

Organizational Culture As A Moderator Between Selected Institutional Reforms And Change Of Behavior Of Inmates, A Study Of Correctional Facilities In Kenya

Solomon Gikundi Koome

Correctional Officer State Department of Correction Service,
PHD Candidate University of Nairobi, Kenya

Charles Wafula

Senior lecturer, School of Open and E-learning
University of Nairobi

Raphael Nyonje

Professor, School of Open and E-learning,
University of Nairobi, Kenya

ABSTRACT

This Research focused on organizational culture as a moderator variable between selected institutional reforms and change of behavior of inmates in correctional facilities in Kenya. The objective was to assess the moderating influence of organizational culture on the relationship of selected institutional reforms and change of behavior of inmates in correctional facilities in Kenya. The study tested one alternate hypothesis on whether the relationship among the study variable was significant. The target population was 10,111 individuals spread as 2,953 prison officers and 7,158 inmates. From this population a sample was drawn using a formula totaling to 385 individuals who were picked for the study. Purposive sampling was used to select officers' in-charge and their deputies. With $r=0.747$, $t=8.558$, at $p=0.000$, 0.05 , HI was concluded that the relationship between institutional reforms and change of behavior of inmates is moderated by organizational culture. Findings of the study are expected to clearly demonstrate how continuous quality improvement should be undertaken within correctional facilities.

Keys terms: Organizational culture, Participatory monitoring and evaluation, selected institutional reforms, change of behavior of inmates, correctional facilities.

INTRODUCTION

In the last decade there has been an acceleration of the magnitude and pace of change across the world and the Kenya Prisons Service (KPS) has not been left behind either. Unfortunately though, the prisons service has struggled with a legacy of oppression and wanton human rights abuses acquired during the colonial days and carried over the post-independence period. It also faced the

challenge of the growing population of prisoners which resulted into overcrowding leading to congestion and deplorable conditions for prisoners (UNODC, 2012). The prison staff also lacked basic infrastructure and basic necessities. The reform process was started through a Round Table Conference on Prison Policy in 2001 whose aim was to improve prison conditions in Africa. The outcome was a shift in the direction of policy and focus on structural systems. Prison is seen as a physical structure situated in a certain specified geographical location that provides distinct communal environment where people live in accordance to specific conditions (McCorklen & Korn, 2004). Globally, prisons are established reformatory and rehabilitation institutions with a core goal of reforming and re-orientating prisoners, and make them useful members of the public.

The neglect of the prison institutions over the years is reflected by the attendant myriad of challenges it grapples with especially on infrastructural decay, restraining culture and logistic constrains. In most cases the vehicles that are supposed to cater for the prisoners going to various courts scattered all over the local government areas of the country as well as for the welfare of prison officers are hardly sufficient or operational (Ogwezzy, 2011). Effectiveness of prison reforms can be guaranteed only if the three instrumentalities of the criminal justice system which includes the police (who arrest and present the suspects in court) the court (that hears the suspects out and sentence them) and the prison (where the criminals are held to serve their jail term) must be correctively responsive. A clear indication of co-existence of this system was demonstrated in a momentous ruling by the Indian Supreme Court (2014) put an order to all prisons to free pre-trial offenders detained for over half of maximum jail term they could earn if verdict found them guilty (Penal Reform International, 2015). In the Kenya, there is a challenge to most prisons that lack resources such as vehicles and personnel to facilitate transfer, transportation of inmates to the court when needed and other movements of prisoners. This at times contributes to delayed justice to the inmates (KNCHR, 2010).

Organizational Culture

Organizational culture brings into perspective cultural elements that determine strategy, goals and mode of how institutions operate. Ronald and George (2016) found significant and positive linear relationship between cultural effectiveness and change of attitude of employees and that culture that strengthen good communication and teamwork among team members. It has been found that values and patterns of leadership are particularly determined by cultural backgrounds of leaders and their own shared experiences. Role played by culture in an organization life must be well understood since good leaders can be an enabling force to help people and organizations in performing and developing the objectives of organizations (Roger, Harrison, & Stokes, 1992). Culture presents unique effects to each organization since it is that distinctive collection of values, beliefs, work styles, and relationships that distinguish one institution from another (Egan, Yang, & Bartlett, 2004; Silberman, 2001). The prison institutions need to inculcate a health culture that will allow all participants to work towards implementation of reform projects (Armenakis, 2002).

The reforms that seek to improve physical facilities have been put into place in most prisons. If this can be successfully achieved, congestion in prisons can be addressed. Both county and national governments are involved in inspection of prison buildings which they can either issue approval certificate or mark for demolition (Abuyeka, 2014). Design on physical facilities should also be thought in line with prevailing weather conditions so as to address the issues of exposure to

extreme cold or hot weather. In prisons where the housing facility is not adequate, in addition to hot weather, death cases can be imminent.

Selected Institutional Reforms

Institutional reforms entails multiple changes adopted with an aim to improve the common prison conditions and the way the prison institutions are managed online with existing international and national human rights standards. Since 2002, the Kenya Prison Services (KPS) has embarked on deliberate attempt to introduce broad reforms and in particular to improve the conditions of detention, respect for human rights, and support for rehabilitation. This included adoption for open door policy that made it possible for the KPS to work more closely with external stakeholders and partners. More attention was given to addressing the needs of offenders with special needs and other vulnerable groups. Reforms presented a resolute move from punitive to a rehabilitative model. A rational way to reduce the number of prison litigation is to reform the prisons and give prisoners less to complain about. Complaints of prisoners generally fall into predictable patterns; seeking basic amenities such as bedding and toiletries, decent food, adequate medical care, personal security, and fair disciplinary policies (Susan, 2012).

LITERATURE REVIEW

One of the major challenges facing prisons in Kenya has been lack of proper and adequate means of transport. This has resulted in delays and sometimes even death among inmates who sometimes require urgent medical attention. The introduction of the bail information system is in line with the core mandate of the probation services which is to provide courts with information on defendants necessary for the adjudication of criminal cases especially in sentencing. Departments also deal with supervision and rehabilitation of offenders as prescribed by the courts through specific judicial orders, re-integration and rehabilitation of ex-offenders within the community.

Implementation of this kind of system enables probation officers to prepare standardized pre-bail reports and ensure proper systems for supervision of the accused on bail. The system sees remand custodies kept at the essential minimum and prevent offenders from falling back into crime while still on probation. Under the system, probation officers ensure that offenders appear in court thus leading to reduction in delays Republic of Kenya (1981). Due to the nature of work performed by prison officers transport is key in the achievement of tasks. Vehicles are needed to transport inmates to courts, hospitals and to other prisons when on transfer and transport goods from the prison industries and farm produce from the farms to the market.

It is the responsibility of the service to provide inmates with food, uniforms, beddings and toiletries. Similarly, the service is obligated to provide officers with proper uniforms and equipment. However, this has not been adequately fulfilled leading to challenging situations such as: Poor health due to exposure to harsh conditions and insufficient food supply which at times may be fatal. Limited numbers of inmates being deployed to duties and/or sent to training programs due to inadequate uniforms since only those properly dressed in prison uniform is deployed and/or sent to training. High incidences of conflicts among inmates over scarce uniforms and bedding, poor hygiene due to limited supply of toiletries and sanitary facilities, exposure to harsh weather conditions leading to poor health affects prisoners and the prison officers' productivity (Institute for Education in Democracy, 2004).

There is need therefore for adequate funding to enable the service procure enough stores and supplies. The most underlying factor is insufficient budgetary allocation. This is worsened by the existing bureaucracies who delay access to funds leading to underutilization of allocated funds (IED, 2004).

Jails in most countries are marked with overcrowding, lack of privacy, poor sanitation, and mistreatment of prisoners, general mismanagement and insensitive arrogance of prison officials. The despicably high number of under trials and suspects languishing in remand for many years without charges or evidence of their offence, contribute to challenges of prison administration (Bhalerao, 2000). Prison reforms in the republic of China faced challenges of overcrowding and underfunding, while in countries such as United States and Britain the image of prison reform was tainted with extensive violence, armed struggle and wide political strife. In a very general way, overcrowding has a detrimental effect on public safety because it affects the ability of the prison service to design and deliver meaningful programmes and interventions to prepare offenders from their successful return to the community and ensure their desistance from crime (Gehring, 2007).

Organizational Culture and Change of Behavior of Inmates in Correctional Facilities

This refers to the specific collection of values, norms, beliefs and attitudes shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization (Egan, Yang, & Bartlett, 2004). A critical influence on an institution ability to execute change is the people and culture they create and perpetuate (Luthans, 2002). Implementing and executing a chosen strategic plan involves moving the whole organizational culture into alignment with change.

Culture offers a way to capture and express complexities central to everyday life in organizations (Roger, Harrison, & Stokes, 1992). Culture influences the selection of people in particular jobs, which in turn affect the way the tasks are carried out and the decisions made (Silberman, 2001). It also provides a set of focal points for decision making and it needs to provide models for effective questioning and experimentation hence cultural management is not an engineering of minds, but is an interactive, interpretive enterprise aimed at eliminating contention.

Empirical evidence have concluded that the “deeper” levels of culture such as symbolic meaning, semiotics, and underlying beliefs and assumptions are not subject to comparative analysis and are best understood through clinical or ethnographic methods (Schein, 1992). Other culture researchers, have acknowledged the limitations of comparative research for understanding the deeper levels of culture, and have persisted in the development of systematic approaches to comparative measurement.

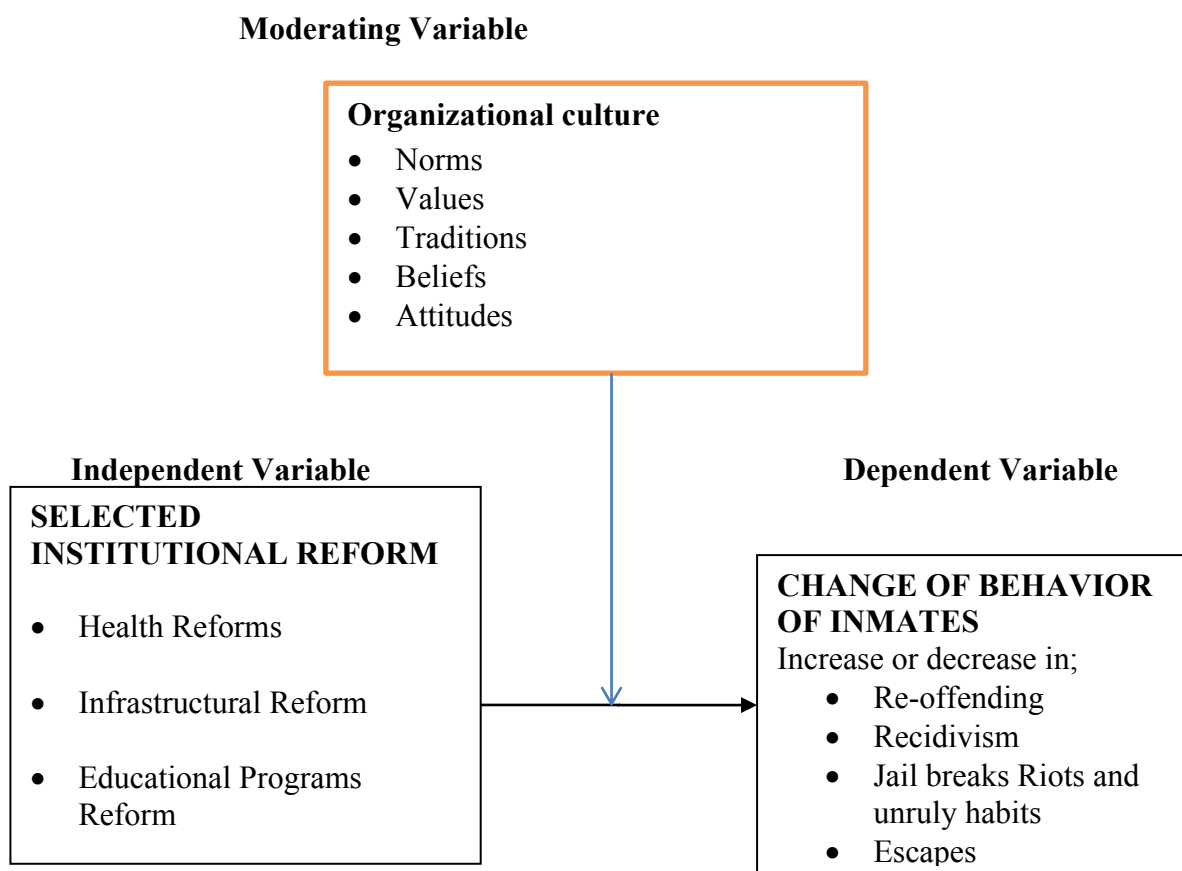
Reforms in Kenya prisons have many shortcomings (KPS, 2004). Although there have been a few positive values of the rehabilitation reform, scholars have argued that it is more stated on paper than applied. When applied, it is not of a maximum rehabilitative value to the offender in particular and the wider community in general. The quality of the prison rehabilitation has therefore to be improved. Odegi (2001) have shown that prisons in Kenya have very limited and poor training facilities. For example, most of the industries and workshops do not have modern equipment and machines. Even in cases where these are, they are insufficient and very obsolete. The result is that

prisoners come out half-baked because they get obsolete skills that are inadequate to compete in a world of sophisticated technology.

Theoretical Framework

The study was anchored on the following theories; Theory of Change developed by Weiss (2000) and Theory of Planned. The theories elaborate change, program and punishment with respect to service delivery in prison institutions focusing on rehabilitation, change in attitude, character, behaviour and acquisition of new skills in the short term and long-term.

Conceptual Framework



RESEARCH METHODOLOGY

There were 9 prison institutions in Nairobi County, Kenya with a total target population of 10,111 individuals which was spread as 7,158 prisoners and 2,953 prison officers (including 9 officers in-charge, 9 deputy officers' in-charge) who formed the population of this study, the sample was gotten from the population using a formula. They were arranged alphabetically and selected randomly from the list. Primary and secondary data were sought. In this regard, three sets of instruments were applied to source requisite data, including a survey questionnaire, an interview schedule and

focus group discussion. The application of multiple instruments was important for enhancing validity of data obtained and minimizing the possibility of experiencing interviewer biases.

Data collection commenced on approval by relevant authorities such as the commissioner general of prison and also acquire authorization to carry on research from the National Commission for Science and Technology (NACOSTI).

Both quantitative and qualitative approaches were applied in processing, analyzing, and interpretation of the data. To test for the hypothesis; H_01 : There is no significant moderating influence of the organizational culture in the relationship of selected institutional reform and change of behavior of inmate in correctional facilities in Nairobi County, Kenya. Stepwise Multiple regression analysis by Fairchild & Mackinnon (2009) was used.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_1 X_2 X_3 X_4 + \epsilon_5$$

Where; Y= change of behavior of inmates in correctional facilities

α = constants/Intercept

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients

X_1 = Health Reforms

X_2 = Infrastructural Reforms

X_3 = Educational Programmes Reform

X_4 = Organizational Culture

ϵ_5 = Error term

Coefficient β denote the change of behavior of inmates in correctional facilities from a change in selected institutional reforms. Relationship exists if β is statistically significant.

FINDINGS

Out of the 273 questionnaires administered to inmates, 233 were dully filled giving a response rate of 85%. Out of 108 prison officers targeted for focus group discussion, 99 were available and fully took part in the discussion, representing a response rate of 92%, while out of 4 officers in-charge and theirs deputies reached out for interview were all available and participated giving a response rate of 100% and therefore all these response were regarded as the responsive instrument for subsequent analysis. Reforms were in tandem with the specific needs of respondents and that none of the two genders was given preferential consideration in the selection of the respondents.

Distribution of respondents by age group was done to ascertain that respondents held were of majority age and the minors were held in institutions where health related reforms were tailor made to suit their needs. Distribution of respondents by length of jail term in the prison facility was done to indicate how long the respondents had stayed in the facility to be able to see the reforms overtime and whether the infrastructural associated reforms were designed to suit short and long sentence inmate needs. The distribution further indicated inter institution transfer which was necessary to check the variation on implementation as per facility.

The research findings indicated that majority of the respondents disagreed that the number of riots by inmates has increased since the prison reforms were initiated in 2002 (64.37%), were in disagreement that the number of unruly behavior cases has increased since the prison reforms were initiated in 2002 (67.38%), while majority of the respondents agreed that the number re-offending within prison has been satisfactorily addressed (68.66%), most respondents agreed only

moderately. A small proportion of respondents agreed that the number of inmates who have escaped from prison have increased in the last ten years (16.73%). Regarding whether frequency of fights within prisons has significantly increased since the prison reforms were initiated in 2002 most of the respondents were in disagreement (55.64%). Regarding change of behavior of inmates, there were varied responses with a big group of respondent agreeing only to a moderate extent in almost all items. This implies that there are several issues that need to be addressed to enable facilities to be able to impact positively on inmates behavior change underlying issues.

Table 4.1. Means and standard deviation for inmates change of behavior

Statement	N	Min	Max	Mean	Std. Dev
The number of riots by inmates has increased since the prison reforms were initiated in 2002	233	1	5	2.13	1.242
The number of unruly behavior cases has satisfactory increased since the prison reform were initiated in 2002	233	1	5	2.24	1.187
The number of re-offending within prison has been satisfactorily addressed	233	1	5	3.07	1.065
Timely reporting of case emanating from prison has improved satisfactory	233	1	5	3.30	1.089
Jailbreaks has increased since inception of reforms in prison for the last ten years	233	1	5	2.20	1.308
The number of prison who have escaped from prison have increased satisfactory since the last ten years	233	1	5	2.18	1.304
The number of inmate facing multiple cases in court have increased drastically	233	1	5	2.57	1.116
The number of inmate who have committed offence again after release have increased	233	1	5	2.39	1.255
The death cases resulting from riots has significantly reduced	233	1	5	3.66	1.308
The number of fight within the prison has increased since the prison reform were initiated in 2002	233	1	5	2.19	1.074
The general living conditions in prisons has improved	233	1	5	3.53	1.390
Composite mean	233	1	5	2.68	1.219

The research findings showed that the mean score for the indicators used to measure inmates change of behavior was 2.68 and standard deviation of 1.219. The study revealed a moderate agreement with the sentiment in each question item $M (=2.68)$.

Moderating influence of organizational culture on the relationship between selected institutional reforms and change of behavior of inmates in correctional facilities

The findings showed that organizational culture as an influencer in terms inmates behavior change. This can be explained by analyzing means from each item and the small standard deviation which indicate how the concentration of responses around the overall mean and standard deviation ($M=3.51$, $SD=1.244$) and agreed in the general trend of responses scattered around the mean. From the results, it was inferred that the respondents were of the opinion that organizational culture is an important factor in execution of institutional reforms and had an influence on the relationship between institutional reforms and inmates behavior change.

Pearson's Product Moment correlation results indicated that all the three factors forming institutional reforms had a positive and significant relationship with organizational culture; health

reforms ($r=0.429$, $p=0.000<0.05$), infrastructural($r=0.604$, $p=0.000<0.05$) and educational programs reform($r=0.425$, $p=0.000<0.05$) respectively. In testing the hypothesis, the moderating influence was computed using stepwise method by Fairchild and Mackinnon (2009). The results showed that institutional reforms combined explained 52.6% of the variation in the change of behavior of inmates in correctional facilities in Nairobi County, Kenya (r-square 0.526) in model one. The t-values were statistically significant ($t=36.234$, $p=0.000<0.05$ suggesting that institutional reforms had a statistically significant influence on inmates behavior change in correctional facilities. In step two the influence of the moderator (organizational culture) was introduced on the relationship between institutional reforms and change of inmates behavior in correctional facilities.

Results indicated that the introduction of a moderator (organizational culture) in model two increased the value of R squared by 0.0621. Thus behavior change improves the goodness of fit by only 6.21%. This implied that organizational culture explains 6.21% change in behavior variation of inmates. The t-values remained statistically significant at $t=11.772$, $p=0.000<0.05$. Thus, from the results it was concluded that organizational culture had a statistically significant moderating influence on change of inmates behavior in correctional facilities in Nairobi county, Kenya. These results suggested that organizational culture acted as a moderator in the relationship between institutional reforms and change of inmates behavior in correctional facilities.

Table 4.2: Summary of responses for standardized interview schedule relating to organizational culture.

Item	Responses
What is your opinion on the capacity of correctional facilities to provide the following to inmates	
a). Attitude change through guidance and counseling sessions	This is attributable to positive change
b). Imparting good values through spiritual welfare services	Is encouraged and has borne positive results
c). Dealing with beliefs through recreation activities	Inmates are freely encouraged to interact through recreational activities
d). Voluntary placement service have imparted on norms	There has been visible change
e). Beliefs change through rehabilitation and reformation	Inmates start viewing things differently
What is your view on the following individuals in relation to change of behavior of inmates in Correctional facilities?	
a). Social welfare office	Social and religious welfare are vibrant in their duties towards behavior change
b). Spiritual welfare officers	
What type of recreation activities are made available to inmate in relation to change of attitudes	
Beliefs, values and imparting norms?	
Do you think these religious/spiritual guidance help the inmates in rehabilitation and behavior change?	religious/spiritual has significantly helped In positively shaping the inmates of all ages
Is there any follow-up on those attending the sessions in respect to change of beliefs and the attitudes	Follow-up is done to ensure the inmates get full service that help them change

Table 4.3: Summary of responses for standardized focus group discussion guide for prison officers

Item	Responses
Are values recognized and prioritized at your institution?	Yes, we encourage and engage inmates
What are the activities that promote values? Do institutions bar practice on any religion or religious activity that	inmates in talent shows. All religious groups are allowed to practice with influence beliefs? guidance of religious leaders and peer discussion.
What are the reasons for restriction?	
Are there measures to address behavioral matters?	
Does your institution collaborate with external clergy to help offer positive values to inmates? Are days of worship respected for all religious groups without Discrimination?	Guidance and counseling sessions offered External clergy visit occasionally. All inmates are allowed to worship freely on their days of worship
How frequent does your institution offer guidance & counseling sessions offered toward attitude Change? Is there individual sessions offered?	open daily and individuals are encouraged To register and attend continually
Does the institution provide accessible recreational	There are challenges but some recreational facilities are provided. Special groups are
Does the facility meet the needs of special groups	
When designing the facilities?	a big challenge

RECOMMENDATIONS

The finding also showed a statistically significant moderating influence of organizational culture on the relationship between institutional reforms and change of behavior of inmates considering that participatory monitoring and evaluation and organizational culture were perceived as internal mechanisms, there was need to embark on training programs to educate both facility managers and his team on the usefulness of the stakeholder involvement and organizational culture and the effective levels at which they can be conducted. In addition a close monitoring and evaluation mechanism should be put in place to check on the level of change of behavior of inmates and address the challenges that were negatively affecting the implementation of institutional reform.

References

- Abuyeka, R. O. (2014). Inmates' and warders' perception of prison reforms in Kenya: A Case of Eldoret Prison, Kenya. *Public Policy and Administration Research*, Vol. 4(11),17-20.
- Achu, A., Owan, E. J., & Ekok, O. C. (2013). The impact of prison reform on the welfare of Inmates. A case study of Afonkong prison Calabar, Cross River State, Nigeria. *Global Journal of Human social science sociology and culture*, 13,1-7.
- Adler, M., & Longhurst, B. (1994). *Discourse, power and justice: Towards a new sociology of imprisonment*. Routledge. London.
- Ayuk, A. A., Emeka, J. O., & Omono, C. E. (2013). The impact of prison reforms on the welfare of the inmates: A case study of Afokang prison, Calabar, Cross River State, Nigeria. *Global Journal of Human Social Science Sociology & Culture*,13(2),1-7.
- Bayens, G. J., Williams, J. J., & Smykla, J. O. (2012). Jail type and inmate behavior. A longitudinal analysis. *Federal Probation*, 61(3), 54-59.
- Becker, K. L. (2003). HIV and AIDS in prisons. *British Medical Association Foundation for AIDS*. London: 2(6), 35-41.
- Bhalerao C. N. (2000). Urgent need for prison reforms. *Economic and Political Weekly*, 35(10), 746-751.
- Brown, E. (2012). Diet, exercise, obesity in prisons worldwide. *Los Angeles Times*
- Bryman, A., & Bell, E. (2003). *Business Research Methods*. New York: Oxford University Press
- Bryman, A., & Cramer, D. (1997). *Quantitative Data Analysis with SPSS for Windows: A guide for social scientists*. London: Routledge.

Egan, T. M., Yang, B., & Bartlett, K. R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*, 15, 279-301.

KNCHR (2010). Integration of human rights provisions in African prisons. Kampala Uganda

Koech, J. K. (2009). The effect of open door policy on service delivery in prisons. Independent paper, Day Star University

Kothari C. R. (2005). Research methodology: methods and technology. New Age International Publishers

Luthans, F. (2002). Organizational behavior (9thEd) Singapore; McGraw Hill.

Nachmias, C. F., & Nachmias, D. (1996). Research Methods. Departmental heads in social sciences. (5thEd.) London: St. Martin's Press.

Omboto, J.O. (2013). The challenges facing rehabilitation of prisoners in Kenya and the mitigation strategies. *International Journal of Research in Social Sciences*, 2(2), 16-22.

Penal Reform International (2012). Ten-point plan to reduce prison overcrowding.

Roger, F., Harrison, P. D., & Stokes, H. (1992). Diagnosing Organizational Culture. Jossey Bass, San Francisco.

Ronald, H. H., & George, A. M. (2016). Organizational culture and performance: Proposing and testing a model. *Organization Science*, 12(4), 209-225.

Rutere S. K. (2003). Factors precipitating recidivistic behaviours among the Kenyan prisoners. A sociological interpretation M. A. Thesis University of Nairobi

Schein, E. H. (1992). Organizational culture and leadership: A Dynamic View. San Francisco: Jossey-Bass.

Schneider, F. W., Gruman, J. A., & Coutts, L. M. (Eds.) (2012). Social psychological theory in Applied social psychology 2nd ed. California: Sage publications

Silberman, M. (2001). Resource mobilization and organizational culture. *Social Problems and Public Policy*, 8, 313-334.