 Project Management Competency Theory

In the 1980s, McClelland and McBer developed the theory. They described competence as the fundamental traits of a person that are directly related to improved performance in a role or situation. Project Management Competency Theory (PMCT) is a construct that focuses on the competency or ability of a project director to effectively manage projects. The theory posits that project managers must possess certain competencies or skills to succeed in their roles. These competencies include technical skills, leadership skills, and interpersonal skills (Natchayangkun, 2014).

PMCT emphasizes the position of developing a project manager's competency through training, education, and experience. The concept proposes that development managers who possess high levels of competency are more likely to deliver successful projects. In addition, PMCT also highlights the need for ongoing knowledge and growth to safeguard that scheme directors stay up-to-date with emerging trends and technologies in their field (Kerzner, 2013). Critics of PMCT argue that the theory overemphasizes the importance of technical skills and does not fully consider the role of emotional intelligence in project management. Emotional intelligence, which includes skills such as empathy and self-awareness, is crucial for effective leadership and interpersonal communication. However, PMCT does not specifically address the development of expressive intellect in project managers (Müller & Turner, 2019).

2.2.3 Training Needs Assessment Theory

The Training Needs Assessment (TNA) theory was developed by Kaufman and English in 1979. Training Needs Assessment (TNA) is a process used to identify and evaluate the training needs of employees in an organization. It is a critical component of effective training and development programs. According to the TNA theory, an organization's

training needs should be united with its planned aim and objectives. The process involves assessing the skills, knowledge, and abilities of employees to identify gaps and determine the type of training that is required to improve their performance (Bee & Bee, 2019).

The TNA theory emphasizes the relevance of conducting a thorough analysis of an organization's training needs to confirm that the training provided is relevant, effective, and associated with the organization's goals and objectives. The TNA process involves several steps, including identifying the target audience, assessing their knowledge and skills, identifying training objectives, and designing and implementing the training program. The theory also highlights the importance of evaluating the effectiveness of the training program to determine its impact on employee performance (Blanchard, & Thacker, 2021).

Critics of the TNA theory argue that the process can be time-consuming and costly. They suggest that organizations may not have the resources or expertise to conduct a comprehensive TNA. Additionally, critics argue that the TNA process may not always result in the identification of the most critical training needs. In some cases, organizations may focus on providing training for skills that are not necessary or relevant to their employees' roles. Furthermore, some critics suggest that the TNA process may overlook the importance of informal learning and on-the-job training. Employees often learn valuable skills and knowledge through experience and informal learning, which may not be identified through the TNA process (Kerka, 2017).

TNA theory is an essential tool for identifying the training needs of correctional facilities project staff in technical skills and improving their performance. The systematic process of identifying, designing, and evaluating training programs ensures that staff has the

necessary knowledge and skills to perform their duties effectively. This, in turn, leads to successful outcomes in correctional facilities projects.

2.2.4 Human Capital Theory

Human capital theory, proposed by economist Gary Becker in 1964, is a theoretical framework that suggests that investing in human capital, such as education, training, and skill development, can lead to increased productivity and economic growth. The theory suggests that the benefits of human capital investment accrue not only to individuals but also to organizations and society as a whole. Organizations that invest in their employees' human capital can improve their productivity, competitiveness, and profitability (Mincer, 1997). Societies that invest in education and training can improve their citizens' well-being and economic outcomes, leading to increased social welfare (Schultz, 1961).

While the human capital theory has much strength, it also has some weaknesses that are important to consider. One of the main criticisms of the theory is that it can be overly individualistic and neglect the role of structural factors in shaping individuals' opportunities for investment in their human capital. For example, individuals from low-income backgrounds may not have access to the same educational and training opportunities as those from wealthier backgrounds, which could limit their ability to invest in their human capital (Bowles & Gintis, 1976).

Human capital theory is a valuable framework for understanding the influence of managerial skills on the performance of correctional facilities projects. Investing in employees' knowledge, skills, and abilities can improve project outcomes by enabling staff to plan, organize, and execute projects effectively. Organizations can apply human capital theory by identifying the skills required for effective project management,

investing in professional development, and retaining talented employees.

2.3 Empirical Review

2.3.1 Entrepreneurial Skills on Project Performance

Nseobot and Effiong, (2021) did a study on the entrepreneurship educations of prison inmates in Nigeria. The study adopted Facto research design with a target population of 5629 according to records of the Nigerian Prisons Service, Akwa Ibom State. Simple random sampling technique was used to select 303 respondents out of the population. From results, it was revealed that relationship between entrepreneurship educations and skills acquisition for self-reliance among Prison Inmates in Akwa Ibom State have a proportional effect on their skills acquisitions.

Munyoro and Gumisiro, (2017) did a study on the significance of entrepreneurial culture in the security sector: a case study of Zimbabwe prisons and correctional service. The study used research questionnaires and focus group discussion to collect primary data from 400 ex-convicts in Harare Metropolitan province. Findings reveal that developing and promoting entrepreneurial culture is significant in the security sector in Zimbabwe, as any additional security sectors in the emerging and developed economies. The traditional militaristic nature of the security sector is also hampering the introduction of 'entrepreneurial culture'. Thus, this study recommends that the organization under study should cultivate an entrepreneurial culture to achieve the 'entrepreneurial society' through public-private partnership so as to improve their service and generate funding to support its own requirements under the retention fund.

Berengu (2012) explored how entrepreneurial abilities affect Jua kali craftspeople in Kenya, using Meru Town as a case study. A stratified random sample of 235 Jua kali artists was chosen. The study used qualitative and quantitative methods. Questionnaires

were open-ended and closed-ended. The correlation research design found a positive link between performance and entrepreneurial skills. The study found a positive association between managerial competence and performance.

Wamahiu (2012) examined how entrepreneurial growth affects youth employment in Kikuyu District, Kenya. Four research objectives guided the study. The study used descriptive survey. The target population was 160 district-registered youth groups eligible for funding. The sample had 108 people. Awareness of entrepreneurial responsibility influenced job creation. The study also found that entrepreneurship education and training, self-perception, and motivation affected employment creation.

2.3.2 Managerial Skills on Project Performance

Shuhymee, (2021) showed an investigation on the effect of managerial services on the success of small- and medium-sized enterprises: A case study in Pakistan. Stratified proportionate probability sample method was used to select the 265 SMEs. The study applied a structural equation model (SEM) to analyze the proposed research hypotheses by using PLS-SEM. The results indicated that there was a positive effect of decision-making skills on SMEs' performance and also suggested that strategic planning mediates the relationship between executive skills and SMEs' performance. In addition, the role of managerial skills on the usage of the company's resources was highly influential through strategic planning. Strategic planning was found to impact significantly and positively on the relationship between executive skills and success of SMEs in Punjab, Pakistan.

Peikanpour, Rangchian and Mehralian, (2020) did a study on the organizational environment mediates small-company leadership abilities and success. The model proposed was tested using separate questionnaires specifically designed for managers, employees and clients. Structured equation modeling was used to examine responses

from 301 managers, 470 clients, and 328 employees of community pharmacies in Tehran, Iran's capital. No correlation was found between administrative skills and pharmacy performance. Results also showed that context-appropriate managerial abilities can improve pharmacy performance through organizational atmosphere.

Bode, (2020) did a review on the influence of administrative skills of managers on performance of corporate organizations in Nigeria. The objective of the paper was to examine whether effective managerial skills of managers will lead to increase in the performance of corporate organizations in Nigeria. The findings revealed that effective managerial skills in the organization would lead to an increase in the performance of employees. The paper concludes that effective and efficient managerial skills of managers are a prerequisite for increased performance in corporate organizations. It therefore recommends that managers at all levels should be well equipped in their areas of specialization, it further recommends that adequate resources should be set aside for the training and retraining of managers from time to time.

Gurana and Choudhury, (2021) did an empirical study on essential managerial skills and their relative importance for an organization for entry level managers. The purposes of the review were to find out the relationship between management skills and effectiveness of the management and to identify the managerial skills needed at different levels of managers. The study reviewed a few studies from 1974 to 2016 on the managerial skills. The findings revealed that the relationship between management skills (Conceptual skills, Human skills, technical skills) directly related to effectiveness of the management.

Ruhiu, Ngugi and Waititu, (2017) led a study on the effects of managerial skills on the growth of incubated MSEs in Kenya. The investigation plan was descriptive resulting in

both qualitative and measurable data. An example of 128 incubate businesses from the target populace of 189 governments, private and institutional incubator businesses in Nairobi County was selected using systematic random sampling. Managerial abilities moderately boost Kenyan SMEs, according to the study. The study recommended that many SMEs owners or managers receive managerial training and experience because they usually build their own management style through trial and error.

Ogutu, (2019) led a study on the influence of management skills on growth of small and medium enterprises (SMES) owned by women in Migori County, Kenya. The target population of 912 women entrepreneurs with a sample size of 273. A one- stage stratified sampling technique was used to stratify the population according to entrepreneurial activities undertaken by women. Data was analyzed using measures of central tendencies and dispersions using SPSS. Frequency tables and percentages were used to present data. The study showed that women engaged in entrepreneurship because they wanted to secure employment and provide for family needs. The study showed that women entrepreneurs attributed the growth of their business to financial discipline while the majority cited good people skills as the management component that enhanced the growth of their enterprises.

2.3.3 Technical Skills and Project Performance

Olusola (2019) did a research on the impact of technical expertise on the achievement of initiatives involving correctional institutions. To attain the goals of the study, a sequential exploratory mixed technique and pragmatic philosophy were used. The study's main conclusions presented that the technical college institutions in Nigeria's Ogun and Kaduna states had issues with their function in imparting knowledge and skills. According to the study, there is a shortage of soft skills, which include cognitive ability,

reading comprehension, written communication skills, leadership, negotiation, time management, and core learning skills, among the skilled workforce.

Nganu, (2018) conducted an entrepreneurship training program and evaluated the effectiveness of small and micro businesses in the Kenyan county of Nairobi's information and communication technology sector. The research approach used in the study was positivist. Data from both qualitative and quantifiable sources were gathered using a mixed method study methodology. 273 small and micro businesses in the information communication technology sector that had successfully completed entrepreneurship training before the year 2012 were the study's target group. The training was provided by the ICT authority. To choose the 73 respondents, a systematic random selection approach was applied. The research proved favorable effect of training needs assessments and content of training on small and micro companies in ICT sector in Nairobi City County, Kenya.

The manner of training had a negligible link with company performance. The survey found that the majority of trainings employed the lecture style, whereas trainees preferred discussions or participation methods. This research found that the association between entrepreneurship training and company success is statistically substantially moderated by business factors. However, the investigation was led in Nigeria and used both qualitative and measurable sources were gathered using a mixed method study methodology. The current study used descriptive research design and collected only quantitative data.

In the Central region of Kenya, Maina (2012) investigated of the technical expertise of local government workers working in city land use preparation units. The research addressed all 24 local authorities in the central area using a descriptive cross-sectional

approach. Eight local authorities were included in the sample through stratified random sampling. The majority of the town planners/engineers in the research had bachelor's degrees, with the remaining having pursued further education to get master's degrees, according to the study's findings on the technical competence level of the local authorities' workforce. A majority of them had more than ten years of experience. On the approval processes in urban land use planning, the research revealed that all the tested local authority councils retained records of land use applications.

2.3.4 Marketing Skills and Project Performance

Afzal, Soltan and Panah, (2017) sought to review the effectiveness of marketing skills and organization performance. The study espoused descriptive correlational research. Classical random sampling was adopted to choose a sample of 302 respondents. The questionnaire was used to collect data. The collected data was analyzed using statistical analysis software. The results showed a noteworthy positive relationship between the efficiency of marketing strategies and performance marketing of the organization.

Okoroafo (2018) did a study on the impact of marketing skills on effectiveness: experimental signal from a loosened emerging Country. While studying how marketing strategy variables affect success in a developing country with market reforms. We expected marketing strategy and performance changes. A poll of Nigeria's top 200 manufacturing CEOs yielded results. The results indicate that customer service and profit reinvestment improved market performance. However, subsidiary and staff reductions hurt performance.

Rakula (2016) sought to investigate the effects of marketing services on the efficiency of phoenix of east Africa assurance company LTD. The investigation assumed a case research design with the following objectives; to find the marketing practices adopted by

Phoenix of East Africa Assurance Co. Ltd; and to establish the link between the marketing practices and organizational performance at Phoenix of East Africa Assurance Co. Ltd. Utilizing main and subordinate information the investigation found that the industry does not do product innovation by offering new products and maintenance, market, and task-oriented approaches as the main categories of marketing practices. Further the study revealed that marketing strategies has helped the company to maintain long term relationship with its customers by constant and regular communication with them, setting up new distribution channels, internationalizing, and prompt and timely services as the main strategies to safeguard it acquires and retains loyal customers.

Magunga (2015) led a study on the impact of marketing skills on the success of insurance companies in Kenya. Specifically, the study sought to establish, the effects of sales promotion, market intelligence and product development and innovation on the organizational performance. The data was collected from the marketing managers of all the insurance companies to gain wide representative of the sector. In all, 43 self-administered questionnaires were distributed among the marketing managers. The findings of the study revealed that Market intelligence helps in market and customer orientation to promote external focus, identification of new opportunities so as to identify new trends in the markets.

2.3.5 Performance of Correctional Facilities Projects

Alemika and Chukwuma (2014), aimed to evaluate the efficacy of correctional facilities in Nigeria. The targeted populace was all inmates in Nigerian correctional facilities, and the sample size was 4,096 inmates. The researchers used a stratified random sampling method to select participants from seven different states in Nigeria. Information were composed using a questionnaire and investigated using evocative statistics. The results of

the study showed that overcrowding, inadequate medical care, and poor infrastructure were major problems in Nigerian correctional facilities.

Golder (2017) assessed the influence of secure schooling agendas on recidivism rates in South Africa. The target population was all inmates in South African correctional facilities, and the sample size was 1,215 inmates. The researchers used a quasi-experimental research design, with participants in the treatment group receiving educational programs while those in the control group did not. Statistics were composed using managerial records and analyzed using survival investigation. The results showed that inmates who participated in educational programs had a lower likelihood of recidivism compared to those who did not.

Mbhele and Jordaan (2020) assessed the influence of correctional officer training on the job performance of officers in South African correctional facilities. Targeted population was correctional officers in South African correctional facilities, and the sample size was 244 officers. The researchers used a randomized measured trial project, with participants in the action group receiving training while those in the control group did not. The data were collected using a questionnaire and analyzed using inferential numbers. The findings showed that correctional officer training had an important positive impression on officers' job performance.

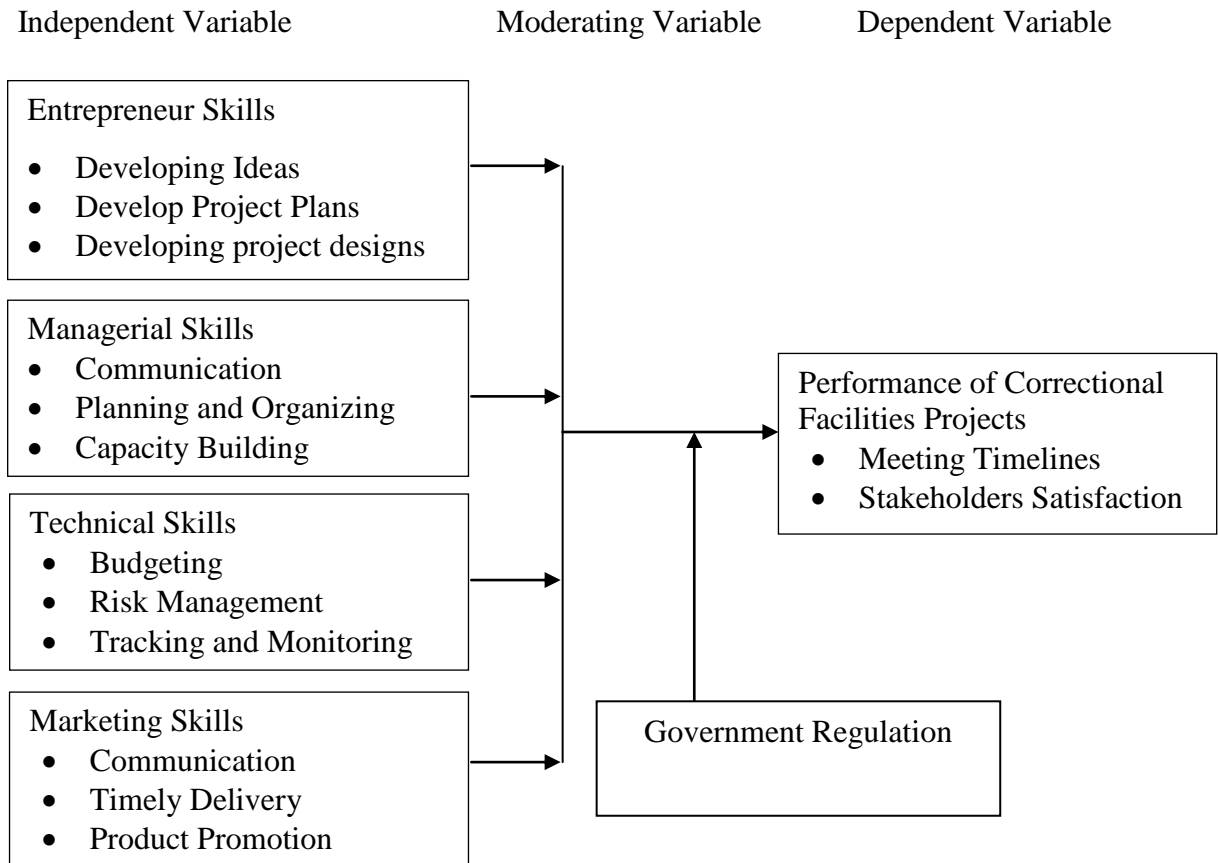
Kim (2018), investigated the influence of implementing evidence-based practices (EBPs) on the excellence of psychological health facilities provided in correctional facilities in the United States. The target population was all mental health professionals working in correctional facilities, and the sample size was 430 mental health professionals. The researchers used a mixed-methods approach, combining surveys and interviews, and analyzed the data using thematic examination. The answers presented that implementing

EBPs improved the quality of mental health services provided, leading to better outcomes for both staff and offenders.

2.4 Conceptual Framework

Figure 1

Conceptual Framework



Source: Researcher (2023)

2.5 Summary of Literature and Research Gaps

Table 1

Research Gaps

Author	Focus of the Study	Findings of the Study	Gaps	How to the Gaps were closed
Koome (2015)	Impact of entrepreneurial skills on the expansion of ex-convict small-scale company initiatives	According to the study's results, the majority of ex-convicts who started small businesses possessed management, entrepreneurial, and technical abilities but lacked sufficient knowledge of company finance	However, the study was conducted using semi-structured questionnaire and an interview guide to gather information from the 300 ex-offenders who made up the target group in Taita Taveta County	The current study had a target population of 52 officers in Nakuru Main prison and used questionnaires to collect data
Odewale, Temitayo, and Ojo (2018)	Impact of entrepreneurship training in prison facilities on crime and criminality management	The study findings revealed that providing prisoners of penal institutions with entrepreneurship training might provide them with the skills and values they need to launch small businesses. Additionally, that crime and criminality could be decreased.	However, the study had a sample of One hundred twenty (120) respondents determined using a snowballing sampling approach	The current study had a sample of 52 respondents and a census technique was adopted.
Nseobot and Effiong (2018)	The benefits of entrepreneurial instruction on the development of self-reliance abilities.	There is a favorable correlation between entrepreneurial education and the development of self-reliance abilities among prisoners in Akwa Ibom State.	However, the study used a used a Facto research design with a target population of 5629 respondents	The current study adopted descriptive research design with a target population of 52 respondents

Munyoro and Gumisiro (2017)	Focused on the value of an entrepreneurial culture in the security industry in Zimbabwe's prisons and correctional service	Findings show that, like other security sectors in developing and developed economies, fostering an entrepreneurial culture is important for the security sector in Zimbabwe.	However, the study focused on 400 ex-offenders in the Harare Metropolitan province were surveyed for the study using research questionnaires and focus group	The current study had a target population of 52 officers in Nakuru Main prison
Shuhymee (2021)	The impact of management abilities on the success of small and medium-sized enterprises in Pakistan.	The findings showed that management abilities had a beneficial impact on SMEs' performance and also revealed that strategic planning acted as a mediator in this connection. Additionally, strategic planning had a significant part in the impact of management abilities on how the company's resources were used.	However, the study was conducted in Pakistan and used PLS-SEM to examine the research hypotheses and then used a structural equation model	The current study was conducted in Nakuuru Kenya and used correlation analysis
Peikanpour, Rangchian, and Mehralian(2020)	Relationship between management abilities and performance in small enterprises and the organizational atmosphere	The findings showed no connection between administrative abilities and pharmacy success. The findings also supported the notion that, via the mediating impact of organizational environment, possessing a context-appropriate set of management abilities might enhance pharmaceutical performance	However, the study was conducted using structural equation modeling.	The current study adopted correlation analysis and focused on the entrepreneurial skills, managerial skills, technical skills and marketing skills on the performance of correctional facilities projects

Ruhiu, Ngugi, and Waititu (2021)	Impact of management abilities on the expansion of Kenya's incubated micro and small businesses	The results of the research demonstrate that management abilities have a little impact on the expansion of SMEs in Kenya.	Nonetheless, the study used systematic random selection to determine a sample of 128 respondents.	The current study used census technique with a sample of 52 respondents.
Ogutu, (2019)	Impact of managerial abilities on the expansion of small and medium-sized companies (SMES) controlled by women.	The survey found that although most women company owners listed excellent people skills as the managerial factor that aided the success of their operations, women entrepreneurs ascribed the growth of their businesses to financial discipline.	However, the study was conducted in SMEs.	Current study was conducted in correctional facilities focusing on the influence of training on performance of correctional facilities projects in Nakuru main prison.
Nganu, (2018)	Entrepreneurship training program and evaluated the effectiveness of small and micro businesses in the Kenyan county of Nairobi's information and communication technology sector	The survey found that the majority of trainings employed the lecture style, whereas trainees preferred discussions or participation methods. This research found that the association between entrepreneurship training and company success is statistically substantially moderated by business factors	However, the study was conducted in Nairobi's and used both qualitative and quantitative sources were gathered using a mixed method study methodology	The current study used descriptive research design and collected only quantitative data.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section outlines the process for conducting the research. This chapter included the research design, target population, sample size and sampling method, data collection tools, pilot study, methods for data collection, processing, and analysis, as well as the presentation of findings.

3.2 Research Design

The investigation assumed descriptive research design. Descriptive research allows researchers to investigate and describe a situation, or phenomena. It helps in understanding whether and to what extent changes in one variable are associated with changes in another.

3.3 Study Area

A study area in research is the specific geographical, spatial, or conceptual region or domain that researchers focus on when conducting their investigations. The study area is a fundamental aspect of research because it helps researchers define the scope and boundaries of their work and contributes to the overall understanding and significance of their findings, (Kothari, 2012). The investigation was conducted in Nakuru Main Prison. Nakuru Main Prison is one of the largest and most prominent correctional facilities in Nakuru County, Kenya. It primarily houses inmates convicted of serious crimes and those considered high-risk or posing a security threat. The prison has a substantial inmate capacity to accommodate a significant number of offenders. However, overcrowding has been a historical issue within Kenyan correctional facilities, including Nakuru Main

Prison. Like many correctional facilities in Kenya, Nakuru Main Prison has faced challenges related to outdated infrastructure, including overcrowded cells and inadequate amenities. Infrastructure development projects may have been initiated to address these issues, but the progress and effectiveness of such projects can vary.

3.4 Target Population

The targeted population was 52 officers in Nakuru Main prison. The officers were ideal to the investigation since they were straight tangled with the training and overseeing the success of correctional facilities projects in Nakuru main prison. Since the target population was manageable the investigation adopted census method to include all 52 targeted officers.

3.5 Data Collection

The investigation used primary data which was collected through questionnaire. The questionnaire was closed ended in nature. Questionnaires were preferred because they are a cost-effective and efficient way to collect data from a large number of respondents. They are also less time-consuming and less expensive than other data collection methods, such as face-to-face interviews. Questionnaires also offer anonymity to respondents, which can encourage more honest and open responses

3.6 Data Collection Procedures

The first step in gathering information was obtaining a letter of authorization from the graduate program at Kabarak University. The letter was sent to NACOSTI so they could allow the research permission. The letter assisted the researcher in obtaining a NACOSTI (National Commission for Science, Technology, and Innovation) permission, which was sent to the prison facility's management. Self-administered questionnaires were

distributed through drop and pick later method. Respondents had two weeks to complete the surveys in order to enhance the response rate.

3.7 Pilot Study

A pilot study assisted in evaluating the applicability of research instruments and in delivering the functional components of questionnaires. The pilot investigation was led in Naivasha Maximum Prison, where six officers, or 10% of the population, received questionnaires. The study did not use the piloted questionnaires.

3.7.1 Validity of the Study Instrument

This is how accurately the idea is measured through concepts many metrics and empirical measures, according to Orodho (2005). The survey has two different forms of validity: face and content validity. The study's content legitimacy was resolved using professional judgment and the researcher and supervisors assessed the research tool. The advice given was used to enhance the instrument's validity.

3.7.2 Reliability of the Study Instrument

Reliability is the degree of how well an instrument gives reliable outcomes when used in the same way, according to Gravette & Forzano (2006). Using Cronbach's coefficient Alpha, the internal constancy of the instruments was assessed. Oso & Onen (2009) assert that the method was suitable since it just calls for one test administration. A coefficient of 0.7 to 1 is deemed to be reliable. Reliability testing ensures that the research instruments produce consistent and stable results over time and across different situations.

Table 2*Reliability Analysis*

Variable	No. of items	Cronbach alpha	Decision
Entrepreneurial Skills	5	0.706	Reliable
Managerial Skills	5	0.838	Reliable
Technical Skills	4	0.742	Reliable
Marketing Skills	6	0.822	Reliable
Average Cronbach Alpha		0.777	Reliable

From the findings the Cronbach Alpha was between the recommended 0.7 and above implying that the instruments were reliable.

3.8 Data Analysis and Presentation

Data analysis is the process of classifying, categorizing, and determining the significance of a sizable body of gathered data (Cooper & Schindler, 2003). The information that was acquired for this investigation was quantitative. Inferential and descriptive statistics were used to evaluate quantitative data using the SPSS version 24. The investigation used descriptive and inferential statistics. Typically, descriptive statistics used mean and standard deviation. Inferential statistics involved the use of Pearson's Product Moment correlation and multiple regression models to determine the nature of the relationship between the variables. Data was given after analysis in the form of a table, charts, and figures.

The multivariate regression model;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_3X_4 + \varepsilon$$

Where:

Y = Performance of Correctional Facilities

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients;

X_1 = Entrepreneurial Skills

X_2 = Managerial Skills

X_3 = Technical Skills

X_4 = Marketing Skills

ε = Error Term

3.9 Ethical Considerations

Data gathering process began by getting authorization from KUREC authorizing the field study. After getting the authorization latter the investigator then applied for NACOSTI permit to conduct the field study. KUREC Latter and NACOSTI permit were then presented to the prison facilities management for purposes of seeking data collection in Nakuru Main Prison. After getting the permission the researcher guaranteed contributors that the data composed from them was kept confidential and was used only for academic purposes. The researcher also assured participants that had the option to leave the program at any time without having an adverse effect on the program or their future involvement. As a consequence, everyone had the opportunity to react to any queries. The researcher guaranteed the respondents' privacy by promising to keep any information provided secret.

The rate of responses from the respondents was significantly impacted by this. In order to protect their privacy, the respondents had to withhold their identities from the investigation questionnaire. The collected data was stored in a secure location, with

restricted access to only authorized personnel. This helped to prevent unauthorized access or loss of data. Data was then cleaned and processed for analysis. The researcher then properly destroyed the questionnaire material using a cross-cut shredder. This reduced the documents into small, unreadable pieces that could not be pieced back together.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

Data analysis, results presentation, and discussion of the findings are the chapter's main topics. The study's major goal was to ascertain how training affected the effectiveness of programs involving correctional facilities at Nakuru major Prison.

4.2 Response Rate

According to Fowler (2014), the response rate is calculated as the proportion of respondents who successfully completed semi-structured questionnaires among the entire sample. As stated in Table 4.1 below, 52 questionnaires were used in the study to collect data.

Table 3

Response Rate

Question Issued	Question Correctly Filled	Response Rate (%)
52	50	96

From the distributed 52 questionnaires, 50 surveys were correctly completed and submitted. This corresponded to 96% of all responses that were successful. Additionally, respondents received a guarantee of the privacy of their answers. According to Trex (2012), a response rate of 50% is sufficient. For analysis, 60% is fine, and 70% and more is extremely good. This suggests that a response rate of 96% was very suitable for data analysis.

4.3 Demographic Information

The respondents' gender, age, level of education, and number of years they have worked in Nakuru's main prison are all included in the demographic data that is provided.

4.3.1 Gender of the Respondents

The gender representation of the study subjects was another question that the respondents were asked to answer. The results are shown in Table 4.

Table 4

Gender Representation of the Study Subjects

Gender	Frequency	Percentage
Male	37	74
Female	13	26
Total	50	100

The results showed that 37 (74%) of the respondents were men and 13 (26%) were women. This suggests that men made up the majority of the jail staff at Nakuru Main. The results showed that 13 (26%) of the respondents were women, whereas 37 (74%) of the respondents were men. This implies that majority of the Nakuru Main prison's officers were male. According to Sahay & Cihak (2018) argue that among public institutions the number of male workers is still high compared to their female counterpart hence it is recommended that more women should be hired to ensure equality. Narrowing the gender gap would foster greater stability in the public service and embrace diversity which consequently enhances employee productivity.

4.3.2 Age of the Respondents

The respondents were asked to indicate the age of the respondents. The findings were as shown in Table 5.

Table 5*Age of the Respondents*

Age of the respondents	Frequency	Percentage
50 Years and Above	15	30
41-50 Years	27	54
31-40 Years	8	16
18-30 Years	0	0
Total	50	100

From the findings, 15 (30%) of the respondents indicated that they were in age brackets of 50 years and above, 27 (54%) indicated that they were in the age bracket of 41-50 years, 8 (16%) indicated that they were in the age bracket of 31-40 years while none of the officers indicated they were in age of 18-30 years. This implies that majority of the officers in Nakuru main prison were in the bracket of 41-50 years. According to Johnston and Packer (2014), the average age of those working is rising, and there are more middle-aged and older individuals working in a variety of occupations. With age comes experience, the more the older the employee the higher the job experience. Therefore, older employees have the knowledge to accomplish their tasks effectively than younger employees.

4.3.3 Respondents' Highest Level of Education

The highest degree of schooling for each respondent was requested. The results are displayed in Table 6.

Table 6*Respondents' Highest Level of Education*

Level of Education	Frequency	Percentage
Secondary	0	0
Diploma	33	66
Under Graduate	11	22
Post graduate Degree	6	12
Total	50	100

From the findings, 33 (66%) of Nakuru main prison's officers indicated that they had attained diploma education, 11(22%) of the officers had under graduate as their education while 6(12%) of the officers indicated that they had postgraduate education. This implies that majority of the Nakuru main prison officers had diploma education thus they had knowledge on the issues the study sought to seek. Therefore, workers in medium education ranges such as diploma and undergraduate degrees perform better compared to those with extreme educations.

4.3.4 Duration of Service in the Correctional Service

The respondents were also asked to indicate the duration the respondents had been working in the correctional service. The findings were presented in Table 7.

Table 7*Duration of Service in the Correctional Service*

Duration	Frequency	Percentage
More than 10 Years	23	46
6-10 Years	17	34
1-5 Years	10	20
Less than 1 Years	0	0
Total	50	100

The results showed that none of the respondents had worked in a correctional service for less than a year, while 17 (34%) and 10 (20%) of the officers said they had been there for between one and ten years, six to ten years, and one to five years, respectively. Of the officers, 23 (46%) said they had worked in a correctional service for more than ten years. This suggests that the majority of officers have worked in correctional services for more than ten years and for six to ten years, so they have extensive knowledge of how projects at these facilities are carried out and are well-equipped to assist the efforts of the correctional services.

4.3.5 Duration of Working

In addition, the respondents were asked how long they had been employed by their current institution. Table 8 presents the findings.

Table 8

Duration of Working in Nakuru Main Prison

Duration of Service	Frequency	Percentage
Less than 1 Years	0	0
1-5 Years	14	28
6-10 Years	27	54
More than 10 years	9	18
Total	50	100

The results showed that 14 respondents (28%) said they had worked in the main prison in Nakuru for less than 1 to 5 years, 27 respondents (54%) said they had worked there for 6 to 10 years, and 9 respondents (18%) said they had worked there for more than 10 years. This demonstrates that the majority of responders had been employed by Nakuru Main Prison for six to ten years.

4.4 Descriptive Statistics

Respondents were asked to weigh in on the impact of management, technical, entrepreneurial, and marketing skills on the success of construction projects for correctional facilities at Nakuru's main jail. On the basis of the mean and standard deviation, the results were interpreted. The mean's value revealed the degree of agreement. The mean's value ranged from 1 to 5, with 1 representing the lowest mean and 5 the greatest mean. The standard deviation measures how far apart a set of data is from the mean.

4.4.1 Entrepreneurial Skills and Performance of Correctional Facilities Projects

The respondents were asked to indicate their level of agreement on the influence of entrepreneurial skills on the performance of correctional facilities projects in Nakuru main prison. The findings are presented in Table 9.

Table 9*Entrepreneurial Skills on Performance of Correctional Facilities Projects*

Statement	SA %	A %	U %	D %	SD %	Mean	Std
Entrepreneurial skills can assist officers involved in project management to think creatively and innovatively when developing and implementing project plans	26	47	17	10	0	3.887	0.907
Entrepreneurial skills assist officers involved in project management to take calculated risks that can help to drive projects forward and achieve success.	37	45	13	5	0	4.113	0.870
Entrepreneurial skills assist officers involved in project management to adapt to changing project requirements, shifting timelines	55	42	3	0	0	4.516	0.565
Entrepreneurial skills assist officers involved in project management to effectively utilize the available resources	57	37	6	0	0	4.500	0.621
Officers involved in project management who possess entrepreneurial skills are able to accurately forecast	39	44	11	6	0	4.145	0.866
Overall Mean and Std Deviation						4.232	0.7658

26% of the contributors strongly approved that entrepreneurial skills can help officers involved in project management to think creatively and innovatively when developing and implementing project plans, 47% of the contributors agreed that business skills can help officers involved in project management to think creatively and innovatively when developing and implementing project plans, 17% of the contributors agreed that entrepreneurial skills can help officers involved in project management to think

creatively and innovatively when developing and implementing project plans, 10% of the contributors disagreed while none of the respondents strongly disagreed with a mean of 3.887 and the standard deviation of 0.907. The findings further indicated that 37% of the contributors strongly agreed that entrepreneurial skills assist officers involved in project management to take calculated risks that can help to drive projects forward and achieve success., 45% of the contributors agreed, that entrepreneurial skills assist officers involved in project management to take calculated risks that can help to drive projects forward and achieve success 13% of the contributors were undecided while 5% of the contributors disagreed with a mean of 4.113 and the standard deviation of 0.870. This implies that entrepreneurial skills assist officers involved in project management to take calculated risks that can help to drive projects forward and achieve success. The study findings conquer with those of Kuura (2014) who found that entrepreneurship skills are vital in project management as they can help project managers to be innovative during project implementation. Entrepreneurship skills of project managers contributes not only to the nascent area of linkages between project management and entrepreneurship but also improves the understanding of innovation which can be considered of high relevance due to the benefits of it brings in the economy.

In addition, 55% of the contributors strongly agreed that entrepreneurial skills assist officers involved in project management to adapt to changing project requirements, shifting timelines, 42% agreed that entrepreneurial skills assist officers involved in project management to adapt to changing project requirements, shifting timelines while 3% were undecided with a mean of 4.516 and the standard deviation 0.565. This implies that entrepreneurial skills assist officers involved in project management to adapt to changing project requirements, shifting timelines. The findings further indicated that

57% strongly agreed that entrepreneurial skills assist officers involved in project management to effectively utilize the available resources, 37% agreed that entrepreneurial skills assist officers involved in project management to effectively utilize the available resources, 6% of the respondents were undecided while none of the respondents disagreed nor strongly disagreed with of mean 4.500 and the standard deviation of 0.621. This implies that entrepreneurial skills assist officers involved in project management to effectively utilize the available resources. In addition, majority of the respondents 39% strongly agreed that officers involved in project management who possess entrepreneurial skills are able to accurately forecast, 44% agreed that officers involved in project management who possess entrepreneurial skills are able to accurately forecast, 11% of the respondents were undecided while 6% disagreed with a mean of 4.145 and the standard deviation of 0.866.

This implies that officers involved in project management who possess entrepreneurial skills are able to accurately forecast. The standard deviation ranged from 0.565 to 0.907 indicating that the dispersion of the respondents from the mean was minimal. The investigation results conquer with those of Shane and Venkataraman, (2016) who found that project planning provides structure and foresight for the execution stage, helping to eliminate wasteful activities and patterns. Proper project planning ensures that the scheme timelines are met.

4.4.2 Managerial Skills on Performance of Correctional Facilities Projects

The defendants were requested to indicate their level of agreement on the influence of administrative skills on the efficiency of correctional facilities projects in Nakuru main prison. The discoveries are presented in Table 10.

Table 10*Managerial Skills on Performance of Correctional Facilities Projects*

Statement	S	A	A	U	D	SD	Mean	Std
	%	%	%	%	%			
Managerial skills help project managers to develop a comprehensive project plan such as project objectives, timelines, resources	52	39	9	0	0		4.419	0.667
Good communication skills assist officers involved in project management to convey project goals, expectations, and timelines to team members	37	31	19	13	0		3.887	1.073
Good leadership assist officers involved in project management to resolve conflicts and negotiate with stakeholders.	44	40	6	10	0		4.177	0.932
Time management skills among officers involved in project management to prioritize tasks, set realistic deadlines, and manage their own time effectively.	37	39	10	14	0		3.984	1.032
Effective problem-solving skills allow officers involved in project management to evaluate alternatives, make decisions, and take corrective action to ensure project success.	42	39	11	8	0		4.145	0.921
Overall Mean and Std Deviation							4.122	0.925

According to the findings 52% strongly agreed managerial skills help project managers to develop a comprehensive project plan such as project objectives, timelines, resources, 39% agreed, that managerial skills help project managers to develop a comprehensive project plan such as project objectives, timelines, resources, 9% were undecided while none disagreed nor strongly disagreed with a mean of 4.419 and the standard deviation of 0.667. This implies that managerial skills help project managers to develop a comprehensive project plan such as project objectives, timelines, resources.

The study further revealed that 37% strongly agreed that good communication skills assist officers involved in project management to convey project goals, expectations, and timelines to team members, 31% agreed that good communication skills assist officers involved in project management to convey project goals, expectations, and timelines to team members, 19% of the respondents were undecided while 13% disagreed with a mean of 3.887 and the variance of 1.073. This implies that good communication skills assist officers involved in project management to convey project goals, expectations, and timelines to team members. The study findings conquer with those of Lindgren, & Packendorff, (2012) who found that good management skills are vital for project managers and for the success of the project. A manager who fosters good management skills is able to propel the project's mission and vision as he will be able to delegate effectively to the project team.

Also, the findings indicated that 44% strongly agreed that good leadership assist officers involved in project management to resolve conflicts and negotiate with stakeholders., 40% agreed that good leadership assist officers involved in project management to resolve conflicts and negotiate with stakeholders, 6% were undecided while 10% of the respondents disagreed with a mean of 4.177 and a standard deviation of 0.932. This implies that good leadership assist officers involved in project management to resolve conflicts and negotiate with stakeholders. Further 37% strongly agreed that time management skills among officers involved in project management to prioritize tasks, set realistic deadlines, and manage their own time effectively., 39% were agreed that time management skills among officers involved in project management to prioritize tasks, set realistic deadlines, and manage their own time effectively, 10% were undecided while 14% disagreed with a mean of 3.984 and a standard deviation of 1.032. This implies that

time management skills among officers involved in project management to prioritize tasks, set realistic deadlines, and manage their own time effectively.

In addition, 42% strongly agreed that effective problem-solving skills allow officers involved in project management to evaluate alternatives, make decisions, and take corrective action to ensure project success, 39% agreed that effective problem-solving skills allow officers involved in project management to evaluate alternatives, make decisions, and take corrective action to ensure project success, 11% were undecided while 8% of the respondents disagreed with a mean of 4.145 and a standard deviation of 0.921. This implies that effective problem-solving skills allow officers involved in project management to evaluate alternatives, make decisions, and take corrective action to ensure project success. The standard deviation ranged from 0.667 to 1.073 indicating that majority of the respondents agreed with the issues raised. The study findings conquer with those Lumpkin, & Dess, (2014) who found that having the right managerial skills to handle all duties associated with the role can help the project manager to delegate effectively hence meeting the project timelines. When the project manager is equipped with knowledge and skills, they can easily lead others to be more productive and meet their timelines.

4.4.3 Technical Skills on the Performance of Correctional Facilities

The contributors were requested to indicate their level of agreement on the influence of technical skills on the performance of correctional facilities projects in Nakuru main prison. The findings are presented in Table 11.

Table 11*Technical Skills on the Presentation of Correctional Facilities*

Statement	S	A	A	U	D	SD	Mean	Std
	%	%	%	%	%			
Technical skills helps project officer to implement the project according to technical specifications, and that team members are aligned with the project objectives.	47	34	13	6	0		4.210	0.908
Technical skills enable project officer to identify technical risks that may arise during the project.	50	31	15	5	0		4.258	0.886
Technical skills helps the officer to develop and estimate project budget	44	53	3	0	0		4.403	0.557
Technical skills helps the officer to track and monitor project activities	37	44	16	3	0		4.145	0.807
Technical skills help the project manager to effectively utilize project management software.	35	45	5	0	0		4.452	0.592
Overall Mean and Std Deviation							4.294	0.750

According to the findings 47% strongly agreed that technical skills helps project officer to implement the project according to technical specifications, and that team members are aligned with the project objectives, 34% agreed that technical skills helps project officer to implement the project according to technical specifications, and that team members are aligned with the project objectives, 13% were undecided while 6% disagreed with a mean of 4.210 and a variance of 0.908. This implies that technical skills helps project officer to implement the project according to technical specifications, and that team members are aligned with the project objectives. Form the findings 50% strongly agreed that technical skills enable project officer to identify technical risks that may arise during the project, 31% agreed that technical skills enable project officer to

identify technical risks that may arise during the project, 15% were undecided while 5% disagreed with a mean of 4.258 and a standard deviation of 0.886. This implies that technical skills enable project officer to identify technical risks that may arise during the project. The investigation confirms Ugbah and Smothers' (2017) results that risk analysis is a reliable method for detecting and assessing project risks. It lets the project director assess risks and determine whether to proceed. Thus, project analyzing project risks helps to estimate the project costs.

In addition, 44% strongly agreed that technical skills help the officer to develop and estimate project budget, 53% agreed that technical skills help the officer to develop and estimate project budget while 3% were undecided with a mean of 4.403 and a standard deviation of 0.557. This implies that technical skills help the officer to develop and estimate project budget. In addition, 37% strongly agreed that technical skills help the officer to track and monitor project activities, 44% agreed that technical skills help the officer to track and monitor project activities, 16% were undecided while 3% of the respondents disagreed with a mean of 4.145 and a standard deviation of 0.807. This implies that technical skills help the officer to track and monitor project activities.

Moreover, 35% strongly agreed that technical skills help the project director to effectively utilize project management software, 45% agreed that technical skills help the project manager to effectively utilize project management software while 5% were undecided with a mean of 4.452 and a variance of 0.592. This implies that technical skills help the project manager to effectively utilize project management software. The investigation findings conquer with those of Moroz, and Hindle, (2012) who found that project manager, in the software industry should have basic knowledge of technical skills. Project Managers are well versed in handling projects. Technical skills are

required of project managers because they need to navigate all aspects of the project they oversee. Technical work takes up a large portion of the work project managers do, which is why recruiters look for someone who has valuable, relevant technical skills.

4.5.4 Marketing Skills on Performance of Correctional Facilities Projects

The respondents were asked to indicate their level of agreement on the influence of marketing skills on the performance of correctional facilities projects in Nakuru main prison. The findings are presented in Table 12.

Table 12

Marketing Skills on Performance of Correctional Facilities Projects

Statement	S	A	A	U	D	SD	Mean	Std
	%	%	%	%	%			
Marketing skills helps in communicating project visions across multiple teams during the launch of the project.	37	34	10	16	3		3.855	1.185
Marketing skills helps in promoting their product during project implementation	55	34	8	3	0		4.403	0.778
Marketing skills helps to complete the project within the stipulated timelines	44	46	7	3	0		4.307	0.738
Marketing skills help in identification of potential consumers	37	44	16	3	0		4.145	0.807
Overall Mean and Standard Deviation							4.175	0.877

According to the findings 37% of the respondents strongly agreed that marketing skills helps in communicating project visions across multiple teams during the launch of the project, 34% agreed that marketing skills helps in communicating project visions across multiple teams during the launch of the project, 10% were undecided, 16% disagreed while 3% strongly disagreed with a mean of 3.855 and a standard deviation of 1.185.

This implies that marketing skills helps in communicating project visions across multiple teams during the launch of the project. From the findings 55% of the respondents strongly agreed that marketing skills helps in promoting their product during project implementation, 34% of the respondents agreed that marketing skills helps in promoting their product during project implementation, 8% were undecided while 3% disagreed with a mean of 4.403 and a standard deviation of 0.778. This implies that marketing skills helps in promoting their product during project implementation.

In addition, 44% of the respondents strongly agreed that marketing skills helps to complete the project within the stipulated timelines, 46% of the respondents were agreed that marketing skills helps to complete the project within the stipulated timelines, 7% were undecided while 3% disagreed with a mean of 4.307 and a standard deviation of 0.738. This implies that marketing skills helps to complete the project within the stipulated timelines. Moreover, 37% of the respondents strongly agreed that marketing skills help in identification of potential consumers, 44% of the respondents agreed that marketing skills help in identification of potential consumers 16% of the respondents were undecided while 3% of the respondents disagreed that marketing skills help in identification of potential consumers with a mean of 4.145 and a standard deviation of 0.807.

This implies that marketing skills help in identification of potential consumers. The standard deviation ranged from 0.607 to 1.185 indicating that majority of the respondents agreed with the issues raised. The study findings concur with those of Schindehutte, and Allen, (2016) who found that in the current fast-paced and deadline-driven marketing environment, detailed project planning is critical to making projects profitable. The marketing project manager's role is to use all their skills to increase productivity. Using

team oversight by providing guidelines, breaking down the project into tasks, milestones, and deadlines, and overseeing each team member ensures an efficient and successful outcome that results into timely project completion and satisfies the clients.

4.4.5 Performance of Correctional Facilities Projects

The study sought to determine the trend of performance of correctional facilities projects in Nakuru main prison. The finding is indicated in Table 13.

Table 13

Performance of Correctional Facilities Projects

Statement	S A %	A %	U %	D %	SD %	Mean	Std
Projects are delivered within stipulated timelines time	44	46	7	3	0	4.307	0.738
The projects are delivered within the estimated budgets	55	33	7	5	0	4.387	0.869
The project stakeholders are satisfied with the projects	44	50	6	0	0	4.371	0.607
The project officers are satisfied with the project	55	42	3	0	0	4.516	0.565
Overall Mean and Std Deviation						4.395	0.694

According to the findings 44% of the respondents strongly agreed that projects are delivered within stipulated timelines time, 46% of the respondents agreed that projects are delivered within stipulated timelines time, 7% were undecided, 3% disagreed while none of the respondents strongly agreed with a (mean= 4.307; std dev=0.738). This implies that projects are delivered within stipulated timelines time. In addition 55% of the respondents strongly agreed that the projects are delivered within the estimated budgets, 33% agreed that the projects are delivered within the estimated budgets 7%

were undecided while 5% disagreed with a (mean=4.387; std dev 0.869). This implies that the projects are delivered within the estimated budgets.

From the findings 44% of the respondents strongly agreed that the project stakeholders are satisfied with the projects, 50% agreed that the project stakeholders are satisfied with the projects, 6% of the respondents were undecided while none of the respondents disagreed or strongly disagreed with a (mean =4.371; std dev=0.607). This implies that the project stakeholders are satisfied with the projects. From the findings 55% of the respondents strongly agreed that the project officers are satisfied with the projects, 42% of the respondents agreed that project officers are satisfied while 3% were undecided with a (mean=4.516; std dev=0.565). This implies that project officers are satisfied with the projects. Volery, and Siemens, (2012) who while conducting a study on customer satisfaction rate in construction projects found that project stakeholders are satisfied with the projects quality and products generated.

4.5 Assumption of Regression Model

In order to justify the use of the regression model pre-estimation tests were conducted. The pre-estimation tests conducted in this case was multicollinearity test. This was performed to avoid spurious regression results from being obtained.

4.5.1 Test for Multicollinearity

A multicollinearity test was carried out to ensure that the independent variables did not have co-linearity amongst themselves. The existence of a high degree of association between independent variables is said to be a problem of multicollinearity which results into large standard errors of the coefficients of the affected. The variance inflation factors (VIF) and Tolerance were used to assess multicollinearity. The VIF, which stands

for variance inflation factor, is $(1 / \text{tolerance})$ and as a rule of thumb, a variable whose VIF value is greater than 10 may merit further investigation.

Table 14

Tolerance and VIF Test

	Tolerance	VIF
1 (Constant)		
Entrepreneurial skills	.552	1.813
Managerial skills	.439	2.277
Technical skills	.537	1.863
Marketing skills	.506	1.317

a. Dependent Variable: Performance

From the findings, the variable entrepreneurial skills had a tolerance of 0.552 and a VIF of 1.813, managerial skills had a tolerance of 0.439 and a VIF of 2.277, technical skills had a tolerance of 0.537 and a VIF of 1.863 while marketing skills had a tolerance of 0.506 and a VIF of 1.317. Since the tolerance for all the variables was more than 0.1 and the VIF was not more than 10 therefore there was no need of further investigations.

4.6 Inferential Statistics

Inferential statistics makes inferences and predictions about a population based on a sample of data taken from the population in question. The study used Pearson correlation analysis and regression analysis.

4.6.1 Correlation Analysis

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient (r) a measure the strength of the association between the two variables.

Table 15*Correlation Matrix*

		Entrepreneurial Skills	Managerial Skills	Technical Skills	Marketing Skills
Entrepreneurial Skills	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	50			
Managerial Skills	Pearson Correlation	.849**	1		
	Sig. (2-tailed)	.000			
	N	50	50		
Technical Skills	Pearson Correlation	.569**	.679**	1	
	Sig. (2-tailed)	.000	.000		
	N	50	50	50	
Marketing Skills	Pearson Correlation	.554**	.650**	.836**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	50	50	50	50
Performance of Correctional Facilities Projects	Pearson Correlation	.443**	.441**	.541**	.641**
	Sig. (2-tailed)	.000	.006	.000	.000
	N	50	50	50	50

The study sought to establish the correlation between entrepreneurial skills on the performance of correctional facilities projects. The study indicates that there was a positive and statistically significant correlation between entrepreneurial skills and performance of correctional facilities projects. ($r = 0.443$; $p < 0.05$). The study findings is in agreement with those of Nseobot and Effiong (2018) who found that there was a favorable correlation between entrepreneurial education and the development of self-reliance abilities among prisoners in Akwa Ibom State. The study also agrees with the findings of Wamahiu (2012) who found that self-perception, entrepreneurship education, and training, as well as an entrepreneur's drive, all had an impact on the creation of jobs.

Thus, entrepreneurship skills influence organizational performance. In addition, the study sought to establish the correlation between influence of managerial skills and performance of correctional facilities projects in Nakuru main prison. The study indicates that there was a positive and statistically significant correlation between managerial skills on the performance of correctional facilities projects in Nakuru main prison ($r = 0.441$; $p < 0.05$). This implies that better managerial skills influence performance of correctional facilities projects in Nakuru main prison. The study findings are in tandem with those of Bode, (2020) who concluded that improved performance in corporate organizations requires managers to have effective and efficient managing capabilities.

Therefore, it suggests that managers at all levels should be well-versed in their respective fields of expertise. Thus, managerial skills have a positive influence on organization. The study further conquers with the findings of Gurana and Choudhury, (2021) who found that there is a clear correlation between management effectiveness and management abilities (conceptual skills, human kills, technical skills). Ogutu, (2019) also revealed that most women company owners listed excellent people skills as the managerial factor that aided the success of their operations, women entrepreneurs ascribed the growth of their businesses to financial discipline. The research found that how women manage and interact with their clients and prospective clients has a significant impact on the success of their business.

The study further examined the correlation between technical skills on the performance of correctional facilities projects in Nakuru main prison. The study established that there was a strong positive correlation existed between technical skills on the performance of correctional facilities projects in Nakuru main prison, ($r = 0.541$; $p < 0.05$). The results

of the correlation analysis indicated that better technical skills on the performance of correctional facilities projects in Nakuru main prison. The study findings is in line with the findings of Nganu, (2018) who found that there is favorable effect on technical skills with company performance. The study findings is in tandem with those of Maina (2012) who found that technical competence level of the local authorities' workforce had a significant effect on the performance of local government projects.

The study further examined the correlation between marketing skills on the performance of correctional facilities projects in Nakuru main prison. The study established that a strong positive correlation existed between marketing skills on the performance of correctional facilities projects in Nakuru main prison ($r = 0.641$; $p < 0.05$). The results of the correlation analysis indicated that better marketing skills influences the performance of correctional facilities projects in Nakuru main prison. The study findings is in line with those of Afzal, Soltan, and Panah (2017) revealed that there was a considerable positive association between the organization's performance marketing and the efficacy of its marketing initiatives.

The findings also demonstrate a substantial association between all of the elements of marketing strategy effectiveness and performance marketing, including customer philosophy, integrated marketing effort, marketing information, strategic orientation, and orientation efficiency. The study findings further, conquers with those of Magunga (2015) who found that market intelligence supports customer and market orientation to foster external attention and the discovery of new prospects in order to spot emerging market trends. Hence marketing skills has a positive influence on the organization performance.

4.6.2 Regression Analysis

The study carried out a regression analysis to evaluate the combined influence of entrepreneurial skills, managerial skills, technical skills and marketing skills on the on the performance of correctional facilities projects in Nakuru main prison.

4.6.2.1 Model Summary

The researcher sought to determine the value of R^2 . The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables.

Table 16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.878 ^a	.770	.749	.3873	.000

The R-squared in this study was 0.770, which shows that the four independent variables (entrepreneurial skills, managerial skills, technical skills and marketing skills) can explain 77.0% of performance of correctional facilities projects in Nakuru main prison while other factors explain 23.0%.

4.6.2.2 Analysis of Variance (ANOVA)

The analysis of variance in this study was used to determine whether the model is a good fit for the data. The findings are indicated in Table 17.

Table 17*Analysis of Variance (ANOVA)*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.563	4	7.141	37.584	.000 ^b
	Residual	8.532	45	.190		
	Total	37.095	49			

a. Dependent Variable: Performance of Correctional Facilities Projects

b. Predictors: (Constant), entrepreneurial skills, managerial skills, technical skills and marketing skills.

From the findings, the p-value was 0.000 which is less than 0.05 and hence the model is good in predicting how the four independent variables (entrepreneurial skills, managerial skills, technical skills and marketing skills) influences the performance of correctional facilities projects in Nakuru main prison. Further, the F-value was (37.584) which shows that the model was fit in predicting the influence of the independent variables on the dependent variable.

4.6.2.3 Overall Model

Table 18 shows the overall significant test results for the hypothesized research model.

Table 18*Regression Coefficients*

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.038	.145		.260	.796
Entrepreneurial skills	.596	.107	.548	5.578	.023
Managerial skills	.233	.081	.245	2.877	.016
Technical skills	.245	.104	.179	2.356	.022
Marketing skills	.323	.106	.360	3.052	.003

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

$$Y = 0.038 + 0.596X_1 + 0.233X_2 + 0.245X_3 + 0.323X_4 \dots \dots \dots 4.1$$

According to the intercept (β_0), when the four independent variables are held constant, the value of performance of correctional facilities projects in Nakuru main prison will be 0.038. In addition, holding all the other independent variables constant, a unit increase in entrepreneurial skills would lead to a 0.596 improvement in performance of correctional facilities projects in Nakuru main prison. Further, holding on the other independent variables constant, a unit increase in managerial skills would lead to a 0.233 improvement in performance of correctional facilities projects in Nakuru main prison.

In addition, holding all the other variables constant, a unit increase in technical skills would lead to a 0.245 improvement in performance of correctional facilities projects in Nakuru main prison. Finally holding all the other variables constant, a unit increase in marketing skills would lead to a 0.323 improvement in performance of correctional facilities projects in Nakuru main prison. From these findings we can infer those entrepreneurial skills is influencing performance of correctional facilities projects in

Nakuru main prison most, followed by marketing skills, technical skills and managerial skills.

4.7 Hypothesis Testing

The study carried a hypothesis testing using p-values in Table 4.20. The study sought to test the hypothesis that: **H₀₁**: Entrepreneurial skills have no statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. From the findings the p-value was 0.023 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (**H₀₁**) and concluded that entrepreneurial skills had statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. The study findings is in agreement with those of Nseobot and Effiong (2018) who found that there was a favorable correlation between entrepreneurial education and the development of self-reliance abilities among prisoners in Akwa Ibom State.

The study sought to test the hypothesis that: **H₀₂**: Managerial skills had no statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. From the findings the p-value was 0.016 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (**H₀₂**) and concluded that managerial skills have statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. The study findings are in tandem with those of Bode, (2020) who concluded that improved performance in corporate organizations requires managers to have effective and efficient managing capabilities. Therefore, it suggests that managers at all levels should be well-versed in their respective fields of expertise.

Thus, managerial skills has a positive influence on organization. The study further conquers with the findings of Gurana and Choudhury, (2021) who found that there is a clear correlation between management effectiveness and management abilities (conceptual skills, human kills, technical skills). Ogutu, (2019) also revealed that most women company owners listed excellent people skills as the managerial factor that aided the success of their operations, women entrepreneurs ascribed the growth of their businesses to financial discipline. The research found that how women manage and interact with their clients and prospective clients has a significant impact on the success of their business.

The study sought to test the hypothesis that: **H₀₃**: Technical skills on has no statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. From the findings the p-value was 0.022 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (**H₀₃**) and concluded that technical skills have statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. The study findings is in line with the findings of Nganu, (2018) who found that there is favorable effect on technical skills with company performance. The study findings is in tandem with those of Maina (2012) who found that technical competence level of the local authorities' workforce had a significant effect on the performance of local government projects.

The study sought to test the hypothesis that: **H₀₄**: Marketing skills has no statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. From the findings the p-value was 0.003 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis (**H₀₄**) and concluded that marketing skills has statistically significant influence on the

performance of correctional facilities projects in Nakuru main prison.

The study findings is in line with those of Afzal, Soltan, and Panah (2017) revealed that there was a considerable positive association between the organization's performance marketing and the efficacy of its marketing initiatives. The findings also demonstrate a substantial association between all of the elements of marketing strategy effectiveness and performance marketing, including customer philosophy, integrated marketing effort, marketing information, strategic orientation, and orientation efficiency. The study findings further, conquers with those of Magunga (2015) who found that market intelligence supports customer and market orientation to foster external attention and the discovery of new prospects in order to spot emerging market trends. Hence marketing skills has a positive influence on the organization performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the major findings of the actual study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study. The main aim of this study was to assess the influence of training on performance of correctional facilities projects in Nakuru main prison.

5.2 Summary of Major Findings

The study sought to determine the summary of key major findings of the study. The summary was categorized in terms of specific objectives.

5.2.1 Entrepreneurial Skills and Performance of Correctional Facilities Projects

From the analysis the study findings revealed that entrepreneurial skills can assist officers involved in project management to think creatively and innovatively when developing and implementing project plans. The study further revealed that entrepreneurial skills assist officers involved in project management to take calculated risks that can help to drive projects forward and achieve success. In addition, the study revealed that entrepreneurial skills assist officers involved in project management to adapt to changing project requirements, shifting timelines. The study also revealed that entrepreneurial skills assist officers involved in project management to effectively utilize the available resources.

5.2.2 Managerial Skills and Performance of Correctional Facilities Projects

From the analysis the study findings revealed that managerial skills help project managers to develop a comprehensive project plan such as project objectives, timelines, and resources. Moreover, the study revealed that good communication skills assist officers involved in project management to convey project goals, expectations, and timelines to team members. From the findings it was revealed that good leadership assist officers involved in project management to resolve conflicts and negotiate with stakeholders. The study also revealed that effective problem-solving skills allow officers involved in project management to evaluate alternatives, make decisions, and take corrective action to ensure project success.

5.2.3 Technical Skills and Performance of Correctional Facilities Projects

Regarding technical skills, the study revealed that technical skills aid project officer to implement the project according to technical specifications, and that team members are aligned with the project objectives. In addition, the study revealed that technical skills enable project officer to identify technical risks that may arise during the project. Furthermore, the study revealed that technical skills help the officer to develop and estimate project budget. Further, the study revealed that technical skills aid the officer to track and monitor project activities. It was also noted that technical skills help the project manager to effectively utilize project management software.

5.2.4 Marketing Skills and Performance of Correctional Facilities Projects

From the findings the study revealed that marketing skills helps in communicating project visions across multiple teams during the launch of the project. Further, it was established that, marketing skills helps in promoting their product during project

implementation. The study further, revealed that marketing skills helps to complete the project within the stipulated timelines. Moreover, the study revealed that marketing skills help in identification of potential consumers.

5.3 Conclusions

Based on the findings the study concluded that entrepreneurial skills have a statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. Entrepreneurial skills encompass attributes like innovation, risk-taking, and the ability to identify and capitalize on opportunities. Administrators with strong entrepreneurial skills would be more likely to identify and implement innovative approaches within correctional facilities projects. The findings are in line with entrepreneurship theory, which focuses on the role of entrepreneurship and entrepreneurial skills in creating and identifying opportunities, taking calculated risks, and driving innovation. The theory posits that individuals with entrepreneurial skills can have a significant impact on project outcomes by introducing innovative approaches and strategies.

Furthermore, the study concluded that managerial skills have a statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. Managerial skills encompass planning, organizing, decision-making, and leadership abilities. Administrators with strong managerial skills would effectively allocate resources, set clear objectives, and manage project teams. This efficient management would lead to improved project performance in terms of meeting deadlines, staying within budgets, and achieving project goals. The finding is relevant to management theory which emphasizes the importance of effective management practices in achieving organizational objectives. Managerial skills, such as planning, organizing, and decision-

making, are central to this theory and are highlighted as essential for project success.

Regarding the technical capacity, the study concluded that technical skills have a statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. Technical skills encompass specialized knowledge and expertise relevant to the project's technical aspects. Administrators and project managers with strong technical skills would be well-equipped to make informed decisions, address technical challenges, and ensure the correct application of technical knowledge in project execution. Technical Expertise Theory is relevant in this scenario, as it focuses on the critical role of technical knowledge and expertise in shaping project outcomes. Administrators with strong technical skills are better equipped to address technical challenges, make informed decisions, and ensure the correct application of specialized knowledge, leading to improved project performance.

The study further concluded that marketing skills have a statistically significant influence on the performance of correctional facilities projects in Nakuru main prison. Marketing skills include the ability to identify target audiences, communicate effectively, and promote projects to stakeholders. Administrators and project managers with strong marketing skills would excel in garnering support, securing resources, and ensuring project visibility. Marketing Theory is the basis for explaining this scenario, as it centers on the principles of marketing and promotion. Marketing skills, including identifying target audiences, effective communication, and stakeholder engagement, are key components of this theory. Administrators with strong marketing skills can effectively promote projects and secure support from stakeholders, contributing to project success.

5.4 Recommendations

5.4.1 Policy Recommendations

The Department of Correctional Services in Kenya can take several measures to equip administrators in correctional facilities with essential skills that will enhance the performance of correctional facilities projects, specifically focusing on entrepreneurial skills, managerial skills, technical skills, and marketing skills.

For entrepreneurial skills, the department can develop training programs aimed at instilling an entrepreneurial mindset within correctional facilities. These programs should cover crucial topics such as business planning, financial management, and recognizing entrepreneurial opportunities. Additionally, mentorship programs can be established, where experienced entrepreneurs or business experts can provide valuable guidance and support to administrators. Access to resources like libraries, online courses, and workshops that offer insights into entrepreneurship should also be made available.

To strengthen managerial skills, the department should consider conducting leadership and management training programs. These programs can help administrators develop effective leadership, team-building, conflict resolution, and strategic planning skills. Implementing regular performance appraisals and feedback mechanisms will further enable administrators to enhance their managerial capabilities. Encouraging administrators to pursue professional development opportunities, such as attending management seminars or workshops, can also contribute to skill improvement.

Regarding technical skills, it is essential to provide administrators with relevant training based on the specific projects within correctional facilities. For instance, if construction projects are underway, administrators should receive training in construction

management, quality control, and safety procedures. Supporting administrators in obtaining certifications or licenses in their respective technical fields will enhance their expertise and credibility. Additionally, on-the-job training and apprenticeship programs should be facilitated to allow administrators to acquire practical technical skills through hands-on experience.

To foster marketing skills, the department can organize workshops and seminars on marketing strategies, branding, and market research. These initiatives will help administrators understand how to effectively promote and market correctional facilities projects. Inviting marketing experts or professionals as guest speakers can provide practical advice and real-world insights. Encouraging administrators to conduct market analyses to identify target audiences and assess project demand is also crucial for tailoring marketing efforts effectively.

5.4.2 Suggestions for Further Studies

Since the study focused on the entrepreneurial skills, managerial skills, technical skills and marketing skills on the performance of correctional facilities projects in Nakuru main prison, the researcher suggests that a study should be conducted on the financial management skills and leadership management skills on the performance of correctional facilities projects in Nakuru main prison. Moreover, the researcher suggests that other studies should be conducted on the training needs of the inmates in correctional facilities across the country. The researcher also suggests that another study should be conducted on the training programs and practices in correctional facilities in Nakuru Main Prison and other similar facilities in Kenya.

REFERENCES

- Acemoglu, D., & Autor, D. (2011). Skills, tasks and technologies: Implications for employment and earnings. *Handbook of Labor Economics*, 4, 1043-1171.
- Acker, S. (1990). Gender and educational choice: Beyond economic man. *Sociology of Education*, 63(1), 1-19.
- Aggarwal, R., & Darzi, A. (2016). Technical-skills training in the 21st century. *New England Journal of Medicine*, 355(25), 2695-2696.
- Altschuld, P., & Kumar, S. (2010). Needs Assessment: A Digest, Review, and Comparison of Needs Assessment Literature". *Performance Improvement*. 37 (7): 40-53.
- Aos, S., Miller, M., & Drake, E. (2020). Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates. *Washington State Institute for Public Policy*.
- Aronowitz, S. (2018). Rehabilitating Criminal Justice Policy and Practice. *Psychology, Public Policy, and Law*, 16, 39-55.
- Atkinson, R., & Crawford, L. (2018). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. *International Journal of Project Management*, 36(1), 177-190.
- Australian Institute of Criminology. (2018). The Cost of Prisons. Retrieved from <https://www.aic.gov.au/publications/tandi/tandi546>
- Azjen, F.(2000). Entrepreneurship Education and Training: A Survey of Literature. *Life Science Journal*, 11 (1), 127-135.
- Bandura, A. (1982). Psychologists and their Theories for Students. In K. Krapp (Ed.), vol. 1 Detroit: Gale virtual Reference Library.
- Bandura, A. (1997). Self-efficacy: The exercise of control. New York: Freeman.
- Becker, G. S. (1964). Human capital. Columbia University Press. Becker, G. S. (1993). Human capital: A theoretical and empirical analysis, with special reference to education. *University of Chicago Press*.
- Becker, G. S., & Huselid, M. A. (1998). High performance work systems and firm performance: A synthesis of research and managerial implications. *Research in personnel and human resources management*, 16(1), 53-101.
- Bee, F. R., & Bee, R. H. (2019). The theory and practice of training. Routledge.
- Blanchard, P. N., & Thacker, J. W. (2021). Effective training: Systems, strategies, and practices. Pearson.
- Bonta, S., & Wormith, Y. (2016). The relationship between statics variables and criminal thinking in an offender population. *Psychological services*, 7, (1), pp.27-33.
- Bowles, S., & Gintis, H. (1976). Schooling in capitalist America: Educational reform and the contradictions of economic life. Basic Books.

- Boyd, N. G. & Vozikis, G. S. (2011). The influence of self-efficacy on the development of entrepreneurial intentions and actions. *Entrepreneurship Theory and Practice*, 18, 64- 77
- Bozick, R., Steele, J. (2019). Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs That Provide Education to Incarcerated Adults. *RAND Corporation*.
- Bucero, A., & Englund, R. L. (2017). Project manager's handbook: applying best practices across global industries. *John Wiley & Sons*.
- Buckley, R., & Caple, J. (2017). *The theory and practice of training*. Kogan Page Publishers.
- Burrow, F. (2017). Managing correctional treatment for reduced recidivism: A meta-analytic review of programme integrity. *Legal and Criminological Psychology*, 10, 173-187.
- Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational research methods*, 4(1), 62-83.
- Correctional Service Canada. (2017). Building and Renovating Correctional Facilities. Retrieved from <https://www.csc-scc.gc.ca/publications/003005-2016-01-eng.shtml>
- Cullen, A., & Gendreau, P. (2018). Casting the safe and successful return of prisoners to the community. New York: *the council of state governments* ' .P.11-V-B-12-3
- Culp, C. L. (2019). Construction Project Management: A Practical Guide to Field Construction Management (7th Ed.). *Wiley*.
- Custódio, C., Ferreira, M. A., & Matos, P. (2019). Do general managerial skills spur innovation?. *Management Science*, 65(2), 459-476.
- Dai, C. X., & Wells, W. G. (2017). An exploration of project management office features and their relationship to project performance. *International Journal of Project Management*, 22(7), 523-532.
- David, S. (2014). Breaches in the wall: Imprisonment, social support, and recidivism. *Journal of Research in Crime and Delinquency*, 51, 200-229
- Davidsson, P., & Schmitt-Rodermund, E. (2018). Where do entrepreneurial skills come from?. *Applied Economics Letters*, 20(12), 1183-1186.
- Department of Correctional Services. (2018). Annual Report 2017/2018. Retrieved from <https://www.dcs.gov.za/Publications/Annual%20Reports/Annual%20Report%20-%20DCS%202017-18.pdf>
- Dnyshan, W. (2017). The unemployment rate, unemployment volatility, and crime. *International journal of social economics*, 296, 440-448.
- Dowden, T., & Gendreau, R. (2017). Effectiveness of a mental health court in reducing criminal recidivism and violence"; *American journal of psychiatry* 164 (9): 1395-403
- Egyptian Prisons Authority. (2018). Prison Construction. Retrieved from <http://www.eps.gov.eg/>

- Foleide, D. (2011). The relationship between training and small business performance: An analysis of the Barclays Bank small firms training loans scheme. *Environment and Planning: Government and Policy*, 20 (2), 211-233.
- Genderau, R. (2019). The ties that bind or the ties that break: Examining the relationship between visitation and prisoner misconduct. *Journal of Criminal Justice*, 40, 433-440.
- Gould, S. (2019). Are Manufacturing Workers Really Worth their Pay?. *Working Paper 94- 12, Centre for the Study of African Economies, Oxford University*
- Gould, Y. (2017). Sexual offender treatment efficacy revisited. *Sexual Abuse: A Journal of Research and Treatment*, 11, 101-116
- Grant, H., & Jewkes, P. (2015). The effect of Moral Reconciliation Therapy on the recidivism of youthful offenders: A randomized experiment. *Criminal Justice and Behavior*, 30, 668-687.
- Greene, J. R. (2018). The Impact of Entrepreneurship Training in Prison on Recidivism and Employment. *Journal of Business Venturing Insights*, 10, e00102.
- Guerino, R. (2018). Does batterers' treatment work? A metaanalytic review of domestic violence treatment. *Clinical Psychology Review*, 23, 1023-1053.
- Gully, S. M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational Research Methods*, 4(1), 62-83.
- Gupta, A., Ren, Z., & Dong, S. (2016). Construction project delay analysis methods: An overview. In *Proceedings of the International Conference on Computing in Civil and Building Engineering (ICCCBE 2016)*.
- Hanushek, E. A., & Woessmann, L. (2008). The role of cognitive skills in economic development. *Journal of Economic Literature*, 46(3), 607-668.
- Huang, X., Lu, H., & Xue, Y. (2019). Research on the application of project management in the reform of China's prison system. *Journal of Social Science Research*, 5(2), 24-30.
- Kaufman, S., & English, P. (1979). The concept of social need". *New Society*. Vol. 30. pp. 640-643
- Kenya Law Reports. (2012). Prisons Act (Cap 90). National Council for Law Reporting. Retrieved from <http://kenyalaw.org/lex//actview.xql?actid=CAP.%2090>
- Kenya Prisons Enterprise Limited. (2021). About Us. Retrieved from <https://www.kpeltd.co.ke/about-us>
- Kenya Prisons Service Act, 2019. (Act No. 4 of 2019). Nairobi, Kenya: National Council for Law Reporting.
- Kenya Prisons Service. (2015). Reforms and Rehabilitation in the Kenya Prisons Service. Retrieved from <https://www.prisons.go.ke/images/Reforms.pdf>
- Kenya Prisons Service. (2017). Rehabilitation and Reintegration Programs. Retrieved from <https://www.prisons.go.ke/images/rehabilitation.pdf>
- Kenya Prisons Service. (2018). Annual Report 2017/2018. Retrieved from https://www.prisons.go.ke/images/Downloads/Kenya_Prison_Service_annual_report_2017_2018.pdf

- Kenya Prisons Service. (2019). Kenya Prisons Service Enterprises. Retrieved from <https://www.prisons.go.ke/images/enterprises.pdf>
- Kenya Prisons Service. (2020). About Us. Retrieved from <https://www.prisons.go.ke/index.php/about-us>
- Kerka, S. (2017). Training and development: Theory, practice, and research. ERIC Clearinghouse on Adult, Career, and Vocational Education.
- Kerzner, H. (2013). Project management: a systems approach to planning, scheduling, and controlling. *John Wiley & Sons*.
- Kerzner, H. (2021). Project management: a systems approach to planning, scheduling, and controlling. *John Wiley & Sons*.
- Kiarie, P. N., & Nyaga, H. G. (2017). Reintegration Programs and Inmate Management in Kenya: A Comparative Analysis. *Journal of Criminal Rehabilitation and Social Integration*, 25(3), 189-205
- Kigozi, G. (2021). Evaluation of a human rights-based approach to managing HIV/AIDS in Ugandan correctional facilities: A pre-post intervention study. *BMC Public Health*, 21, 572.
- Kim, J. S. (2018). The impact of implementing evidence-based practices on the quality of mental health services in correctional facilities: A mixed-methods study. *Journal of Correctional Health Care*, 24(2), 176-190.
- Kolvereid, P., & Isaksen, Y. (2012). Perceived Self-Efficacy, Poverty, and Economic Development". *Annual Review of Resource Economics*. 9 (1): 383–404
- Kuura, L. (2014). Entrepreneurship Theory, Process, and Practice in the 21st century. *International Journal of Entrepreneurship and Small Business*, 13(1), 8-17.
- Kwak, Y. H., Chih, Y. Y., & Ibbs, C. W. (2009). Towards a comprehensive understanding of public construction project performance. *International Journal of Project Management*, 27(7), 717-726.
- Lent, R. W., Brown, S. D., & Hackett, G. (2012). Toward a unifying social cognitive theory of career and academic interest, choice, and performance. *Journal of Vocational Behavior*, 45(1), 79-122.
- Li, Y., Li, J., Zhang, X., & Huang, R. (2019). A study of project management training for prison officers in China. *Journal of Chinese Correctional Management*, 38(1), 68-73.
- Linan, W. (2011). Self-Efficacy", *The Corsini Encyclopedia of Psychology*, American Cancer Society, pp. 1–3,
- Lindgren, M., & Packendorff, J. (2012). Social constructionism and entrepreneurship: Basic assumptions and consequences for theory and research. *International Journal of Entrepreneurial Behavior & Research*, 15(1), 25-47
- Lipton, D. S., Cleland, C. M., & Yee, D. (2020). The Effects of Cognitive-Behavioral Programs for Criminal Offenders. *Campbell Systematic Reviews*, 2(1).
- Lumpkin, T., & Dess, G.. (2014). Clarifying the Entrepreneurial Orientation Construct and linking it to performance. *Academy of Management Review*, 21(1), 135-172.

- Lynch, D. (2019). Managing Stakeholder Expectations for Project Success. Project Management Institute.
- McClelland, P., & McBer, R. (1980). *Project Management Professional Study Guide*. p. 354.s
- McGee, K., & Peterson, W. (2009). Organizational Application of Social Cognitive Theory". *Australian Journal of Management*. **13** (2): 275–302
- Mhangami, P., & Sebola, M. (2017). The impact of project management training on IT project delivery: A case study of a software development company in South Africa. *Journal of Economics and Behavioral Studies*, 9(3), 122-133.
- Mincer, J. (1997). The production of human capital and the life cycle of earnings: Variations on a theme. *Journal of Labor Economics*, 15(1), S26-S47.
- Ministry of Justice. (2020). The Building of Prisons. Retrieved from <https://www.gov.uk/government/publications/the-building-of-prisons>
- Moroz, P., & Hindle, K. (2012). Entrepreneurship as a Process: Toward Harmonizing Multiple Perspectives. *Entrepreneurship Theory and Practice*, 36(4), 781-818.
- Mothibi, J. P., & Kruger, M. P. (2020). The impact of project management training on the construction industry in South Africa. *Journal of Construction Project Management and Innovation*, 10(1), 2406-2416.
- Mpofu, N., & Mhlongo, S. M. (2018). The impact of project management training on the healthcare sector in South Africa. *Journal of Health Informatics in Africa*, 5(1), 30-38.
- Msoroka, A. (2018). Controlling Violent Offenders Released to the Community: An Evaluation of the Boston Reentry Initiative. *Journal of Research in Crime and Delinquency*, 46, 411-436.
- Mueller, K., & Goic U. (2013). Self-efficacy: Toward a Unifying Theory of Behavioral Change". *Psychological Review*. **84** (2): 191–215
- Müller, R., & Turner, J. R. (2019). Leadership competency profiles of successful project managers. *International Journal of Project Management*, 37(1), 15-26.
- Murungi, F. (2020). An assessment of the status of correctional facilities in Kenya. *Journal of African Union Studies*, 9(1), 23-41.
- Muthoni, J. (2019). Management Practices in Kenyan Correctional Facilities. *African Journal of Criminology and Justice Studies*, 7(2), 124-141.
- Natchayangkun, G. (2014). *Right Projects Done Right: From Business Strategy to Successful Project Implementation*. p. 35
- Ndibang, P. (2018). Influence of entrepreneurial skills on the performance of Jua Kali artisans in Kenya: a case of Jua Kali artisans in Meru town. Unpublished Mastser project, University of Nairob
- Nigerian Prisons Service. (2018). Annual Report 2017/2018. Retrieved from <https://www.prisons.gov.ng/images/reports/Nigeria%20Prison%20Service%20Annual%20Report%202017-2018.pdf>

- Ojiambo, F. (2018). You don't get no help": The role of community context in effectiveness of evidence-based treatments for people with mental illness leaving prison for high risk environments. *American Journal of Psychiatric Rehabilitation*, 16, 154-178.
- Okanga, Y. (2017). Is educational achievement a turning point for increased delinquents across race and sex. *Youth Adolescence*, 41,202-216..
- Owino, S. A. (2018). Governance and Accountability in Kenyan Prisons: A Case Study of Management Structure. *Nairobi Law Review*, 22(1), 89-107.
- Probation Service Feedback Report (2011). Recidivism Report"; Nairobi Kenya, Retrieved 2011-09-14
- Project Management Institute (PMI). (2017). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (6th ed.). PMI.
- Psacharopoulos, G. (1994). Returns to investment in education: A global update. *World Development*, 22(9), 1325-1343.
- Royle, J., & Laing, A. (2014). The digital marketing skills gap: Developing a Digital Marketer Model for the communication industries. *International Journal of Information Management*, 34(2), 65-73.
- Sandberg, (2000). A brief History of Project Management". In Elias G. Carayannis (ed.). *The story of managing projects*.
- Schindehutte, M., & Allen, J. (2016). The entrepreneur's business model: toward a unified perspective. *Journal of Business Research*, 58(6), 726-735.
- Schultz, T. W. (1961). Investment in human capital. *The American Economic Review*, 51(1), 1-17.
- Schwarzer, R., & Fuchs, R. (2014). Self-regulatory processes in the adoption and maintenance of health behaviors: The role of optimism, goals, and threats. *Journal of Health Psychology*, 1(1), 115-133.
- Sears, D., & Walter, L. C. (2020). Correctional facilities in the shadow of COVID-19: unique challenges and proposed solutions. *Health Aff*, 10.
- Shah, R. (2015). Does prison-based adult basic education improve postrelease outcomes for male prisoners in Florida? *Crime & Delinquency*, 59, 975-1005.
- Shane, K., & Venkataraman, F. (2016). Analyzing Project Management Research: Perspectives from Top Management. *International Journal of Project Management*, 27(5), 435-446.
- Soderborg, T. (2018). The effectiveness of cognitive behavioral treatment for adult offenders: A methodological, quality-based review. *International Journal of Offender Therapy and Comparative Criminology*, 45, 498-51
- Ugbah, S. D., & Smothers, N. (2017). "Who Is an Entrepreneur?" Is It Still the Wrong Question? *Academy of Entrepreneurship Journal*, 13(1), 23.
- Vilke, G. M., DiMaio, V. J., & Chan, T. C. (2019). Designing Jails for Mental Health Care. *The Journal of the American Academy of Psychiatry and the Law*, 47(2), 150-154.

- Volery, T., & Siemens, B. (2012). What Do Entrepreneurs Actually Do? An Observational Study of Entrepreneurs' Everyday Behavior in the St
- Ward, P., & Syversen, A. (2009). A Different Perspective: Introducing Positive Criminology". *International Journal of Offender Therapy and Comparative Criminology*. 55 (2): 305–325.
- Watkins, M., & Kaufman, S. (2002). "Availability and usefulness of selected health and socioeconomic data for community planning". *American Journal of Public Health*. 57 (5): 762–771
- Western, B., Braga, J., & Sirois, C. (2019). Stress and Hardship after Prison. *American Journal of Sociology*, 120(5), 1512-1547.
- Worthen, T. (2016). Treatment during transition from prison to community and subsequent illicit drug use. *Journal of Substance Abuse Treatment*, 28, 351-358.
- Zhao, P., & Seibert, S. (2015). Cognitive Behavior Therapy and Its Application with Adolescents". *Journal of Adolescence*. 9 (1): 1–15.
- Zhou, Y., Li, L., Li, R., & Wei, H. (2021). The impact of project management training on the ability of correctional staff in China. *Journal of Criminal Investigation and Intelligence*, 3(1), 54-61.

APPENDICES

Appendix I: Letter of Introduction



KABARAK UNIVERSITY
OFFICE OF THE DIRECTOR
INSIITUTE OF POST GRADUATE STUDIES

Private Reg - 20157
KABARAK, KENYA
<http://kabarak.ac.ke/institute-postgraduate-studies/>

E-mail: directorpostgraduates@kabarak.ac.ke

24th October 2022

The Director General
National Commission for Science, Technology & Innovation (NACOSTI)
P.O. Box 30623 – 00100
NAIROBI

Dear Sir/Madam,

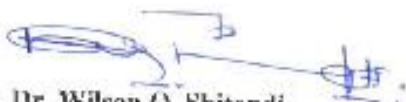
RE: BOAZ KIPTOO LEITCH - GMPM/NE/0236/01/20

The above named is a student at Kabarak University. He is carrying out a research entitled *“Influence of Prison Staff Training on Performance of Correctional Facilities Projects in Nakuru Main Prison ”*

The student has been granted approval for ethical clearance by Kabarak University Research Ethics Committee and is ready to undertake field research.

Kindly provide the student with a research permit to enable him to undertake the research.

Thank you.



Dr. Wilson O. Shitandi
DIRECTOR, POSTGRADUATE STUDIES



Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)



Kabarank University is ISO 9001:2015 Certified

Appendix II: Questionnaire

Respond by simply tick where necessary or filling provided spaces.

Note: For questions that need your agreement level, use (5 = strongly agree; 4 = agree; 3 = not sure; 2 = disagree; 1 = strongly disagree)

Section A: Background Information

1. Gender

Female []

Male []

2. Age bracket

50 Years and above []

41-50 years []

31-40 years []

18-30 years []

3. Highest education level

Secondary []

Diploma []

Under graduate []

Post graduate []

4. The duration you have been working with correctional facility

More than 10 years []

6-10 years []

1 - 5 years []

Less than 1 year []

5. The duration you have worked with the current institution?

More than 10 years []

6-10 years []

1 - 5 years []

Less than 1 year []

In a scale of 1-5, where; 5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, and 1=Strongly Disagree indicate your level of agreement on the following statements

Influence of entrepreneurial skills on the performance of correctional facilities projects

Influence of managerial skills on the performance of correctional facilities projects

Managerial Skills	5	4	3	2	1
Managerial skills help project managers to develop a comprehensive project plan such as project objectives, timelines, resources					
Good communication skills assist officers involved in project management to convey project goals, expectations, and timelines to team members					
Good leadership assist officers involved in project management to resolve conflicts and negotiate with stakeholders.					
Time management skills among officers involved in project management to prioritize tasks, set realistic deadlines, and manage their own time effectively.					
Effective problem-solving skills allow officers involved in project management to evaluate alternatives, make decisions, and take corrective action to ensure project success.					

Influence of technical skills on the performance of correctional facilities projects

Technical Skills	5	4	3	2	1
Technical skills helps project officer to implement the project according to technical specifications, and that team members are aligned with the project objectives.					
Technical skills enable project officer to identify technical risks that may arise during the project.					
Technical skills helps the officer to develop and estimate project budget					
Technical skills helps the officer to track and monitor project activities					
Technical skills help the project manager to effectively utilize project management software.					

Influence of marketing skills on the performance of correctional facilities projects

Marketing Skills	5	4	3	2	1
Marketing skills helps in communicating project visions across multiple teams during the launch of the project.					
Marketing skills helps in promoting their product during project implementation					
Marketing skills helps to complete the project within the stipulated timelines					
Marketing skills help in identification of potential consumers					

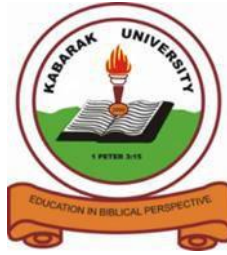
Entrepreneurial Skills	5	4	3	2	1
Entrepreneurial skills can help officers involved in project management to think creatively and innovatively when developing and implementing project plans					
Entrepreneurial skills assist officers involved in project management to take calculated risks that can help to drive projects forward and achieve success.					
Entrepreneurial skills help officers involved in project management to adapt to changing project requirements, shifting timelines					
Entrepreneurial skills assist officers involved in project management to effectively utilize the available resources					
Officers involved in project management who possess entrepreneurial skills are able to accurately forecast					

Performance of Correctional Facilities Projects

Performance of Correctional Facilities	5	4	3	2	1
Projects are delivered within stipulated timelines time					
The projects are delivered within the estimated budgets					
The project stakeholders are satisfied with the projects					
The project officers are satisfied with the project					

Thank You

Appendix III: Informed Consent



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

ADULT INFORMED CONSENT FORM (TEMPLATE)

(The form is written in English language but can be translated to Kiswahili or any other appropriate language)

STUDY TITLE__Influence of Training on Performance of Correctional Facilities Projects in Nakuru Main Prison

PI. Boaz Kiptoo Leitich____Affiliated Institution Kabarak University Co-
investigator(s)1. Dr. Nehemiah Kiplagat 2. Dr. Zakayo Tallam____Affiliated
Institution(s) Kabarak University 2. Moi University

INTRODUCTION

You are invited to participate in this research study being undertaken by the above listed investigators. This form will help you gather information about the study so that you can voluntarily decide whether you want to participate or not. You are encouraged to ask any question regarding the research process as well as any benefit or risk that you may accrue by participating. After you have adequately been informed about the study, you will be requested to either agree or decline to participate. Upon agreeing to participate in the study, you will be further requested to affirm that by appending your signature/thumbprint on this form. Accepting or declining to participate in this study does not in any way waive the following rights which you're entitled to:

- a) Voluntary participation in the study;
- b) Withdrawing from the study at any time without the obligation of having of give an explanation and;
- c) Access to services which you're entitled to A copy of this form will be provided to you for your own records Should I continue YES

This study has been reviewed and approved by Kabarak University Research Ethics Committee (KUREC)

What is the Purpose of the Study?

The main reason(s) for conducting this study is to answer the following questions:

1. Does Entrepreneurial Skills influence the performance of correctional facilities projects in Nakuru main prison?
2. Does Managerial Skills influence the performance of correctional facilities projects in Nakuru main prison?
3. Does Technical Skills influence the performance of correctional facilities projects in Nakuru main prison?
4. Does Marketing Skills affect the performance of correctional facilities projects in Nakuru main prison?

Who can Take Part in the Study?

Outline the inclusion and exclusion criteria

The study will include all the prisons officers involved in the planning and execution of prison projects at Nakuru main prison. These individuals are carefully selected and fit the selection criteria because they are actively involved in the day to day running of prison facilities programmes. This group of 52 officers, who include the senior officers are best suited. This criteria is well managed to avoid bias because they will provide the best information by aligning it well with the research goals through a well developed screening and targeting criteria.

Specify the sample size

The study participants will be the 52 project officers at Nakuru main prison.

In Case You Agree to Participate in the Study, What Will Happen?

This is what is going to happen once you have agreed to participate in the study:

- *First, include a statement about the time commitments of the research for the participant including both the duration of the research and follow-up, if relevant.*

This research will have you commit your time to answer questions from the research assistant and researcher from a prepared questionnaire. Follow up questions to clarify a point may also be required. All your responses will be treated with utmost good faith and will not be divulged to any third party. The research will take a period of two weeks

- *Second, a qualified and well-trained interviewer will ask you questions in a private place where you will feel comfortable. In case there is any question you feel uncomfortable responding to, you will not be coerced to respond. The questions will be on the following areas: (list the areas below)*

Prison administration.

Prison projects implementation

Technical skills of prison officers

Managerial skills of prison officers

Entrepreneurial skills

Marketing skills of prison officers

- *Third, after the interview, the following procedures will be done {detailed information on any procedures to be undertaken by the investigator(s)}*

After the collection of your responses to the interview questions, the data gotten will be analyzed using scientific methods called SPSS, using descriptive and inferential statistics. These data will then presented in pie charts, graphs and summative conclusions and a copy

of the findings and summaries sent to you.

- *Last, you are requested to provide your contact details (phone number or any other reliable form of contact). This will help reach you in case new information regarding the study emerges. Other reason(s) for requesting your contact details is (are)*

In case of follow up clarifications, we will need your full time contacts.

- *The contact details you will provide shall remain confidential to the lead researcher (PI).*

What Potential Risks Are Associated with Participation in this Study?

Any research involving human subjects has the potential of imposing a number of risks/harms or discomfort including psychological, physical, emotional, environmental, cultural etc.

{The risks depend upon the nature and type of study and the interventions. State and explain the risk to the participant. Explain to the participant how this risk will be mitigated

Participation in this study doesn't pose any kind of risk or harm to you Culture

Privacy & Confidentiality

Privacy is the right of an individual to have some control over how his or her personal information/data is collected, used, and/or disclosed. Confidentiality is the duty to ensure information (data) is kept secret only to the extent possible/reasonable. *{Explain to the participants how privacy and confidentiality will be upheld. Explain to the participant any extra precautions, you will take to ensure safety and anonymity. How well data will be handled and after how long will the data be discarded and how the*

data will be discarded}

The respondent's information will be kept private by employing numbers method to keep their identities confidential. Their records will be kept secure using password protected files, encryption when sending the information over the internet and use of lockable cabinets and drawers for bound paper work

In case you aren't comfortable answering any of the questions during the interview because of feeling embarrassed or uncomfortable, it will be within your rights to decline. Otherwise every measure has been taken to ensure that the interview is conducted in a private area with minimal to no interference so that you feel comfortable.

*In case of clinical procedures: You may experience some discomfort/pain after {State the procedure} **No clinical procedure involved**____. This may even cause some {state the effects of the procedure}*

If at all you suffer any injury, illness or complication(s) by participating in this study, kindly contact us immediately using the contact details provided at the bottom of this form. you will be attended to by the study clinician and if there is need for further assessment or treatment you will be referred accordingly

What Benefits are you Going to Accrue by Participating in the Study

{Benefits may be divided into benefits to the individual, benefits to the community in which the individual resides, and benefits to society as a whole as a result of finding an answer to the research question. Mention those that will be actual benefits not entitlements}

{Highlight the significance of the study}

To the society, the knowledge generated from the research including the recommendations will see better models for rehabilitation of prisoners leading to a crime free society and hence community protection.

To the community, the social protection arising from the research recommendations if enacted will see a better developed and prosperous community as investors cherish a crime free environment

To the individual officers participating in the research, they will keep abreast with the latest rehabilitation projects including their theoretical underpinings

What Will it Cost You to Participate in the Study?

{ Will the participant incur any cost in order to participate in the study? Explain it clearly to the participant }

Participation will be cost free. All the attendant costs including stationery and internet fees will be catered for by the researcher. The respondent will only be required to avail himself at his venue of choice.

Will Any Expenditure that You Incur by Participating in the Study be Refunded? Or will you be Paid for Participating in the Study? {Explain clearly to the participant whether or not they will be reimbursed}

In the unlikely circumstance that the respondent will be made to incur some expenditure (including meals, and travel), this will be reimbursed by the researcher at prevailing market rates

In

In Case I Have any Further Questions/ Concerns in Future Whom Should I Contact?

In the event that you need further clarification or questions regarding your continued participation in the study feel free to contact the PI {Mobile Number 0723 309937 Email – boazleitich@gmail.com Physical Address: Regional Prisons Headquarters Offices- Nakuru (London Estate P.O Box 651 Nakuru)}. In case of concerns regarding your rights and/or obligations as a research participant do not hesitate to contact the secretary, KUREC on {KUREC contact}

What Alternative Options are Available to Me?

The decision on whether to participate or not is absolutely voluntary. You will be free to withdraw from the study at any point during the study without providing any explanation.

How Will the Findings of this Study be Communicated or Shared?

{Provide a detailed plan of how feedback of the study findings will be given}

At the debriefing stage, after the research questionnaire has been administered, the researcher will provide a contact information that the participants may use to request for findings from the research. Alternatively , the researcher will provide a link to a website once the study is completed

However since iam a member of the prison service I will organize a community meeting in order to give a face to face presentation of the findings.

Statement of Consent

I have comprehensively read the consent form or/the information has been comprehensively read to me by the researcher. I have understood what the study is about and all the questions and concerns that I had have been responded to in a clear and concise. The study benefits and foreseeable risks have been explained to me. I totally understand that my decision to participate in this study is voluntary and I have the right to withdraw at any point during the study.

I freely consent to participate in this study

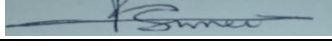
Signing this form does not in any way imply that I have given up the rights am entitled to as a participant

I agree to participate in this research YES _____

I agree to provide my contact details for follow-up YES _____

Participant's Name _

Fredrick Simei

Participant's Signature/Thumb print 

Date 6/9/2022

Appendix IV: Approval Letter from the Institution



**KABARAK UNIVERSITY
OFFICE OF THE DIRECTOR
INSTITUTE OF POST GRADUATE STUDIES**

Private Bag - 20157
KABARAK, KENYA
<http://kabarak.ac.ke/institute-postgraduate-studies/>

E-mail: directorpostgraduate@kabarak.ac.ke

24th October 2022

The Director General
National Commission for Science, Technology & Innovation (NACOSTI)
P.O. Box 30623 – 00100
NAIROBI

Dear Sir/Madam,

RE: BOAZ KIPTOO LEITICH - GMPM/NE/0236/01/20

The above named is a student at Kabarak University. He is carrying out a research entitled "*Influence of Prison Staff Training on Performance of Correctional Facilities Projects in Nakuru Main Prison* "

The student has been granted approval for ethical clearance by Kabarak University Research Ethics Committee and is ready to undertake field research.

Kindly provide the student with a research permit to enable him to undertake the research.

Thank you.

Dr. Wilson O. Shitandi
DIRECTOR, POSTGRADUATE STUDIES




Kabarak University Moral Code


As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified


Appendix V: NACOSTI Research Permit


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: 929314 **Date of Issue: 07/November/2022**

RESEARCH LICENSE




This is to Certify that Mr. Boaz Kiptoo Leitch of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: Influence of Prison Staff Training on Performance of Correctional Facilities Projects in Nakuru Main Prison. for the period ending : 07/November/2023.


License No: NACOSTI/P/22/21571

929314

Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.**

See overleaf for conditions

Appendix VI: KUREC Approval Letter



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/18/10/22

17th October, 2022

BOAZ KIPTOO LEITICH
GMPM/NE/0236/01/20
Kabarak University,

Dear Boaz,

**RE: INFLUENCE OF PRISON STAFF TRAINING ON PERFORMANCE OF
CORRECTIONAL FACILITIES PROJECTS IN NAKURU MAIN PRISON
BOAZ KIPTOO**

This is to inform you that *KUREC* has reviewed and approved your above research proposal. Your application approval number is *KUREC-181022*. The approval period is *18/10/2022 – 18/10/2023*.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to *KUREC*.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by *KUREC*;
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to *KUREC* within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to *KUREC* within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to *KUREC*;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to *KUREC*

Sincerely,

Prof. Jackson Kiteku PhD.
KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies



*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)*



Kabarak University is ISO 9001:2015 Certified

Appendix VII: Evidence of Conference Participation

Certificate of Participation



This is to certify that

<Boaz Kiptoo Leitich >

Participated in the Education Management Society of Kenya (EMSK) 9th International Conference Held in Collaboration with Egerton University, Rift Valley Reading Association and the Education and Social Sciences Research Association of Kenya on Thursday 12th & Friday 13th OCTOBER, 2023 Themed: RESTRUCTURING EDUCATION, TRAINING, RESEARCH AND INNOVATION FOR 21ST CENTURY AND BEYOND

He Presented a Paper Entitled: **INFLUENCE OF TRAINING ON PERFORMANCE OF CORRECTIONAL FACILITIES PROJECTS IN NAKURU MAIN PRISON**

Dr. Eliud Nyakundi
Chairman- EMSK

Dr. David Wamukuru
Secretary- EMSK

Appendix VIII: List of Publication

The International Journal of Business Management and Technology, Volume 7 Issue 5 September-October 2023
ISSN: 2581-3889

Research Article

Open Access

Influence of Technical Skills on the Performance of Correctional Facilities Projects in Nakuru Main Prison

Boaz Kiptoo Leitich¹, Dr. Nehemiah Kiplagat², Dr. Zakayo Kibet Tallam³

Kabarak University P.O Private Bag 20157 Kabarak

ABSTRACT: Correctional facilities play a crucial role in maintaining law and order within society. They serve as institutions where individuals convicted of crimes are incarcerated, rehabilitated, and ideally, reintegrated into society as law-abiding citizens. Project performance measures are crucial indicators of the effectiveness of correctional facilities like Nakuru Prison therefore the study sought to assess the influence of technical skills on performance of correctional facilities projects in Nakuru main prison. The study was guided by the concept of entrepreneurial self-efficacy theory, training needs assessment theory, project management competency theory and the human capital theory. The study adopted descriptive research design. The targeted population was 52 officers in Nakuru Main prison. Since the target population was manageable the study adopted census technique to incorporate all the 52 targeted officers. The study used primary data which was collected through questionnaire. The pilot study was conducted in Naivasha Maximum Prison. was analyzed using descriptive and inferential statistics using Statistical Package for Social Sciences version 24. Descriptive statistics involved the use of measures of central tendencies (mean) and measures of dispersion. Inferential statistic involved the use of correlation and regression analysis to establish the nature of relationship between study variables. After analysis data was presented in form of a table. From the study concluded that there is a strong positive correlation between technical skills and performance of correctional facilities projects in Nakuru main prison, ($r = 0.541$; $p < 0.05$). From the findings the study recommended that the prison department can develop training programs aimed at instilling an entrepreneurial mindset within correctional facilities. In addition the study also recommends is essential to provide administrators with relevant training based on the specific projects within correctional facilities. For instance, if construction projects are underway, administrators should receive training in construction management, quality control, and safety procedures

Key Words: *Correctional Facilities, Technical Skills and Project Performance.*

I. INTRODUCTION

Technical skills refer to the specialized knowledge, abilities, and competencies that individuals possess to perform specific tasks or activities within an organization. These skills are often related to a particular field, industry, or job function and are essential for carrying out technical or specialized duties effectively (Blanchard & Thacker, 2020). Technical skills can encompass a wide range of abilities, from using specific software and tools to operating machinery, conducting data analysis, programming, engineering, and other domain-specific expertise (Goldstein & Ford, 2021). Measuring technical skills is an ongoing process that aligns with an organization's strategic goals and the specific requirements of each job role. It combines multiple methods and sources of data to ensure a comprehensive evaluation of employees' technical abilities (Noe, 2016).

Technical skills are crucial in the initial design and planning phases of correctional facility projects (Gustafson, 2018). Architects, engineers, and other technical professionals must possess the knowledge and expertise to design secure, compliant, and efficient facilities that meet the unique needs of correctional institutions. Correctional facilities are subject to strict regulations and safety standards (Cunningham, 2019). Technical experts with knowledge of building codes, security measures, and safety protocols are essential to ensure that the facility is compliant with all relevant laws and regulations. Non-compliance can lead to legal issues and delays. Technical skills are vital for implementing state-of-the-art security systems and surveillance technologies within correctional facilities. Security experts are responsible for designing and maintaining systems that monitor inmate activities, prevent escapes, and ensure the safety of staff and