

**ORGANIZATIONAL CULTURE PRACTICES AND INMATES' BEHAVIOUR
CHANGE IN CORRECTIONAL FACILITIES IN NAIROBI CITY COUNTY,
KENYA**

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DECLARATION

I declare that this research project is my original work and has not been submitted in any other university for any award.

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DEDICATION

I dedicate this research project to my parents and family for their financial support every step of the way in my educational pursuits. I am also most thankful to my husband for being my source of constant comfort and peace of mind throughout my studies.

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TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGMENT	iii
LIST OF TABLES	vii
LIST OF FIGURES	viii
OPERATIONAL DEFINITION OF TERMS	ix
ABBREVIATIONS AND ACRONYMS	xii
ABSTRACT	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Inmates’ Behaviour Change	3
1.1.2 Organizational Culture Practices	6
1.1.3 Correctional Facilities in Nairobi City County.....	10
1.2 Statement of the Problem	11
1.3 Objectives of the Study	13
1.4 Research Questions	14
1.5 Significance of the Study	14
1.6 Scope of the Study.....	15
1.7 Limitations of the Study.....	16
CHAPTER TWO	17
LITERATURE REVIEW	17
2.1 Introduction	17
2.2 Empirical Literature Review	17
2.2.1 Adaptive Culture Practice and Behaviour Change	17
2.2.2 Teamwork Culture Practice and Inmates’ Behavior Change	21
2.2.3 Hierarchical Culture Practice and Inmates’ Behavior Change.....	24
2.2.4 Adhocracy Culture Practice and Inmates’ Behavior Change	27
2.3 Summary of Literature Review and Research Gaps	31
2.4 Theoretical Literature Review.....	35
2.4.1 Social Learning and Reintegration Theory (SLRT)	35

2.4.2 Institutional Culture and Rehabilitation Theory (ICRT)	36
2.5 Conceptual Framework	37
CHAPTER THREE	39
RESEARCH METHODOLOGY	39
3.1 Introduction	39
3.2 Research Design	39
3.3 Study Area.....	40
3.4 Study Population	40
3.5 Sampling Procedure and Sample Size.....	41
3.6 Data Collection Instruments.....	42
3.7 Pilot Testing	43
3.8 Validity of Instruments	43
3.9 Reliability Test	44
3.10 Data Collection Procedures	45
3.11 Data Analysis and Presentation.....	45
3.13 Ethical Considerations.....	47
CHAPTER FOUR.....	48
DATA ANALYSIS, PRESENTATION, AND INTERPRETATION	48
4.0 Introduction	48
4.1 Response Rate	48
4.2 Demographic Information of Respondents	49
4.2.1 Gender Distribution	49
4.2.2 Age Distribution	50
4.2.3 Education Level of Respondents	51
4.2.4 Years of Service in Correctional Facilities.....	52
4.2.5 Training on Rehabilitation Programs	53
4.2.6 Type of Training Received	54
4.3 Descriptive Analysis	56
4.3.1 Adaptive Culture and Inmate Behaviour Change.....	57
4.3.2 Teamwork Culture and Inmate Behaviour Change	61
4.3.3 Hierarchical Culture and Inmate Behaviour Change.....	65
4.3.4 Adhocracy Culture and Inmate Behaviour Change.....	68
4.3.5 Inmate Behaviour Change	72

4.4 Inferential Statistics.....	75
4.4.1 Correlation Analysis of the Variables	75
4.4.2 Multiple Regression Analysis.....	78
4.4.3 Model Summary	78
4.4.4 Analysis of Variance	79
4.4.5 Regression Coefficients	79
CHAPTER FIVE	83
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	83
5.1 Introduction.....	83
5.2 Summary of Findings.....	83
5.3 Conclusions.....	84
5.4 Recommendations.....	86
5.5 Suggestions for Further Studies	87
REFERENCES.....	88
APPENDICES	100
Appendix I: Introduction Letter	100
Appendix II: Questionnaire	102
Appendix III: Schedule of Research Activities.....	107
Appendix IV: Research Budget.....	108
Appendix VI: NACOSTI PERMIT	110

LIST OF TABLES

Table 2.1: Summary of Literature and Research Gaps	31
Table 3.1: Population Frame.....	41
Table 3.2: Sample Frame	42
Table 3.3: Reliability Statistics	44
Table 4.1: Response Rate.....	48
Table 4.2: Officers' Participation in Rehabilitation Training.....	53
Table 4.3: Type of Rehabilitation Training Received	54
Table 4.4: Source of Motivation for Supporting Rehabilitation	55
Table 4.6: Adaptive Culture and Inmate Behaviour Change (n = 291).....	58
Table 4.7: Teamwork Culture and Inmate Behaviour Change (n = 291)	62
Table 4.8: Hierarchical Culture and Inmate Behaviour Change (n = 291).....	65
Table 4.9: Adhocracy Culture and Inmate Behaviour Change (n = 291).....	69
Table 4.10: Inmate Behaviour Change (n = 291)	72
Table 4.11: Correlation Matrix	76
Table 4.12: Model Summary	78
Table 4.13: Model Fit Results.....	79
Table 4.14: Regression Coefficients	80

LIST OF FIGURES

Figure 2.1: Conceptual Framework (Source: Researcher, 2025).....	38
Figure 4.1: Gender Distribution.....	49
Figure 4.2: Age Distribution.....	50
Figure 4.3: Education Level Distribution.....	51
Figure 4.4: Years of Service Distribution.....	52

OPERATIONAL DEFINITION OF TERMS

- Adaptive Culture:** Refers to the institution's ability to adjust rehabilitation practices, rules, and strategies in response to inmates' needs, emerging challenges, and environmental changes. In this study, adaptive culture is measured using Institutional Change Initiation, Inmate Behaviour Change-Oriented Strategies, and Responsiveness to Rehabilitation Needs.
- Adhocracy culture:** Adhocracy culture refers to an organizational environment that fosters managerial capabilities, innovation, and knowledge sharing to enhance performance and adaptability. It was assessed through institutional entrepreneurship culture, institutional innovation culture, and correctional resource mobilization culture.
- Correctional facilities:** Refer to secure state institutions mandated to confine, rehabilitate, and manage offenders in accordance with the Kenya Prisons Service (KPS) regulations. In this study, correctional facilities were operationalized based on their security level, rehabilitation programs offered, and institutional capacity.
- Hierarchy culture:** Hierarchy culture refers to a structured organizational environment that emphasizes stability, control, and a clear chain of command, which can influence business performance and operational efficiency. It was assessed through changes in formal rules and policies, employees' security culture, and efficiency in service delivery culture.

Inmates' behavior change: Inmates' behavior change refers process shaped by external factors such as the prison environment and rehabilitation programs, highlighting the role of institutional structures in facilitating personal development. It was evaluated through re-offending and recidivism.

Organizational culture: Organizational culture refers to system of beliefs, values, and behaviors that influence employee interactions and institutional performance. Organizational culture was evaluated through hierarchy culture, adaptive culture, teamwork culture, and adhocracy culture.

Recidivism: Recidivism refers to the repeated engagement in criminal activities by ex-offenders, often influenced by limited access to employment opportunities and social reintegration challenges. It was assessed through the time to re-incarceration and community reintegration success rates.

Re-offending: Re-offending refers to the act of committing a crime after release from incarceration, serving as a direct measure of rehabilitation effectiveness. It was assessed through the rate of first-time re-offenders and the severity of re-offense.

Teamwork culture: Teamwork culture refers to an organizational environment that ensures resource availability and fosters an effective collaborative mechanism, reinforcing open innovation and stakeholder engagement. It was assessed through the total stakeholders' involvement culture, stakeholders'

empowerment culture, and stakeholders' capability
development culture.

ABBREVIATIONS AND ACRONYMS

ANOVA	:	Analysis of Variance
CBT	:	Cognitive Behavioral Therapy
DRC	:	Danish Refuge Council
FWA	:	First World Aid
ICRT	:	Institutional Culture and Rehabilitation Theory
KNCRC	:	Kenya National Crime Research Centre
KPS	:	Kenya Prisons Service
KPS	:	Kenya Prisons Services
KUUCPS	:	Kenya University and Colleges Central Placement Services
NACOSTI	:	National Commission for Science, Technology & Innovation
POC	:	Perception of Organizational Culture
SLRT	:	Social Learning and Reintegration Theory
SPSS	:	Statistical Package for Social Sciences
U.S.	:	United States
UNODC	:	United Nations Office on Drugs and Crime
WLB	:	Work-Life-Balance

ABSTRACT

Correctional institutions in Kenya face persistent challenges in achieving sustainable inmate rehabilitation, particularly within urban counties such as Nairobi City County. Organizational cultural inconsistencies, lack of innovation, rigid hierarchical structures, and weak interdepartmental collaboration hinder effective behavior change among inmates. These institutional challenges limit the effect of rehabilitation programs and contribute to high recidivism rates. This study sought to examine the effect of organizational culture practices on inmate behaviour change in correctional facilities in Nairobi City County, Kenya. The primary aim was to assess how adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture influence inmate rehabilitation outcomes. The study was guided by the Competing Values Framework and Social Learning Theory. A descriptive research design was adopted, targeting correctional officers in five major facilities within Nairobi City County. The target population comprised 1,060 prison officers from three major correctional facilities in Nairobi County: Kamiti Maximum Security Prison (585 officers), Lang'ata women's maximum security prison (396 officers), and Nairobi remand and allocation maximum security prison (79 officers). Stratified random sampling was used to select a sample of 291 respondents. Data was collected using structured questionnaires and key informant interviews. Quantitative data was analyzed using SPSS Version 26, employing descriptive statistics, Pearson correlation, and multiple regression analysis. Qualitative data were analyzed thematically. Correlation analysis revealed statistically significant positive relationships between all four organizational culture dimensions and inmate behaviour change. Multiple regression results showed that the four culture variables collectively explained 62.7% of the variance in behaviour change. Teamwork culture and adaptive culture were the strongest predictors, while hierarchical culture had the weakest yet significant influence. The findings highlight that collaborative, flexible, and innovative cultural environments significantly enhance rehabilitation outcomes. However, the study also identified challenges, including limited institutional support for innovation, rigid command structures, and weak post-release follow-up mechanisms. The study concludes that internal organizational culture practices strongly influence inmate rehabilitation. It recommends fostering teamwork, adaptive practices, and innovation, alongside reforms to hierarchical systems to enhance staff empowerment and program responsiveness. These insights offer a framework for strengthening rehabilitation strategies in Kenya's correctional institutions. The study adhered to all ethical requirements, including obtaining NACOSTI authorization, securing informed consent from participants, ensuring confidentiality and anonymity, and guaranteeing voluntary participation throughout the data collection process.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's globalized world, organizational success depends not only on strategic vision and efficient resource utilization but also on a strong organizational culture. This culture shapes activities, influences performance, and fosters innovation and competitiveness. Leaders must recognize its significance, as it affects communication, strategy implementation, and employee commitment by aligning beliefs and values with the organization's mission (Groysberg, Lee, Price, & Yo-Jud, 2018). Organizational culture encompasses shared artifacts, values, behaviors, and norms that influence decision-making, readiness for change, and managerial effectiveness. While a well-integrated culture enhances performance, misaligned cultures hinder engagement and organizational goals (Omeluzor, 2018).

Within correctional facilities, organizational culture plays a central role in shaping rehabilitation and behavior change. Prisons serve not only as centers of confinement but also as institutions for rehabilitation and reintegration. Cultural elements such as leadership styles, types of rehabilitation programs, management structures, and officers' attitudes significantly influence inmates' behavior and rehabilitation outcomes (Williams, Green, & Chernoff, 2019). These factors form an environment that either supports or obstructs rehabilitation. Organizational culture in correctional settings is often classified into adaptive, teamwork, hierarchical, and adhocracy cultures, each influencing inmate attitudes in distinct ways (Imandeka, Hidayanto, Suhartanto, & Pidanic, 2023).

Adaptive culture promotes flexibility and responsiveness, encouraging inmates to develop new skills and adjust to societal norms. This approach supports personal growth, resilience, and openness to rehabilitation, reducing recidivism (Bogosavljević & Kilty, 2024). Teamwork culture fosters collaboration, mutual respect, and accountability, strengthening

psychological well-being and community among inmates (Wafula & Solomon, 2023). Hierarchical culture emphasizes structure and discipline; while capable of instilling responsibility, excessive rigidity may lead to frustration and resistance, undermining rehabilitation efforts (Baratto, Perrone, & Valle, 2024). Adhocracy culture encourages innovation and risk-taking, introducing creative rehabilitation models that build problem-solving skills and self-efficacy (Miroshnychenko, 2022). Together, these cultural models influence behavior change, attitudes, social interactions, and rehabilitation markers such as reduced recidivism, improved mental health, and successful reintegration (Imandeka et al., 2023).

Globally, correctional models differ significantly. Countries such as Norway, Sweden, and Germany emphasize rehabilitative cultures based on education, skills development, and counseling—resulting in notably low recidivism rates (Muntingh, 2020). Norway’s principle of normalcy, which allows inmates to experience conditions similar to the general population, promotes responsibility and behavior modification. In contrast, punitive models common in the United States and parts of Latin America emphasize discipline and solitary confinement, contributing to high recidivism (Girvan, 2021). These systems tend to rely heavily on rigid hierarchical cultures that often undermine rehabilitation.

Across Africa, prisons confront challenges such as overcrowding, limited programs, and rigid disciplinary structures (Muntingh, 2020). Nonetheless, positive outcomes emerge where adaptive and team-based cultures are integrated. Faith-based programs in South Africa promote responsibility and meaning among inmates (Jang, Johnson, Anderson, & Booyens, 2022). In Nigeria’s Ikoyi Custodial Center, welfare programs such as recreational and vocational activities enhanced rehabilitation outcomes (Numa, 2025). Rwanda’s community-based sociotherapy, which promotes adaptation, trust-building, and psychosocial support, has improved social dignity and contributed to reduced recidivism (Jansen et al., 2022).

In Kenya, correctional facilities in Nairobi City County face persistent challenges such as overcrowding, inconsistent rehabilitation programs, and inadequate mental health support (Museve, Angira, & Aloka, 2020). Literature indicates that adaptive cultural practices, such as vocational training, education, and counseling—can significantly improve behavior change, although implementation remains inconsistent due to personnel shortages and policy gaps (Deche & Bosire, 2020). Lang’ata Women’s Prison provides a model of adaptive and team-based culture, where entrepreneurial training and therapy programs have led to notable improvements in behavior and reductions in recidivism.

Overall, organizational culture plays a critical role in shaping rehabilitation and behavior transformation. Rehabilitative cultures, particularly adaptive, team-based, and innovative models, support personal growth, responsibility, and positive reintegration. Understanding and strategically implementing these cultural dimensions can help correctional institutions enhance rehabilitation outcomes, reduce recidivism, and ultimately contribute to public safety.

1.1.1 Inmates’ Behaviour Change

Inmates' behavior change is the attitude, behavior, and rehabilitation of the prisoners that is caused by the prisons' environment influence, the institutions' policies, and the rehabilitation programs. Azemi (2020) defines inmates' behavior change as the process that is influenced by external factors such as the prisons' environment and the rehabilitation programs and is characterized by the influence of the institutions' structures on personal development. Hausam *et al.*, (2020) suggest that the behavioral change within most inmates requires enhancing their executive functions, such as cognitive flexibility, inhibition, and working memory, because these will help improve the reintegration process into society. According to Folk *et al.* (2018), social and psychological factors also significantly affect the rates of

recidivism. They stress that the combination of linkages, both with the general community and the criminal networks, play a crucial role in shaping post release behavior.

In this study, behavioral change among prisoners was assessed by examining re-offending and recidivism. These two concepts provide a comprehensive framework for evaluating how institutional practices and correctional subcultures influence long-term rehabilitation outcomes.

Re-offending means committing another crime after incarceration. Thus, it becomes a direct measure of success in rehabilitation (Wallace & Wang, 2020). Typically, it's measured through the rate of first-time re-offenders and the severity of subsequent offenses. The rate of first-time re-offenders is particularly important because it reflects the influence of correctional institutions on the behavior of released inmates. A lower rate suggests successful rehabilitation, while a higher rate highlights challenges within behavior modification programs. A lower first-time re-offender rate is indicative of successful rehabilitation, while a higher one points to problems with the behavior modification programs. According to Azemi (2020), the provision of prison-based cognitive-behavioral therapy (CBT) significantly reduces the likelihood of first-time re-offending. Hence, formal interventions are necessary for the modification of criminal behavior. Ward and Fortune (2019) further mention that reduced re-offending rates have a direct link to correctional education, vocational training, and post-release services.

Re-offending is another measure of serious concern. This indicator will be able to tell whether the persons released are committing more violent or severe offenses than what they committed previously. This indicator helps assess the success of programs aimed at changing the behavior of offenders. Andrews and Bonta (2021) reported that prisoners who completed structured rehabilitation programs were less likely to engage in violent crime upon re-offending than those who received minimal intervention. According to Gendreau et al., 2020,

the risk classification models could be applied to predict the severity concerning re-offending. These models enable institutions to tailor rehabilitation programs to meet individual needs.

In Kenya, recent statistics indicate that 32% of released offenders re-offend within three years, with 15% of these cases involving violent crimes (Kenya Prisons Service, 2023). This trend conforms with findings that institutional environment, social support, and post-release supervision significantly affect re-offending rates (UNODC, 2024). According to Burt (2024), recidivism is the act of reoffending by previously convicted individuals, often driven by limited job opportunities and challenges in social reintegration. Recidivism serves as a key parameter, used by lawmakers in measuring the effectiveness of any criminal justice system. These rates help in making resource allocation decisions, especially on those recidivistic at the point of release (Rosenfeld and Grigg, 2024). Recidivism is typically measured through the length of time until re-incarceration and the effectiveness of reintegration into society.

Time to re-incarceration refers to how long a released individual remains free of crime. It provides insights into how well institutional practices support long-term behavioral change. Folk et al. (2018) found that individuals who received comprehensive rehabilitation support remained crime-free for longer periods compared to those without post-release intervention. Hausam et al. (2020) further emphasize that developing cognitive skills and emotional regulation significantly increases the duration between release and re-incarceration. Reintegration success rates evaluate how well former prisoners return to society without falling back into criminal activities. These rates are often measured through factors like employment, housing stability, and community engagement. Cullen and Gendreau (2000) argue that steady employment at the time of release is closely linked to lower recidivism since job stability reduces the risk of re-incarceration. Ward and Fortune (2019) also point

out that community-based programs and mentorship networks positively influence reintegration outcomes.

Time to re-incarceration refers to the number of days a released offender remains free against crimes and gives an insight into how far the factors at play support long-term behavioral change. Folk et al. (2018) found that individuals who received comprehensive rehabilitation support remained crime-free for longer periods compared to those without post-release intervention. Hausam et al. (2020) further emphasize that developing cognitive skills and emotional regulation significantly increases the duration between release and re-incarceration. Success rates in reintegration measure the overall ability of ex-prisoners to get back into society without reverting to crime. Successful reintegration is largely determined by such parameters as access to employment, housing stability, and community engagement.

Cullen and Gendreau (2000) argue that steady employment at the time of release is closely linked to lower recidivism since job stability reduces the risk of re-incarceration. Ward and Fortune (2019) also point out that community-based programs and mentorship networks positively influence reintegration outcomes. In Kenya, a reported 47 percent of ex-prisoners are likely to re-offend within five years of their release because of such challenges as unemployment, stigmatization by society, and having little or no post-release assistance (Kenya National Crime Research Centre, 2023). In contrast, countries like Norway and Germany, which prioritize rehabilitation and reintegration, report much lower recidivism rates of 20-25% (UNODC, 2024).

1.1.2 Organizational Culture Practices

An organizational culture is the mosaic of norms, beliefs, principles, and attitudes affecting the actions of every person in the institution and playing a significant role in shaping employee behavior (Bogale & Debela, 2024). Organizational culture practices refer to the institutionalized routine and common values and norms that affect behavior, decision-

making, and the effectiveness of the institution. Organizational culture is also the institutionalized pattern of beliefs, behaviors, and values that influence the relationship between the employees and the performance of the institution (Al-Saidi & Bourini, 2023). Organizational culture is also described by Rahman et al. (2021) as the foundation of the effectiveness of the institution, emphasizing that institutionalized cultural practices affect the engagement of the employees and the delivery of services. As stated by Alves *et al.*, (2022), the culture of the institution determines the decision-making and flexibility as well as the overall efficiency and is thus the bedrock of the success of the institution. This study measured organizational culture practices by hierarchy culture, adaptive culture, teamwork culture, and adhocracy culture. The constructs provided a systematic way to explain how the dynamics of the culture of the institution affect institutional effectiveness and rehabilitation of the inmates.

Hierarchy culture is characterized by formalized procedures, systematic rules, and concentrated power to facilitate organizational stability and control. Hierarchy culture is a systematic organizational environment that is concerned with stability, control, and lines of authority that influence business performance and operating efficiency (Opuala-Charles and Jack, 2023). Hierarchy culture was measured through formal rule and policy change, employees' security culture, and efficiency in service delivery culture. Formal rule and policy change signifies the manner institutions adopt rules to facilitate order and effectiveness. An organized policy structure ensures compliance and stability. Dukhan et al. (2022) argue that formalized policies in hierarchic institutions facilitate institutional stability and predictability to ensure that employees follow defined processes. Garg and Singh (2021) also proved that defined rules and procedures enhance organizational performance through the avoidance of ambiguity and consistency in decision-making. Employees' security culture is associated with the importance attached to safety measures, risk management, and institutional discipline.

Correctional institutions rank security among the fundamental values to facilitate order. Tariq *et al.*, (2023) observe that security culture at the workplace is of paramount importance to the morale of the employees and the efficiency of the operations in high-risk environments such as correctional institutions.

Efficiency of service delivery culture is associated with the manner in which the hierarchical structures facilitate procedure consistency and the effectiveness of the operations. Hierarchical institutions emphasize efficiency to facilitate effective service delivery. Bui *et al.*, (2021) noted that hierarchical institutions with clear lines of reporting enhance performance through the removal of inefficiencies and compliance with institutional policies. Adaptive culture enables institutional flexibility, innovation, and responsiveness to change. According to Irfan *et al.* (2023), adaptive culture is the ability of an institution to adapt to changing situations, build resilience, and boost productivity to bring overall performance improvement. Institutional change initiation and inmate behavior change-oriented strategies measure adaptive culture.

Institutional change initiation is the manner in which an institution takes up new strategies to enhance operational efficiency. Irfan *et al.*, (2023) believe that adaptive cultures within institutions cope with change better, establishing resilience and long-term institutional success. Inmate behavior change-oriented strategies highlight the manner in which rehabilitation-oriented cultural practices are implemented in correctional institutions. Correctional institutions that are focused on rehabilitation rather than punishment reflect adaptive culture. Mahmood *et al.* (2020) suggest that institutions with adaptive cultures are focused on transformation through continuous learning and reform-oriented strategies to reduce recidivism levels.

Teamwork culture is concerned with collaboration, joint responsibility, and collective problem-solving within an institution. Teamwork culture is described by Bao *et al.*, (2024) as

the organizational climate that ensures the provision of resources and the effective collaboration mechanism to facilitate open innovation and stakeholder participation. Total stakeholders' involvement culture is the active participation of institutional actors, including the administrators, the correctional officers, and the external collaborators, in the decision-making process. Abbas et al. (2022) noted that institutions with teamwork-based cultures enhance institutional performance through inclusiveness and effective communication among the stakeholders. Stakeholders' empowerment culture ensures that the employees and other institutional actors have the needed authority and resources to perform their roles effectively. Mansoor et al. (2023) point out that empowering the stakeholders within the firm results in commitment, innovation, and overall institutional efficiency. Stakeholders' capability development culture is the continuous professional development and training of the institutional members. Organizations that invest in developing capabilities create a more motivated workforce. Santos et al. (2021) noted that learning-oriented cultures result in higher performance, stronger engagement, and long-term sustainability.

According to Santoso, Irawan, and Suhartanto (2024), the organizational climate that supports managerial skills, innovation, and knowledge exchange to enhance performance and flexibility is defined as the adhocracy culture. Institutional entrepreneurship culture, institutional innovation culture, and correctional resource mobilization culture are used to measure adhocracy culture. Institutional entrepreneurship culture is the promotion of innovative leadership and proactive problem-solving within the company. Kumar and Rao (2022) suggest that institutions with high adhocracy cultures facilitate the generation of ideas and ongoing performance improvements. Institutional innovation culture is the application of new practices, technologies, and processes to increase efficiency and effectiveness. Cui *et al.*, (2023) determined that innovation-led organizations are more resilient and responsive to changing operating needs. Correctional resource mobilization culture is the institution's

ability to mobilize and allocate resources to meet operational targets. According to Li *et al.*, (2024), institutions with high levels of innovation culture utilize resources to the fullest to meet performance and institutional sustainability.

1.1.3 Correctional Facilities in Nairobi City County

The correctional system in Kenya balances both punitive and rehabilitative roles, categorizing correctional facilities by security levels based on offense severity and rehabilitation requirements. Nairobi City County hosts some of the country's key institutions, including Kamiti Maximum Security Prison, Lang'ata Women's Prison, Nairobi West Prison, and Industrial Area Remand Prison. Managed by the Kenya Prisons Service, these facilities aim to support inmate management, rehabilitation, and social reintegration. However, correctional facilities in Nairobi face significant challenges, such as overcrowding, limited rehabilitation programs, and staffing shortages. Overcapacity puts pressure on resources, hindering healthcare, vocational training, and psychological support (Kenya National Crime Research Centre, 2023). This situation undermines rehabilitation efforts, often resulting in high recidivism rates.

The organizational culture in these prisons considerably affects inmate behavior and rehabilitation outcomes. Many institutions tend to work under a rigid, hierarchically driven system rather inclined toward discipline and order. While this might yield order, it tends to engender resentment and make rehabilitation difficult (Baratto *et al.*, 2024). In contrast, adaptive, teamwork-oriented cultures work better, as exemplified by Lang'ata Women's Prison, through vocational training, counseling, and entrepreneurship programs (Deche & Bosire, 2020). Despite intended rehabilitation efforts, challenges remain, like inconsistent implementation of policies, poor funding, and insufficient training of correctional officers. Research shows that rehabilitative cultures that focus on skill-building for inmates, emotional resilience, and social restoration can help to lower recidivism rates and promote successful

community re-integration (Imandeka *et al.*, 2023). In achieving this balance, the correctional facilities in Nairobi will have to draw a careful line between disciplinary and holistic rehabilitation strategies for long-term behavior change.

1.2 Statement of the Problem

The correctional facilities around Nairobi City County are vital to the whole criminal justice system. Their role is to secure public safety by locking up offenders and rehabilitating them. The institutions have continued struggling with high rates of recidivism, notwithstanding these efforts. About 47% of released inmates re-offend within five years (Kenya National Crime Research Centre, 2023), raising questions about the success of rehabilitation programs and the extent to which organizational culture influences inmate behavior change. This pattern reflects broader global concerns, where countries such as the United States record recidivism levels exceeding 60% within three years of release (UNODC, 2024), while rehabilitative systems in parts of Europe have achieved significantly lower rates. One major challenge in these correctional facilities is the demonstration of hierarchical organizational cultures. These cultures tend to prioritize discipline and control at the expense of rehabilitation. While such strict structures may help in maintaining security, they also cause disobedience among the inmates and decrease participation in rehabilitation programs (Baratto *et al.*, 2024). Conversely, a higher likelihood of rehabilitation success is witnessed in facilities that embrace adaptive teamwork cultures emphasizing education, skills development, and psychological support. Unfortunately, these developments regarding good practices are not uniformly applied in corrective institutions in Nairobi (Wafula & Solomon, 2023).

The need for rehabilitation is positively reinforced by research conducted in Kenya on inmates involving adaptive cultures. For example, Muinde (2019) studied adaptive strategies in Lang'ata Women's Prison and found that lax rehabilitation programs, supplemented by

individual counseling, raised the rates of social reintegration by 45%. However, since this study was carried out at one prison using a qualitative approach, its findings may not be generalized. To remedy this, the present study widened the scope to consider several correctional facilities and insightfully analyze the wider effect of adaptive cultural practices on inmates' behavior change. In achieving the same target, there exists some evidence regarding the improvements of rehabilitation by teamwork culture. Teamwork-oriented institutional reforms were studied by Koome (2020) in Kenyan correctional facilities, linking team-based interventions with lower recidivism and better inmate participation in rehabilitation programs. These findings indicate that an appropriate way to fight recidivism is to build teamwork and interdependence in the correctional area. However, this study addressed institutional reforms in broad terms rather than on a specific focal area of teamwork culture; hence the present study aims to narrow the focus in examining the effect of teamwork culture on inmate rehabilitation. Hierarchical cultural practices have been shown to produce mixed results in correctional contexts. In South Africa, Govender et al. (2023) found that prisons characterized by hierarchical control had fewer rule violations but higher rates of recidivism, with the latter attributed to the lack of a rehabilitative focus. Indeed, these studies yield useful findings, but the investigations were done in non-Kenyan contexts. This study filled this gap by evaluating the effect of hierarchical culture on correctional facilities in Nairobi, thus making the findings locally relevant. The role of adhocracy culture in changing inmate behavior has not had as much attention in Kenya. Bohatyriova et al., (2023) evaluated the digital learning programs and creative arts therapy deployed in correctional facilities in Ukraine. The research revealed a 50 percent increase in educational engagements and a 25% reduction in recidivism, but didn't focus on broadly assessing the role that adhocracy culture plays within the correctional setting; it focused on specific interventions. This study aimed to address this gap through an investigation of how different forms of

adhocracy culture, along with some other cultural dimensions, effect behavior change in inmates in particular. Moreover, with growing evidence that organizational culture is fundamentally critically important to the correctional setting, yet representative of such facilities in Nairobi City County are still very greatly punitive rather than rehabilitative in decadent approaches, limiting their urgent yet advantageous vocational training, psychological counseling, and educational programs availed of these males, thereby marking the probabilities of a successful reintegration within the society, for instance, Deche and Bosire, 2020.

The primary goal of this study is to examine how different cultural practices, hierarchical, adaptive, teamwork, and adhocracy affect rehabilitation outcomes among inmates. By analyzing these cultural dimensions, the study sought to identify strategies that enhance rehabilitation efforts, lower recidivism rates, and boost the overall effectiveness of correctional facilities in Nairobi City County. Ultimately, this study provides the basis for the more balanced approaches, which go beyond security to rehab, necessary to develop long-term behavior change and success as the individual socially reintegrates.

1.3 Objectives of the Study

- i. To examine the influence of adaptive culture practice on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya.
- ii. To analyze the influence of teamwork culture practice on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya.
- iii. To establish the influence of hierarchical culture practice on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya.
- iv. To investigate the influence of adhocracy culture practice on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya.

1.4 Research Questions

- i. Does adaptive culture practice influence inmates' behaviour change in correctional facilities in Nairobi City County, Kenya?
- ii. Does teamwork culture practice influence inmates' behaviour change in correctional facilities in Nairobi City County, Kenya?
- iii. Does hierarchical culture practice influence inmates' behaviour change in correctional facilities in Nairobi City County, Kenya?
- iv. Does adhocracy culture practice influence inmates' behaviour change in correctional facilities in Nairobi City County, Kenya?

1.5 Significance of the Study

This study provides insights into how organizational culture influences inmate behavior, guiding policymakers, correctional administrators, and scholars. The findings support evidence-based policies that foster positive cultural norms, enhancing rehabilitation and reducing recidivism. Targeted interventions and efficient resource allocation contribute to institutional reforms and safer communities. A positive organizational culture promotes a safer, more supportive environment for both inmates and staff, reducing stress, minimizing conflicts, and improving rehabilitation outcomes. Implementing best practices increases the likelihood of successful reintegration into society.

The study holds particular significance for correctional facilities in Nairobi City County, where strict hierarchical control, inconsistent rehabilitative approaches, and high recidivism often characterize organizational culture. By focusing on Kamiti Maximum Security Prison, Lang'ata Women's Maximum Security Prison, and Nairobi Remand and Allocation Maximum Security Prison, the study provides locally relevant evidence that can inform context-specific reforms. The results help administrators identify which cultural practices—

adaptive, teamwork-oriented, hierarchical, or adhocracy, most effectively support rehabilitation within Nairobi's high-demand correctional environment.

From an academic standpoint, the study fills a critical gap in Kenyan scholarship. Previous research has rarely examined organizational culture as a multidimensional construct influencing behavioral change, and even fewer studies have applied empirical methods across multiple prisons. By generating data specific to Nairobi's correctional context, this study refines existing knowledge and offers a stronger foundation for future research on organizational culture and rehabilitation in Kenya.

Reducing recidivism through culture-driven rehabilitation benefits society by lowering crime rates, enhancing public safety, and reducing incarceration costs. A correctional system focused on personal growth will help former inmates reintegrate as productive members of society, contributing to long-term stability. Overall, this study contributes to making correctional systems more rehabilitative, humane, and effective in reducing repeat offenses while strengthening both practice and scholarship in the local correctional landscape.

1.6 Scope of the Study

This study focused on organizational culture practices and their influence on inmate behaviour change within selected correctional facilities in Nairobi City County. The scope covered three major prisons where the research was conducted, that is, Kamiti Maximum Security Prison, Lang'ata Women's Maximum Security Prison, and the Nairobi Remand and Allocation Maximum Security Prison. These institutions were selected due to their large inmate populations, diversity of rehabilitation programs, and strategic importance within the national correctional system. The study examined four organizational culture dimensions, adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture, and how they affected rehabilitation outcomes within these facilities. The geographical scope was limited to Nairobi City County, while the conceptual scope was confined to assessing cultural practices

within correctional environments. The study also involved correctional staff who interacted directly with rehabilitation programs and institutional management structures.

1.7 Limitations of the Study

The generalizability of the findings was limited, as the research focused on selected correctional facilities in Nairobi County. To address this, the study provided a detailed, context-specific analysis while acknowledging that the findings might not have directly applied to other regions. Access to data was restricted at times due to security concerns and institutional policies governing correctional facilities. In addition, some correctional staff were hesitant to disclose sensitive information because of privacy concerns or fear of repercussions. To mitigate this, the researcher obtained the necessary approvals, ensured confidentiality, and emphasized the academic purpose of the study to encourage honest participation. Selection bias arose when certain facilities or staff groups were overrepresented, which could have skewed the results. To minimize this, the study employed a stratified sampling approach to ensure balanced representation. Despite these challenges, the study focused on key aspects of organizational culture in correctional facilities to generate meaningful insights while maintaining research integrity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review, including theoretical and empirical studies related to the study's purpose. It examines organizational culture practices and their role in driving behavior change among inmates in correctional facilities in Nairobi County, Kenya. Finally, a chapter summary and a conceptual framework.

2.2 Empirical Literature Review

The culture within an organization is an essential factor in shaping inmate behavior in correctional institutions. Studies show that various cultural practices impinge on rehabilitation processes, recidivism rates, and the effective functioning of institutions. A survey of existing literature on the interplay between organizational culture and inmate behavior change centers on four defined cultural practices: adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture. These cultural dimensions delineate the manner in which correctional institutions implement rehabilitation programs, maintain order, and assist inmates in their reintegration into society.

2.2.1 Adaptive Culture Practice and Behaviour Change

Nyiva (2019) examined the role of adaptive rehabilitation strategies in Lang'ata women's prison in Kenya. The objective of the study was to assess the influence that individualized rehabilitation programs would have on inmates' attitudes toward behavioral change and social reintegration. It adopted a qualitative research design, relying on the case study and direct observation strategies. Purposeful sampling of inmates was conducted. Thematic analysis was carried out to assess patterns of rehabilitation effectiveness. Findings indicated a 45 percent increase in social reintegration rates achieved by flexible rehabilitation programs with individual counseling.

The preceding study was restricted in generalizability because it focused on just one correctional facility, whereas the present study included many facilities to heighten its broader applicability. Furthermore, while the last study kept a qualitative approach focusing on subjective experiences, the present study undertook a descriptive research design that facilitated a statistical analysis of adaptive cultural practices. The last study relied on purposive sampling, which could introduce selection bias, which is the study's limitation; hence, stratified random sampling was used in the present study to locate prison officers in a more representative fashion. The last study's analysis was mainly thematic and not statistically validated, while the present study uses descriptive statistics and correlation analysis to quantify the relationship between adaptive culture practices and behavior change. Hurst et al., (2019) investigated the impact of inadequate adaptive cultural practices, particularly in prison healthcare, in the United States. Their study focused on assessing the linkages between the quality of healthcare provision in the prisons and changes in the behavior of inmates. The study applied a mixed methods research design, which involved conducting interviews with inmates and a review of health policy documents. Stratified random sampling was used. Comparative analysis was done on behavior before and after health care interventions in the prison context. The results indicated that poor medical care caused increased aggression and lower rehabilitation effectiveness.

While the previous study was undertaken at the U.S. prisons where the healthcare policies are rather different in comparison to those in Kenya, the present study focused on the Kenyan correctional facilities in order to provide findings that could be more applicable in a local context. Whereas a mixed-method approach was employed in the previous study, a descriptive research design was used for the current study, which provided a structured statistical analysis of the adaptive cultural practices. The previous study focused primarily on health-related practices, while the present one extended its purview to several aspects of

adaptive culture practices. Another weakness of the previous work is that its comparisons did not rely on correlational observations. The present study intended to close this gap by integrating descriptive statistics and correlation analysis to determine both the strength and significance of the association between adaptive cultural practices and behavior change.

Rocque et al., (2023)) investigated the influence of adaptive cultural practices on self-perception and changes in behavior among inmates in U.S. correctional facilities. It also set forth the nature of the relationship between prison behavior and that of an inmate's self-identity. This study used a qualitative design methodology to collect semi-structured interviews from intentionally selected inmates. Thematic analysis was applied to identify patterns in inmates' narratives concerning adaptive cultural practices and self-concept. The analysis found that inmates taking part in identity-centric rehabilitation programs portrayed much higher motivation for the change of behavior and lower recidivism rates.

The prior study investigated prisons within the U.S. and, therefore, there are dissimilarities in policy with correctional facilities in Kenya; thus, the present study emphasized Kenyan correctional facilities to increase local relevance. The prior study utilized a qualitative research design, which is incapable of any statistical measurement. The current study adopted a descriptive research design that identifies quantitative insights into adaptive cultural practices within its scope. Unlike sampling methods employed in the previous study, whereby purposeful sampling could have brought about selection bias, the current study used stratified random sampling, ensuring that various inmate sub-groups are equally represented. The other gap of this study is its reliance on thematic analysis with no correlation assessment. The present study overcame it by descriptive statistical and correlational methods employed to understand the relationship and the strength of relationships between adaptive culture and the inmate behavior change

Jang, Johnson, Anderson, and Booyens (2022) investigated adaptive cultural practices within faith-based and psychosocial rehabilitation programs in South African correctional facilities. Their study adopted a mixed-method design involving interviews, direct observations, and document review across multiple prisons. Findings revealed that inmates exposed to flexible, emotionally supportive, and socially adaptive programs demonstrated improved responsibility, better emotional regulation, and lower instances of violent behavior.

Although the study offered critical insight into adaptive cultural practices, it focused primarily on faith-based interventions and did not analyze adaptive culture as a multidimensional construct. Unlike the present study, it did not statistically test the strength of relationships between adaptive culture components and behavior change. Additionally, the contextual focus on South Africa limited the applicability of its findings to Kenya's correctional setting. The present study addressed these gaps by analyzing multiple adaptive culture indicators within Nairobi City County and applying correlation analysis to determine their influence on behavioral change.

Numa (2025) explored adaptive welfare and psychosocial programs in the Ikoyi Custodial Centre in Lagos, Nigeria. A descriptive survey design was used, supplemented by interviews with rehabilitation staff and program facilitators. The study found that flexible welfare programs, such as recreational activities, vocational training, and counseling, significantly improved discipline, motivation, and rehabilitation outcomes among inmates.

However, this study focused on welfare-oriented interventions rather than organizational culture as an integrated institutional construct. It also relied on a single-facility case, limiting its generalizability. Unlike Numa's study, the present research incorporated multiple correctional facilities in Nairobi, assessed broader dimensions of adaptive cultural practices, and used stratified random sampling as well as statistical modeling to quantify the relationship between adaptive culture and inmate behavior change.

Koech (2021) examined the influence of adaptive rehabilitation practices on behavioral transformation in Nakuru GK Prison. The objective of the study was to determine how flexible rehabilitation programs, such as vocational training schedules, individualized counseling, and responsive case management, shaped inmates' attitudes and progression toward rehabilitation. The study adopted a descriptive survey design and involved 148 correctional officers and rehabilitation staff drawn through stratified sampling. Data were collected using structured questionnaires and interview guides, and analyzed using descriptive statistics and thematic analysis. Findings indicated that prisons that adopted flexible rehabilitation timetables, individualized program adjustments, and staff responsiveness recorded improved inmate discipline, enhanced program participation, and lower instances of behavioral infractions.

Although the study provided valuable insight into the role of adaptive practices in shaping behavior, it was limited to a single facility and relied heavily on self-reported data, which may have introduced response bias. Further, the study did not examine adaptive culture as a multidimensional organizational construct but instead focused on program flexibility alone. Unlike the present study, the previous study did not employ correlation analysis to quantify the strength of the relationship between adaptive cultural practices and behavior change. The current study addressed these gaps by including multiple correctional facilities in Nairobi City County, assessing a broader range of adaptive culture indicators, and applying statistical techniques, including descriptive and correlational analysis, to establish a clear empirical link between adaptive culture and inmate behaviour change.

2.2.2 Teamwork Culture Practice and Inmates' Behavior Change

Williams et al., (2019) investigated the impact of teamwork-based rehabilitation programs in U.S. maximum-security prisons. The study was aimed at determining the effects of organized teamwork activities on cooperation among inmates and the decrease in violence within

prisons. The research design was experimental, complete with pre- and post-intervention analysis performed with randomly assigned inmates. Findings indicated that prisons that provided peer mentoring programs, as well as collaborative skill development, experienced over 60% reduction in incidences of violent acts.

The previous study was conducted in U.S. maximum-security prisons, which may not reflect the realities of Kenyan correctional facilities. Thus, the present study focused on Kenyan prisons to allow for local applicability. In contrast to the previous study's experimental research design mainly focused on specific interventions rather than the broader experiences of its inmates, the present study utilized a descriptive research design to assess the overall impact of teamwork culture on inmate behavior. The last study randomly selected participants for the intervention; this will, however, not be the case for the present study, where stratified random sampling was used in an effort to create a balance within the inmate subgroups. Further, the last study's analysis did not include correlation analysis to ascertain the impact of teamwork culture, and this was taken care of in the present study by including both descriptive statistics and correlation analysis to test for the statistical significance of teamwork culture in behavior change.

Ellison et al., (2020) examined the impact of team-based health interventions in Canadian correctional facilities. This study's primary objective was to determine whether peer-led health awareness programs can positively affect inmate behavior. A mixed-methods approach was employed, using surveys and observing randomly selected inmates participating in peer-led health programs. Results showed that inmate participants had better hygiene and have a 35% decreased number of disciplinary cases caused by illness

This previous study was undertaken in Canada in correctional facilities where prison settings and policies might differ greatly from those in Kenya. The current research was set to focus on Kenyan correctional facilities to have more locally relevant insights. As for the preceding

research, it employed a mixed-method approach, which included the qualitative and quantitative approaches; on the contrary, the present study used a descriptive research design to provide a structured statistical analysis of the teamwork culture in prisons. Moreover, whereas the previous research used survey and observational data without correlation analysis, the current research introduced not only descriptive statistics but also correlation in order to assess the strength and significance of the relationship between teamwork culture and behavioral change.

Du Toit and Muntingh (2023) explored how incarcerated individuals in South African prisons experience rehabilitation within the institutional setting, drawing on narratives that reflect team-driven support systems and peer engagement. Using qualitative methods, the study analyzed the lived experiences of inmates and how collective programming, peer influence, and correctional staff interaction shape inmate identity and rehabilitation outcomes. Findings emphasized that where team-based practices were encouraged, inmates demonstrated stronger prosocial behaviour and higher engagement in rehabilitation programmes.

This study provides relevant insights from a South African context, offering a comparative African perspective to complement the Kenyan focus of the present study. While the previous study was entirely qualitative, the current research adopts a descriptive design with both descriptive and correlation analyses to determine the impact of teamwork culture on inmate behavior. Furthermore, while the previous study emphasized narrative perspectives, the current study applies statistical tools to quantify relationships across a broader sample in correctional institutions.

Koome (2020) investigated how teamwork-driven institutional reforms influenced inmate behavior change and recidivism in Kenyan correctional facilities. The study intended to investigate the role of teamwork-oriented institutional reforms in influencing inmate behavior. A mixed-method research design was selected involving statistical analysis of

inmate behavior records and thematic analysis of qualitative interviews. Random sampling was done across several correctional institutions. The outcomes revealed teamwork-driven interventions significantly reduced recidivism and enhanced inmate participation in rehabilitation programs.

This study aligns closely with the current research as it was conducted in Kenyan correctional facilities. However, while the former study broadly examined institutional improvements, the present study narrowed down to teamwork culture and its immediate effect on inmate behavior. The previous study adopted a mixed-methods research design with qualitative and quantitative approaches, while the present study selected a descriptive research design so that a relatively structured statistical assessment can be made on the influence of teamwork culture on inmate behavior. Correlation analysis was used to establish the quantifying relationship, which was not used by the previous study as one of its tools. However, the current study addressed this by incorporating descriptive statistics and correlation analysis to assess the impact of teamwork culture on behavior change.

2.2.3 Hierarchical Culture Practice and Inmates' Behavior Change

Isik et al., (2024) studied hierarchical culture and information-sharing attitudes in Turkish correctional facilities. The study aimed to investigate how hierarchical structures affect communication among correctional staff, then how it affects inmates' rehabilitation. The study design was quantitative, employing convenience sampling and regression analysis. The findings indicated that rigid hierarchical structures inhibited effective communication and consequently negative rehabilitation outcomes for inmates. The previous study was conducted in Turkish correctional facilities, where correctional staff structures and rehabilitation approaches may differ from those in Kenya. The current study focused on Kenyan correctional facilities to assess how hierarchical practices influence inmate-staff interactions and behavioral outcomes in local prisons.

The previous study used a quantitative design but mainly concentrated on communications among staff rather than behavioral change among inmates. The present study used a descriptive design and investigated the direct effects of hierarchical culture on compliance and behavioral transformation among inmates. Previous research used convenience sampling, which might bring bias and also restrict generalizability, whereas the current study used stratified random sampling to secure a more representative sample of inmates across different security levels and facilities. In addition, the previous study employed regression analysis, which examined predictive relationships but never determined their strength regarding the model of hierarchical culture and change in behavior. The present study applied descriptive statistics and correlation analysis to find the extent and direction of the relation between control measures in hierarchy and rehabilitation outcomes among inmates.

Woźniak (2023) assessed the impact of hierarchical structures on inmate compliance in Polish correctional facilities. The study sought to demonstrate the impact of strict hierarchical systems on behavior and discipline among inmates. The study applied a quantitative research design using stratified sampling and regression analysis. The results showed that hierarchical structures increased inmate compliance by 30 percent but at the same time, increased stress levels and mental health problems, as discipline was feared rather than internalized.

The previous study was conducted in Polish correctional facilities, which may have different legal and administrative frameworks compared to Kenya. The current study investigated Kenyan correctional facilities for contextually relevant findings. The previous study employed a quantitative research design, though compliance constituted only a fraction of the behavioral change focus of the whole study. The current study used a descriptive research design to study compliance and long-term behavioral changes of inmates. While both studies employed stratified sampling techniques, in the current study, this was within a broadened sampling framework to ensure greater representation of inmates across diverse types of

correctional facilities. Whereas the previous study relied on regression analysis to examine cause-and-effect relationships, the current study used both descriptive statistics and correlation analysis to measure relations of hierarchical cultural practices and behavior change, ensuring a wider and interpretable approach.

Govender et al., (2023) examined hierarchical control measures in correctional centers in South Africa. This study researched the effects of hierarchical discipline on prison behavior and recidivism. Recidivism rates were monitored longitudinally. The results indicated that such hierarchical measures resulted in fewer violations of rules but have increased recidivism because it does not pay sufficient attention to rehabilitation. The previous research was done in South African correctional facilities. These correctional centers have different policies of correction compared to Kenya. The present research focused on Kenyan correctional facilities with the intention of studying the role of hierarchical structures in a local context. While the previous study used a longitudinal study design to follow changes over time, it did not give a complete view of hierarchical culture as it applies at one point in time. The research thus adopted a descriptive research design to analyze the impacts of hierarchical practices as immediate and long-term. The previous study used random sampling of former inmates to follow up on recidivism rates. This current study used stratified random sampling to have enough representation of the different inmate categories within active correctional facilities. This approach was complemented by using descriptive statistics and correlation analysis to evaluate the relationship between hierarchical structures and discipline on the overall change in inmate behavior.

Kobia et al., (2020) studied the influence of cultural orientation toward hierarchical structures on employee turnover in private members' golf clubs in Nairobi City County, Kenya. The study covered 578 employees in different areas of the golf clubs through the use of semi-structured questionnaires and interview schedules to collect data. The outcomes revealed that

employee turnouts are on the low side, being protected by a functional hierarchical culture. The study concluded with the view that further enhancement of employee retention could be attained by reinforcing hierarchical culture elements such as criteria for success, strategic focus, leadership styles, and the hallmark characteristics of the organization. The authors recommended these institutions to provide strength to the elements of culture so as to maintain stability and contain turnover.

The previous study was conducted in private members' golf clubs in Nairobi, limiting its generalizability to other industries or regions. This current study focused on correctional facilities in Kenya, with the intention of exploring how hierarchical culture orientation does or does not operate in an entirely different organizational context. Whereas the previous study was primarily descriptive, the current study adopted descriptive research that provides structured and quantifiable insights into those between hierarchical culture and employee turnover. Previous study used semi-structured questionnaires and interviews, but with no specific sampling method. The present study involved stratified random sampling in order to give a balanced representation across employee categories in correctional facilities. The previous study relied on a general descriptive analysis without any correlation assessment. The present study made use of descriptive statistics and correlation analysis to assess the statistical strength of the relationships between hierarchical culture orientation and employee retention.

2.2.4 Adhocracy Culture Practice and Inmates' Behavior Change

Pham *et al.*, (2024) explored how transformational leadership and an adhocracy culture influence innovative work behavior and employee performance within Vietnam's marketing communications and service sectors. Based on data collected from 286 participants, their findings indicated that both transformational leadership and adhocracy culture had a significant positive effect on employee performance. Moreover, the study proposed a

framework suggesting that innovative work behavior contributes to job effectiveness, offering practical insights for managers on leveraging adhocracy culture to boost employee commitment and productivity.

However, this prior research was confined to Ho Chi Minh City and focused solely on specific industries, which limits the broader applicability of its conclusions. In contrast, the current study shifts the focus to Kenyan correctional facilities, examining the role of adhocracy culture in influencing employee performance within a distinctly different institutional environment. While the earlier study explored variable relationships, it lacked a correlation analysis to quantify the strength of these relationships. To address this, the present research incorporated both descriptive statistics and correlation analysis for more measurable insights. Additionally, unlike the previous study's cross-sectional design that captured data at a single time point, this study adopted a longitudinal design to assess the ongoing effects of adhocracy culture and transformational leadership on employee performance over time.

Mchaizi *et al.*, (2023) examined the influence of adhocracy culture on the performance of public universities located in Western Kenya. Anchored in the dynamic capabilities theory, the study sought to evaluate how strategic implementation of adhocracy culture affects institutional outcomes. The research targeted 226 individuals, including top university administrators, deans, strategic department heads, senior officials, and student leaders from nine public universities. Using stratified random sampling, 144 respondents were selected, and data were gathered through questionnaires. A pilot study was conducted at Moi University to test the reliability and validity of the instrument. Both descriptive and inferential statistical methods were applied in the analysis, and the findings revealed a positive and significant correlation between adhocracy culture and institutional performance. The study concluded that adopting adhocracy-aligned strategies promotes institutional growth, supports effective decision-making, and ensures long-term sustainability.

Consequently, it recommended that university leadership foster a culture of creativity and encourage proactive innovation among staff.

Despite its insights, the previous study was confined to public universities in Kenya's North-Rift region, limiting its applicability to private institutions or other sectors. The current study extends this inquiry to Kenyan correctional facilities, offering new perspectives on the impact of adhocracy culture within a distinct institutional context. Unlike the earlier research, which applied descriptive and inferential statistics without examining the strength of relationships between variables, the present study incorporated correlation analysis for deeper quantitative insight. Moreover, while the previous work largely reflected administrative perspectives, this research used stratified random sampling to capture a broader cross-section of correctional institution employees. Importantly, the prior study did not consider the long-term effects of adhocracy culture. In contrast, the current research adopted a longitudinal approach to examine the sustained impact of adhocracy culture on institutional performance and innovation.

Njagi et al., (2020) explored the relationship between adhocracy culture and strategy implementation within professional bodies in Kenya. Employing a descriptive research design, the study focused on 168 participants drawn from 28 active professional bodies affiliated with the Association of Professional Bodies in East Africa (APSEA). Data were gathered through structured questionnaires administered to six purposively selected top managers involved in strategy execution. Regression and ANOVA analyses were utilized to interpret the data. The study emphasized the importance of establishing organizational structures that foster and support adhocracy culture both in operational practices and strategic decision-making.

However, the scope of this prior research was confined to professional bodies, which limits the generalizability of its findings to other institutional contexts. The present study expands

on this by examining how adhocracy culture influences strategy implementation within Kenya's correctional facilities, an entirely different operational environment. Unlike the earlier research that relied solely on regression analysis, the current study incorporated both descriptive statistics and correlation analysis to offer a more nuanced understanding of the strength and nature of the relationships among variables. Furthermore, while the former study used purposive sampling with only six managerial respondents, which may have introduced bias, this study employed stratified random sampling to ensure broader and more balanced representation across various categories of correctional facility staff.

Misigo and Odhiambo (2019) investigated how adhocracy culture influences the performance of public water companies in Kenya. Utilizing a descriptive and correlational research design, the study purposively selected 185 employees across 17 public water companies. Data analysis was conducted using SPSS Version 23.0 and included descriptive, diagnostic, and inferential statistical methods. Inferential tests such as correlation analysis, ANOVA, and multiple linear regression revealed a strong positive association between adhocracy culture and organizational performance. The study concluded that the effective performance of these public utilities is closely tied to the presence of an adhocracy culture.

Nevertheless, the focus on public water companies limits the broader applicability of the findings across different sectors. The current study shifts the context to Kenyan correctional facilities, examining how adhocracy culture affects institutional performance in this distinctly different environment. While the earlier study employed a descriptive and correlational design, the current research adopted a descriptive approach. Additionally, unlike the prior use of purposive sampling, this study utilized stratified random sampling to ensure a more representative sample across different categories of employees within correctional institutions.

2.3 Summary of Literature Review and Research Gaps

Below in Table 2.1 is a summary of the present literature, as well as parts in the literature that cover the identified gaps. It summarizes each study cumulatively, stating particular gaps along with propositions for filling them.

Table 2. 1: Summary of Literature and Research Gaps

Author and Year	Topic of Study	Results	Research Gaps	Focus of Current Study
Nyiva (2019)	Role of adaptive rehabilitation strategies in Lang'ata women's prison, Kenya	Personalized rehabilitation programs improved social reintegration rates by 45%	Conducted in a single correctional facility, limiting generalizability (contextual gap). Used a qualitative approach, limiting statistical validation (methodological gap). Relied on purposive sampling, which may introduce bias (sampling gap).	The current study covered multiple correctional facilities for broader applicability. It adopted a descriptive research design with statistical validation and employed stratified random sampling for a more representative inmate selection.
Hurst <i>et al.</i> , (2019)	Impact of inadequate adaptive cultural practices in U.S. prison healthcare	Poor medical care increased aggression and reduced rehabilitation effectiveness	Conducted in U.S. prisons, limiting applicability to Kenya (contextual gap). Used a mixed-methods approach without correlation analysis (methodological gap). Focused primarily on healthcare practices rather than overall adaptive culture (thematic gap).	The current study focused on Kenyan correctional facilities and employ a descriptive research design. It expanded the scope to examine multiple aspects of adaptive cultural practices and include correlation analysis.
Rocque <i>et al.</i> , (2023)	Influence of adaptive cultural practices on inmates' self-perception and behavior change	Identity-focused rehabilitation programs led to lower recidivism rates	Conducted in U.S. prisons with different policies (contextual gap). Used a qualitative design without statistical measurement (methodological gap).	The current study focused on Kenyan prisons and adopted a descriptive research design to provide quantifiable insights. It used stratified random

	in U.S. prisons		Relied on purposive sampling, which may introduce bias (sampling gap).	sampling and incorporated correlation analysis.
Williams <i>et al.</i> , (2019)	Impact of teamwork-based rehabilitation programs in U.S. maximum-security prisons	Teamwork-based programs reduced violent incidents by 60%	Conducted in U.S. maximum-security prisons, limiting applicability to Kenya (contextual gap). Used an experimental design focusing on specific interventions rather than overall inmate experiences (methodological gap). Did not include correlation analysis (analytical gap).	The current study focused on Kenyan prisons using a descriptive research design to analyze teamwork culture's overall impact. It employed stratified random sampling and correlation analysis.
Ellison <i>et al.</i> , (2020)	Impact of team-based health interventions in Canadian correctional facilities	Peer-led health programs improved hygiene and reduced illness-related disciplinary cases by 35%	Conducted in Canadian prisons with different policies (contextual gap). Used a mixed-methods approach but lacked correlation analysis (methodological gap). Relied on surveys and observational data without structured statistical validation (analytical gap).	The current study focused on Kenyan correctional facilities, adopted a descriptive research design, and incorporated correlation analysis to measure teamwork culture's impact on behavior change.
Koome (2020)	Influence of teamwork-driven institutional reforms on behavior change and recidivism in Kenyan prisons	Teamwork-driven reforms reduced recidivism and improved inmate engagement	Focused on institutional reforms broadly rather than teamwork culture specifically (thematic gap). Used a mixed-methods approach but lacked correlation analysis (analytical gap).	The current study narrowed its focus to teamwork culture's direct impact on behavior change and included correlation analysis.
Woźniak (2023)	Impact of hierarchical structures on inmate	Hierarchical structures improved compliance by	Conducted in Polish prisons with different legal frameworks (contextual gap).	The current study focused on Kenyan prisons, adopted a descriptive research

	compliance in Polish prisons	30% but increased stress levels	Focused on compliance rather than long-term behavioral transformation (thematic gap). Relied on regression analysis without broader descriptive insights (methodological gap).	design, and assessed both compliance and long-term behavior change.
Kobia et al., (2020)	Effect of hierarchical culture on employee turnover in Nairobi golf clubs	Hierarchical culture reduced employee turnover	Conducted in private golf clubs, limiting applicability to prisons (contextual gap). Used semi-structured questionnaires without specifying sampling methods (methodological gap). Lacked correlation analysis (analytical gap).	The current study assessed hierarchical culture in correctional institutions, employed stratified random sampling, and incorporated correlation analysis.
Govender et al., (2023)	Impact of hierarchical control on inmate behavior in South African prisons	Hierarchical control reduced rule violations but increased recidivism	Conducted in South African prisons with different policies (contextual gap). Used a longitudinal design that may not capture overall culture's immediate impact (methodological gap). Focused on recidivism without assessing broader prison interactions (thematic gap).	The current study focused on Kenyan prisons, employed a descriptive research design, and assessed both short-term and long-term impacts of hierarchical control.
Isik et al., (2024)	Hierarchical culture and communication in Turkish correctional facilities	Strict hierarchies inhibited communication and affected rehabilitation	Conducted in Turkish prisons with different staff structures (contextual gap). Focused on staff communication rather than inmate behavior change (thematic gap). Used convenience sampling, which may introduce bias (sampling	The current study examined inmate-staff interactions in Kenyan prisons, employed stratified random sampling, and used correlation analysis.

			gap).	
Pham et al., (2024)	Impact of adhocracy culture on innovation and employee performance in Vietnam	Adhocracy culture positively influenced performance	Conducted in a single city and industry, limiting generalizability (contextual gap). Used cross-sectional data, limiting insights on long-term effects (methodological gap). Lacked correlation analysis (analytical gap).	The current study focused on Kenyan prisons, applied a longitudinal approach, and incorporated correlation analysis.
Mchaizi et al., (2023)	Influence of adhocracy culture on university performance in Western Kenya	Adhocracy culture improved institutional growth and decision-making	Focused on universities rather than correctional facilities (contextual gap). Lacked correlation analysis (analytical gap). Focused on administrative perspectives rather than broader institutional performance (thematic gap).	The current study assessed adhocracy culture in prisons, included correlation analysis, and broadened representation across different staff levels.
Njagi et al., (2020)	Relationship between adhocracy culture and strategy implementation in Kenyan professional bodies	Adhocracy culture enhanced strategy execution	Focused on professional bodies rather than correctional institutions (contextual gap). Used regression analysis but lacked correlation assessment (analytical gap). Used purposive sampling, which may introduce bias (sampling gap).	The current study assessed adhocracy culture in prisons, employed stratified random sampling, and included correlation analysis.
Misigo & Odhiambo (2019)	Impact of adhocracy culture on public water companies in Kenya	Strong positive correlation between adhocracy culture and organizational performance	Focused on public water companies rather than correctional facilities (contextual gap). Used purposive sampling, which may introduce bias (sampling gap).	The current study focused on Kenyan prisons, employed stratified random sampling, and provided a structured analysis of adhocracy culture's impact.

2.4 Theoretical Literature Review

The study examined how social learning theory and institutional culture, and rehabilitation theory collectively influence inmate rehabilitation in Nairobi City County correctional facilities. Social learning theory suggests that individuals learn behaviors through observation, imitation, and reinforcement, highlighting the importance of social interactions and structured rehabilitation programs in shaping inmates' behavior. Institutional culture and rehabilitation theory offer insights into how the values, norms, leadership, and structural practices within correctional facilities shape institutional practices and, consequently, influence inmates' behavior change.

2.4.1 Social Learning and Reintegration Theory (SLRT)

The theory was developed from Bandura's social learning theory (1977) and suggests that individuals learn behaviors by observing others, imitating others, and receiving reinforcement within their immediate surroundings. In prisons, offenders learn behaviors through interaction with the staff, other offenders, and rehabilitation programs. SLRT argues that prisons serve as learning institutions where offenders learn behaviors due to the norms, values, and institutions within the prison. When a positive reinforcement strategy such as the rewarding of pro-social behaviors is employed, it maximizes the chance of the maintenance of behavioral change (Ward and Maruna, 2019).

SLRT suggests that an adaptable culture within prisons is necessary to promote effective rehabilitation. An adaptable culture enables the kind of flexibility required to adapt rehabilitation programs to the changing needs of inmates (Bandura, 1977). A culture of teamwork facilitates group learning and collaboration, enhancing behavioral outcomes through the use of mentorship and peer support (Njoroge and Omondi, 2020). Hierarchical cultures, through the use of incentive-based discipline, stimulate long-term behavior change (Cullen et al., 2017). Lastly, an adhocracy culture stimulates rehabilitation innovation,

enabling inmates to acquire hands-on skills to ease their reintegration into society (Achieng and Wekesa, 2021).

This theory informed the study by highlighting how different organizational cultures in Nairobi's correctional facilities impact inmate behavior change. By analyzing adaptive, teamwork, hierarchical, and adhocracy cultures, the study provides valuable insights into effective rehabilitation strategies, emphasizing the importance of cultural context in inmate transformation (Njoroge and Omondi, 2020).

2.4.2 Institutional Culture and Rehabilitation Theory (ICRT)

The Institutional culture and rehabilitation theory, based on institutional theory by Scott (2008), put forward the notion that organizational culture, formed by values, norms, leadership, and structural practices, significantly contributes to the determinants of inmate behavioral outcomes and rehabilitation. As Cullen et al., (2017) note, a rehabilitative culture among the institutions of corrections, focusing on the importance of rehabilitation rather than punishment, creates an environment conducive to inmates' reintegration possibilities into society.

The main propositions of ICRT concern the role of institutional culture in determining inmate conduct. A rehabilitative culture built on ordered programs, encouraging staff, and positive reinforcement promotes the transformation of conduct and minimizes recidivism. A punitive culture built on penalty instead of rehabilitation may perpetuate criminal conduct and promote recidivism (Wright *et al.*, 2020). In addition, an adapting culture enables prison institutions to adapt their rehabilitation initiatives to the changing needs of the inmates, whereas a teamwork culture facilitates collaboration among the staff and the inmates, promoting rehabilitation effectiveness (Odhiambo and Kimani, 2022). A hierarchical culture balances the rigidity found in structured systems with adaptability to balance discipline and encouragement to the inmates to participate in rehabilitation (Muteti and Wainaina, 2021).

An adhocracy culture built on encouraging innovative programs may result in innovative rehabilitation programs, such as computer-based learning programs and business education, enabling the inmates to acquire real-life skills to reenter society (Cullen *et al.*, 2017).

This theory guided the research by offering a lens through which to examine the degree to which different cultural dimensions found within prison institutions, adaptive, teamwork, hierarchical, and adhocracy, affect the outcome of rehabilitation. By exploring the degree to which institutional culture matches rehabilitation tactics, the research endeavored to recognize effective methods of decreasing recidivism and enhancing reintegration, aiding the formation of policies bettering the efficacy of rehabilitation and long-term reforming of prisoners (Muteti and Wainaina, 2021).

2.5 Conceptual Framework

A conceptual framework provides a set of principles and ideas from specific disciplines, which can be useful research tools for an investigator in analyzing and understanding a given subject of investigation (Kombo and Tromp, 2006). In the words of Ravitch and Riggan (2016), it is defined as 'a visual representation of the linkage between variables. The independent variables are the organizational cultures, namely, adaptive culture, teamwork culture, hierarchy culture, and adhocracy culture, and management capabilities. The dependent variable is inmates' behavior change measured in terms of re-offending, recidivism, jailbreak riots, unruly behaviours, and jail escapes. The researcher hypothesized that when correctional facilities in Kenya implement an adaptive culture, teamwork culture, hierarchy culture, and adhocracy culture, then the inmates' behaviour positively changes, leading to a reduction of re-offending and recidivism.

INDEPENDENT VARIABLES
(Organizational Cultures)

DEPENDENT VARIABLES
(Inmates' Behaviour Change)

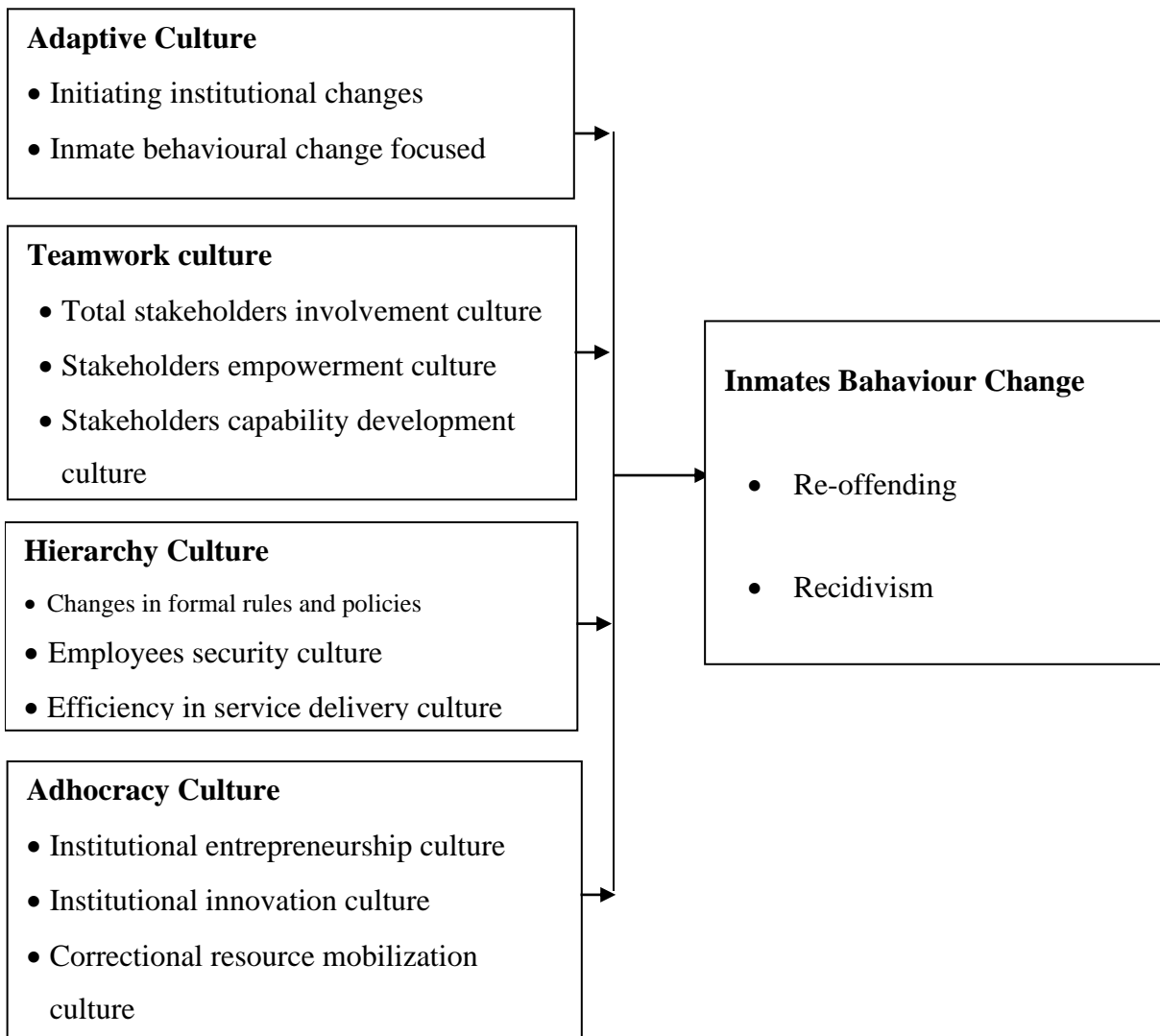


Figure 2.1: Conceptual Framework (Source: Researcher, 2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, target population, sampling procedures, data collection methods, data analysis and presentation techniques, as well as ethical considerations.

3.2 Research Design

This study adopted a descriptive survey design, which is well-suited for examining the relationship between organizational culture practices and inmates' behavior change in correctional facilities within Nairobi City County, Kenya. This approach is appropriate for analyzing associations among study variables and provides a structured method for capturing data on existing institutional practices, trends, and their impact on inmate rehabilitation. According to Mugenda and Mugenda (2003), a descriptive research design aims to determine and report the current state of a phenomenon or population, ensuring a detailed and accurate representation of the subject under study. Additionally, Saunders, Lewis, and Thornhill (2009) emphasize that descriptive research answers key questions such as who, what, where, when, and how much, making it a valuable approach for understanding organizational dynamics in correctional settings.

This study examined four key dimensions of organizational culture in correctional facilities. Adaptive culture enhances rehabilitation through institutional adjustments, teamwork culture fosters collaboration among stakeholders, hierarchical culture relies on structured authority and formal procedures, and adhocracy culture promotes innovation and flexibility in rehabilitation efforts. By employing this design, the study provides empirical insights into how these organizational culture dimensions influence inmates' behavior change in Nairobi City County correctional facilities. The findings contribute to evidence-based strategies

aimed at improving rehabilitation efforts and fostering positive transformation among inmates.

3.3 Study Area

The research was undertaken in three large correctional facilities within Nairobi County: Kamiti Maximum Security Prison, Lang'ata Women's Maximum-Security Prison, and Nairobi Remand and Allocation Maximum Security Prison. The prisons were chosen due to their status as the biggest male and female maximum-security prisons both in Kenya and the wider East African region with a varied population of inmates (Vitorino et al., 2024). The prisons were chosen on the assumption that violent offenses committed by prisoners may be vastly different due to the differences in social, economic, and cultural demographics and criminogenic risk among prisoners. Moreover, the prisons offer an interesting context for the study of organizational culture practices due to their structured prison management systems and varied rehabilitation programs. Moreover, the experience and specialism among prison guards in dealing with the conduct of inmates within the prisons offer an ideal context through which the impact of organizational culture on the behavioral transformation among inmates may be investigated.

3.4 Study Population

The study focused on three major correctional facilities within Nairobi County: Kamiti Maximum Security Prison, Lang'ata Women's Maximum Security Prison, and Nairobi Remand and Allocation Maximum Security Prison. The total study population consisted of 1,060 prison warders distributed across the three facilities. Specifically, Kamiti had 585 officers, Lang'ata Women's Prison had 396 officers, and Nairobi Remand and Allocation Prison had 79 officers. These figures were obtained from internal human resource records maintained by the Kenya Prisons Service and reflect staffing levels as of 2024 (Kenya Prisons Service, HR records, 2024).

The selection of these prisons was based on their size, security level, and the nature of the inmate populations they serve, making them appropriate sites for examining the influence of organizational culture practices on inmate behavioural change.

Table 3.1: Population Frame

Facility	Population
Langata Maximum Security Prison	396
Kamiti Maximum Security Prison	585
Nairobi Remand and Allocation Maximum Security Prison	79
Total	1060

Source: Kenya Prisons Service, HR Records, 2024

3.5 Sampling Procedure and Sample Size

The researcher applied Yamane's (1967) sampling method to find the right sample size for the research. This method was used to come up with a representative sample from the population of interest among the prison officers serving within the three correctional facilities in Nairobi County. Prison officers serving within the facilities were deemed to be considered when it comes to the sampling process to ensure the study attains an inclusive and accurate representation among the population.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Minimum Sample Size; N = population size: - e = precision set at 95 % (5% = .05)

1,973 (Study population) x 0.5 =

$$n = \frac{189}{1+(189) (0.0025)} \quad n = 290.41095 \approx 291 \text{ Prison Officers}$$

Using Yamane's (1967) sampling formula, the sample size worked out is 291 prison officers (rounded down from 290.41) from the 1,060 total population of the intended prison officers serving the three correctional facilities within the city of Nairobi.

Following this, the researcher applied stratified sampling to proportionately select prison officers from each of the three correctional facilities, considering the number of officers in each facility and the specific special schools and special units within them. This method ensured that each subgroup is represented according to its size. To further ensure random representation and minimize bias, simple random sampling was employed within each stratum, enabling the researcher to distribute questionnaires across the various subgroups. This approach helped to reduce population variation and ensured that every subgroup is adequately represented in the study (Taherdoost, 2017). The sample distribution of the questionnaires was as presented in Table 3.2.

Table 3.2: Sample Frame

Facility	Population	Sample Size
Langata Women Security Prison Officers	396	109
Kamiti Maximum Security Prison Officers	585	161
Nairobi Remand & Allocation Maximum Security Prison Officers	79	22
Total	1060	291

3.6 Data Collection Instruments

The research employed semi-structured questionnaires as the primary tool for quantitative data collection among prison officers in the sampled correctional facilities within Nairobi County. The questionnaire (Appendix I) was divided into two sections: Section A captured demographic information, while Section B addressed the study variables relating to governance practices and organizational culture. The questionnaire was designed to be concise and easy to understand to encourage a high response rate and ensure the collection of

credible data. Both closed- and open-ended questions were included, allowing the collection of both quantitative and qualitative insights. The questionnaires were self-administered, meaning respondents filled them out independently during scheduled sessions facilitated by the researcher.

In addition to the questionnaires, face-to-face interviews were conducted where necessary to supplement and clarify responses. These interviews allowed the researcher to gather deeper qualitative data and provided an opportunity for follow-up on complex or ambiguous responses. This approach enhanced the reliability of the findings and ensured comprehensive coverage of the research variables. Together, these methods enabled the researcher to collect extensive data from the 290 sampled prison officers across the three correctional facilities in Nairobi County.

3.7 Pilot Testing

In accordance with Connelly (2008), the researcher conducted a pilot study among 15 prison officers attached to the prisons in Nairobi County. There was no engagement of these prisoners in the complete study. The pilot test was conducted to test the effectiveness of the questionnaire to retrieve the desired information. The optimum sample size when conducting a pilot study is 10 to 30 respondents. The respondents were then asked to complete a short feedback questionnaire. This was to allow them to provide comments on the time it took to complete the questionnaire, confusing or unclear statements, and suggestions for improvements.

3.8 Validity of Instruments

Validity is the degree to which an instrument actually measures what it is supposed to measure (Bolliger and Inam, 2012). In this study, construct validity was an important focus to ensure that the research tool properly records the intended constructs associated with organizational culture and the behavior change among inmates. In measuring this, the study

used factor analysis to ascertain whether the instrument properly measures the research phenomena. Furthermore, confirmatory factor analysis was used to confirm the construct after the rules of large sample size ($n > 50$) by Aila and Ombok (2015) were observed. A pilot study among 15 respondents was done to evaluate the validity of the instrument further, ensuring it properly records the required data.

3.9 Reliability Test

Cronbach's alpha test was utilized to determine the reliability of the instrument used in this study. It assesses internal consistency, ensuring the items within the instrument reliably measure the same underlying construct. Table 3.3 summarizes the reliability statistics outcomes.

Table 3.3: Reliability Statistics

Variable	Cronbach's Alpha	No. of Items
Adaptive Culture	0.884	6
Teamwork Culture	0.903	6
Hierarchical Culture	0.861	6
Adhocracy Culture	0.892	6
Inmate Behaviour Change	0.877	6
Overall	0.883	30

The highest Cronbach's alpha was observed for Teamwork Culture at 0.903, followed closely by Adhocracy Culture with 0.892. The lowest coefficient was for Hierarchical Culture at 0.861. The constructs adaptive culture and inmate behaviour change had coefficients of 0.884 and 0.877, respectively. The overall reliability of the study's instrument yielded a coefficient of 0.883, derived from 30 items. The consistently high alpha values, all exceeding the recommended threshold of 0.7, confirm that the instrument demonstrated strong internal

consistency and reliability, making it appropriate for data collection in this study (FitzPatrick, 2019).

3.10 Data Collection Procedures

Specifically for this study, the researchers collected primary data. This project commenced with the researcher obtaining an introduction letter from the Graduate School at Kenyatta University to formally authenticate the intent of researcher. This introduction letter formulated a basis of application for the research permit from the NACOSTI and obtained official permission from that regulatory body.

The researcher also applied to the Ministry of the Interior and the National Government Coordination for further approval to alert other relevant government authorities about the research activities. Once the required permits and approvals had been obtained, random distribution of questionnaires to the 291 identified respondents was done. The filled-in questionnaires were then collected for analysis.

3.11 Data Analysis and Presentation

The structured approach to data analysis guaranteed the accuracy and clarity of findings interpretation. The initial step involved the verification of raw data from questionnaires through data cleaning, during which any inconsistencies or errors were addressed in line with the guidelines of Mugenda and Mugenda (2013). After cleaning, the data were coded and entered into SPSS Version 26 for statistical analysis.

Descriptive statistics were used to summarize the study variables, including means, frequencies, and standard deviations. These measures helped provide a general overview of the responses. Percentages and frequency distributions were also applied to highlight trends and patterns in the dataset.

To examine the relationship between organizational culture practices and inmate behaviour change, correlation analysis was conducted to assess the strength and direction of

associations among the variables. Additionally, multiple regression analysis was employed to identify the extent to which each organizational culture dimension, adaptive, teamwork, hierarchical, and adhocracy, influenced inmate behavioural change. This approach helped determine the relative contribution of each variable in explaining changes in inmate behaviour. The analyzed data were presented using tables, charts, and graphs to ensure clarity and easy interpretation of the results.

3.12 Empirical Model

To assess the influence of organizational culture practices on inmate behavior change within correctional facilities in Nairobi City County, a multiple regression model was applied. This model incorporated key elements aligned with the study’s objectives, including adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture, each presumed to impact inmate behavior change. The regression approach allowed for an empirical evaluation of both the individual and collective effects of these cultural dimensions on behavioral outcomes among inmates in the correctional setting.

The model is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots \text{Equation [3.1]}$$

Where:

Y = Inmates’ Behavior Change

X₁ = Adaptive Culture

X₂ = Teamwork Culture

X₃ = Hierarchical Culture

X₄ = Adhocracy Culture

β₀ = Constant

β₁, β₂, β₃, β₄, Coefficients estimating the effect of each independent variable on inmates’ behavior change

ϵ = Error term

This empirical model was used to test the statistical significance and strength of each organizational culture dimension in explaining the variation in inmates' behavioral change, using SPSS Version 26 for regression analysis.

3.13 Ethical Considerations

The researcher obtained approvals from the Graduate School, NACOSTI, and other relevant government bodies before commencing the study. The research upheld participants' privacy and confidentiality, ensuring that any personal information collected was protected and not disclosed without explicit consent, except for academic purposes. Respondents' autonomy was respected by allowing them to make informed choices about participation. Informed consent was obtained prior to data collection, with clear explanations provided about the study's objectives, methods, and how the data would be used. Respondents were also encouraged to ask questions before signing consent forms to ensure their full understanding and comfort.

Additionally, the researcher maintained high ethical standards regarding data integrity. No data was forged, manipulated, or fabricated at any stage of the study. All information was recorded and analyzed as collected, with strict adherence to transparency, accuracy, and honesty in data handling and reporting. This was done to preserve the credibility of the research findings and ensure the study met the highest standards of academic integrity.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.0 Introduction

This chapter provides the analysis, presentation, and interpretation of data regarding the influence of organizational culture practices on inmate behavior change in correctional facilities within Nairobi City County, Kenya. The data analysis was guided by the study's objectives. Descriptive statistics were used to summarize the data, while inferential statistics were applied to examine the hypothesized relationships among the key elements of organizational culture and behavioral outcomes among inmates.

4.1 Response Rate

Primary data was collected using a structured questionnaire administered to prison officers across the three selected correctional facilities: Langata Women's Prison, Kamiti Maximum Security Prison, and Nairobi Remand and Allocation Prison. A total of 291 questionnaires were distributed, and all were completed and returned, yielding a 100% response rate, as summarized in Table 4.1.

Table 4.1: Response Rate

	Count	Percentage
Returned	291	100.0
Non-returned	0	0.0
Total	291	100

Source: Field Data (2025)

The perfect response rate reflects an exceptionally high level of participant engagement and cooperation. Such a response rate greatly strengthens the validity and reliability of the study findings. This outcome was supported by diligent follow-up and the support of prison

authorities, which ensured that every questionnaire distributed was duly completed and collected.

4.2 Demographic Information of Respondents

The study was conducted to establish the demographic characteristics of the respondents who participated. The key variables analyzed included gender, age, education level, and years of service in correctional facilities. These characteristics provide context for interpreting the perceptions and experiences of the prison officers regarding organizational culture and inmate behaviour change.

4.2.1 Gender Distribution

Both genders participated in the study, and the findings are presented in Figure 4.1 below.

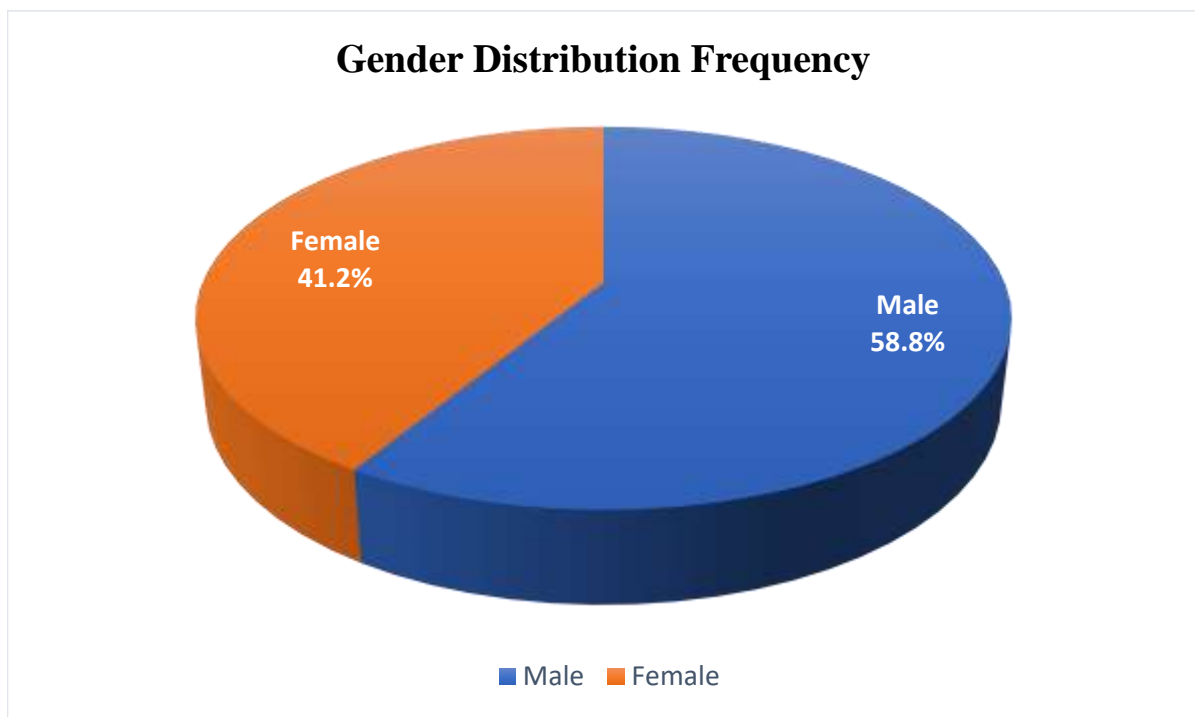


Figure 4.1: Gender Distribution

The results reveal that the majority of respondents were male 171(58.8%), while females accounted for 120(41.2%). This indicates that correctional facilities in Nairobi County are

still predominantly staffed by men, although the substantial representation of women demonstrates increasing gender inclusivity in the sector.

4.2.2 Age Distribution

The study was conducted to establish the age distribution of respondents, and the findings are presented in Figure 4.2.

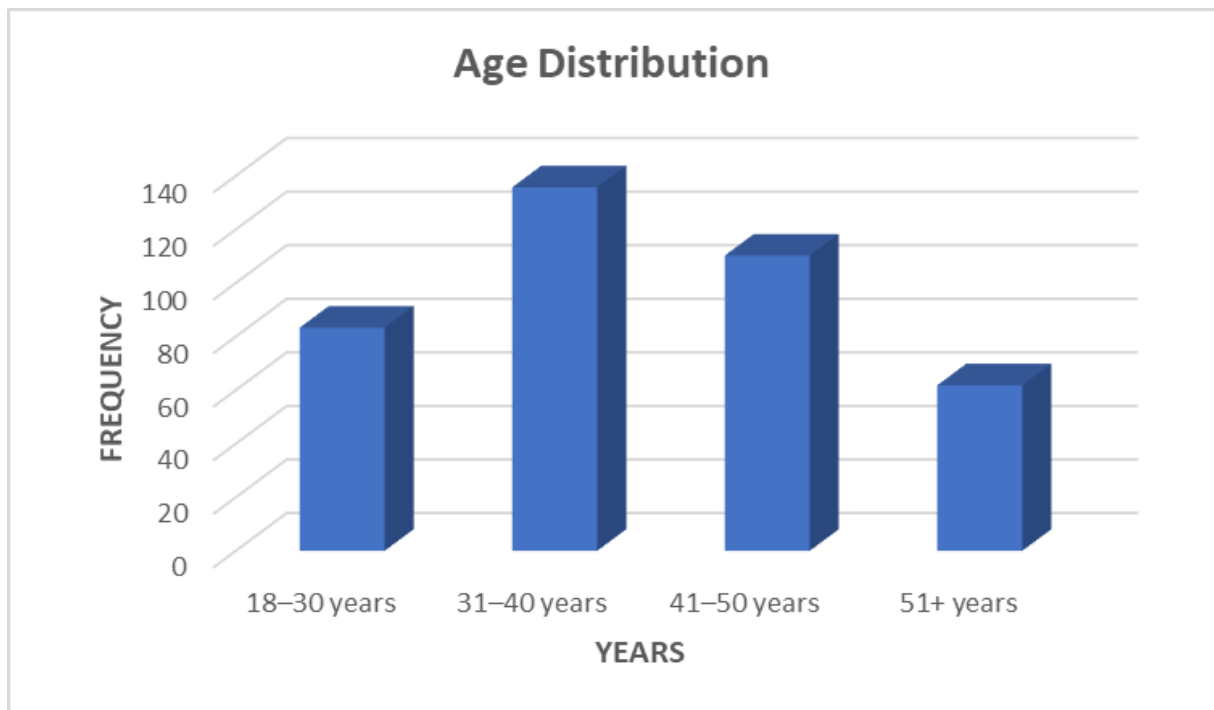


Figure 4.2: Age Distribution

The results revealed that the largest group of respondents were aged 31–40 years (101, 34.7%), followed by 41–50 years (82, 28.2%). Officers aged 18–30 years constituted 62 (21.3%), while those aged 51 years and above were 46 (15.8%). These results suggest that the majority of the respondents were above 30 years of age, implying that most had gained significant life and professional experience that could shape their perspectives on inmate rehabilitation and organizational culture. Similar trends were observed by Alila (2024), who found that nearly half of the prison officers at Kamiti Maximum Prison fell within the 31–40 age bracket. The study highlighted that officers in this age group brought both maturity and

practical insight to inmate rehabilitation processes, making them key players in implementing behavioral change programs effectively.

4.2.3 Education Level of Respondents

The study further examined the educational attainment of respondents, as shown in Figure 4.3.

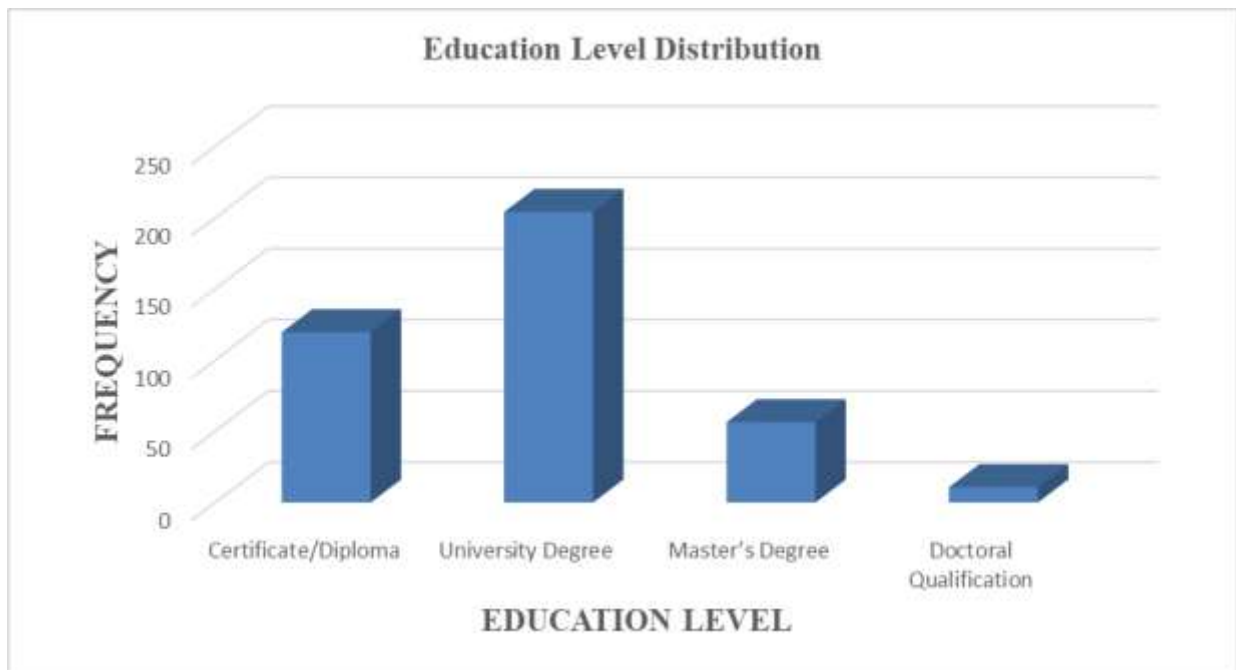


Figure 4.3: Education Level Distribution

The findings indicate that the majority of respondents, 152 (52.2%), held a university degree, while 89 (30.6%) had certificate or diploma qualifications. A smaller proportion, 42 (14.4%), possessed a master's degree, and 8 (2.8%) had doctoral qualifications. These results suggest that most respondents had high educational qualifications, enhancing their ability to critically understand and evaluate organizational culture practices in correctional facilities. A similar pattern is highlighted by Osina (2024), whose study on correctional staff and prisoner education program perceptions found that 45% of prison officers had at least a degree, suggesting that while educational attainment among staff is strong, expanding access to higher education could further strengthen correctional service quality.

4.2.4 Years of Service in Correctional Facilities

Respondents were also asked to indicate their duration of service, with results summarized in Figure 4.4.

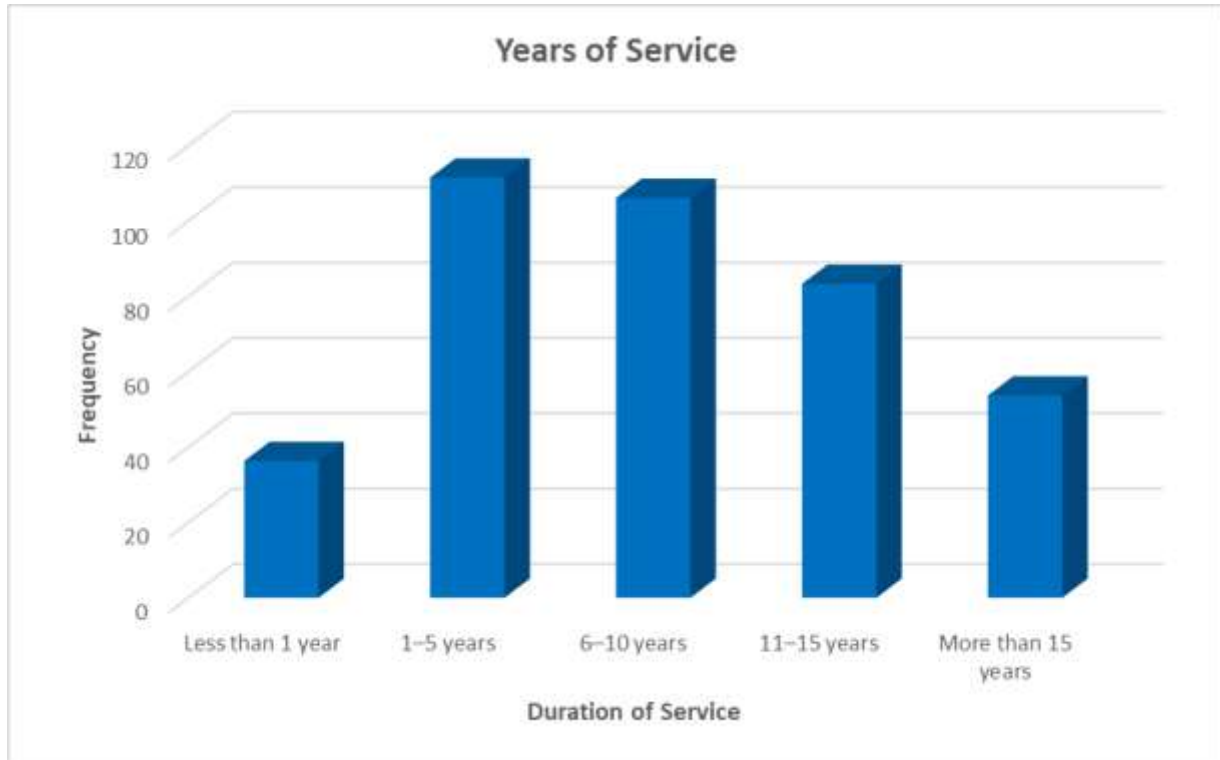


Figure 4.4: Years of Service Distribution

The findings reveal that 83 respondents (28.5%) had served for 1–5 years, 79 (27.1%) had served for 6–10 years, and 62 (21.3%) had worked for 11–15 years. A further 40 respondents (13.7%) had served for more than 15 years, while 27 (9.3%) had less than one year of experience. This distribution indicates that the workforce was well spread across different levels of experience, with many officers bringing substantial institutional. These results align with the findings of Nabwire and Okoth (2024), whose study on correctional officers in Kenya's Nyanza region showed that officers with 6–10 years of service exhibited the highest levels of psychological motivation and resilience. While their study was not conducted in Nairobi, the implication is relevant, mid-career officers often play a pivotal role in sustaining

organizational culture and influencing inmate behavior change due to their balance of experience and energy.

4.2.5 Training on Rehabilitation Programs

The study was conducted to establish whether correctional officers had received formal training related to inmate rehabilitation. This is a crucial foundation for understanding how effectively officers can implement adaptive culture practices such as flexible program delivery, teamwork culture practices such as collaboration with inmates and peers, hierarchical culture practices such as enforcing discipline while maintaining order, and adhocracy culture practices such as innovation in program delivery. Table 4.2 below summarizes the findings as indicated below.

Table 4.2: Officers’ Participation in Rehabilitation Training

Response	Frequency (n)	Percentage (%)
Yes	192	66.0%
No	99	34.0%
Total	291	100.0%

Source: Field Data (2025)

As shown in Table 4.2, a majority of the respondents, 192(66.0%), reported having undergone training, while 99(34.0%) had not. This indicates that while the majority of correctional officers have acquired knowledge and skills in rehabilitation approaches, a substantial proportion remain untrained. The absence of training in some of the workforce can create inconsistencies in program implementation, lower the uniformity of rehabilitation standards, and potentially limit the effectiveness of behaviour change interventions.

This result aligns with the findings from a study by Kaitopok, Onyango, and Obwogi (2025) at Lang'ata Women’s Prison, which demonstrated that structured rehabilitation programming, including staff training in vocational and psychosocial interventions, is vital for successful

inmate reintegration and improved post-release outcomes. This reinforces the need for all correctional officers in Nairobi City County to be trained to ensure rehabilitation standards are applied uniformly and effectively.

4.2.6 Type of Training Received

The study was conducted to establish the type of training correctional officers had received related to inmate rehabilitation. Those who indicated receiving training were further asked to specify the type of rehabilitation-related training they had attended. Respondents could select more than one option, reflecting the variety of training exposure.

Table 4.3: Type of Rehabilitation Training Received

Type of Training	Frequency (n)	Total Respondents (%)
Psychological Counselling	112	38.5%
Vocational Training	103	35.4%
Social Reintegration	89	30.6%
Conflict Resolution	84	28.9%
Religious/Spiritual Guidance	108	37.1%
Other (Specified)	21	7.2%

Source: Field Data (2025)

The results in Table 4.3 reveal that 112 respondents (38.5%) reported receiving psychological counselling, while 108 respondents (37.1%) indicated religious or spiritual guidance. These were the most common forms of training, suggesting a balanced focus on mental and spiritual rehabilitation. Vocational training was also highly reported, with 103 respondents (35.4%), emphasizing the importance of equipping inmates with tangible skills as a key rehabilitative strategy. In contrast, fewer respondents reported training in social reintegration 89 respondents, (30.6%) and conflict resolution 84 respondents (28.9%), despite their direct relevance to reducing recidivism. This distribution suggests that while the prison system prioritizes emotional, spiritual, and skills-based development, more emphasis may be needed

on reintegration and conflict resolution training. Strengthening these areas could significantly influence long-term behaviour change and facilitate successful societal reintegration of respondents after release.

These results align with findings by Miriti and Kimani (2019) in Kisumu Main Prison, where vocational skills training, educational programs, religious initiatives, and socio-psychological interventions were all found to significantly contribute to behavioral reformation among inmates, reinforcing the need for a balanced and comprehensive training approach encompassing both emotional and reintegration competencies.

4.2.7 Motivation for Supporting Rehabilitation

The study was conducted to establish the main source of motivation for rehabilitation and behavior change, as motivation can influence commitment to cultural practices and consistency in program delivery. The findings are as indicated in Table 4.6.

Table 4.4: Source of Motivation for Supporting Rehabilitation

Source of Motivation	Frequency (n)	Percentage (%)
Family Support	72	24.7%
Religious Beliefs	81	27.8%
Personal Growth Goals	65	22.3%
Influence from Officers/Programs	59	20.3%
Other (Specified)	14	4.8%

Source: Field Data (2025)

The results in Table 4.4 indicate that 81 respondents (27.8%) identified religious beliefs as their primary source of motivation for supporting rehabilitation, while 72 respondents (24.7%) cited family support. These findings suggest that both personal value systems and familial ties strongly influence respondent engagement with rehabilitation work.

Additionally, 65 respondents (22.3%) reported personal growth goals as a motivating factor, and 59 respondents (20.3%) indicated influence from officers or rehabilitation programs.

These results highlight that cultural reinforcement through training, leadership support, and peer influence also plays a role in shaping respondent motivation. A smaller proportion, 14 respondents (4.8%), specified other sources of motivation. These results align with findings from Nabwire and Okoth (2025), who demonstrated that correctional officers with higher psychological motivation, closely linked to purpose-driven values and supportive work environments, exhibited greater commitment to rehabilitation-oriented roles. Their study emphasizes the importance of nurturing both personal and institutional motivators to sustain rehabilitative culture in correctional facilities. This mix of intrinsic and extrinsic motivators suggests that aligning rehabilitation strategies with respondents' values, while also fostering a supportive institutional environment, could significantly enhance program success and long-term commitment to rehabilitation initiatives.

4.3 Descriptive Analysis

Descriptive analysis was utilized to summarize and describe the key constructs in the study: adaptive culture, teamwork culture, hierarchical culture, adhocracy culture, and inmate behavior change. Participants rated each questionnaire item using a five-point Likert scale, where 5 represented Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). For every item and overall construct, mean scores and standard deviations were calculated to represent the central tendency and variability of responses.

The mean provided an indication of the general level of agreement or disagreement, while the standard deviation reflected the extent of agreement among respondents. Based on the interpretation scale by Margaret (2017), mean values were categorized as follows: 4.2–5.0 indicated Strong Agreement, 3.4–4.2 signified Agreement, 2.6–3.4 represented Neutral

responses, 1.8–2.6 indicated Disagreement, and 1.0–1.8 showed Strong Disagreement. These interpretation benchmarks guided the analysis and helped uncover participants' views on each of the measured aspects.

4.3.1 Adaptive Culture and Inmate Behaviour Change

The initial objective of this study was to examine how Adaptive Culture influences inmate behavior change in correctional facilities within Nairobi City County. This was addressed by assessing the levels of adaptability, innovation, and flexibility present in rehabilitation efforts through descriptive statistical methods. Participants rated their agreement with various statements related to adaptive cultural practices on a five-point Likert scale, where 5 denoted Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree. The findings are summarized in Table 4.6.

Table 4.5: Adaptive Culture and Inmate Behaviour Change (n = 291)

Statement	SD	D	N	A	SA	Mean	Std.
	F (%)	F (%)	F (%)	F (%)	F (%)		Dev
The facility adopts new rehabilitation programs quickly when needed.	15 (5.2%)	24 (8.2%)	58 (19.9%)	128 (44.0%)	66 (22.7%)	3.71	1.05
Staff are open to change and innovation in inmate management.	9 (3.1%)	19 (6.5%)	46 (15.8%)	130 (44.7%)	87 (29.9%)	3.92	1.02
There is emphasis on learning from past mistakes.	12 (4.1%)	21 (7.2%)	53 (18.2%)	123 (42.3%)	82 (28.2%)	3.83	1.07
Facility leaders support and encourage innovation.	18 (6.2%)	27 (9.3%)	46 (15.8%)	113 (38.8%)	87 (29.9%)	3.76	1.16
The facility is flexible in adjusting to changing inmate needs.	20 (6.9%)	33 (11.3%)	42 (14.4%)	114 (39.2%)	82 (28.2%)	3.70	1.21
Mean						3.78	1.10

Source: Field Data (2025)

On whether the facility adopts new rehabilitation programs quickly when needed, the majority of respondents 128 (44.0%) agreed, while 66 (22.7%) strongly agreed, 58 (19.9%) were neutral, 24 (8.2%) disagreed, and 15 (5.2%) strongly disagreed. The $\bar{x} = 3.71$ and $\sigma = 1.05$ suggest that the adoption of new rehabilitation programs is generally supported, though a proportion of respondents remain less certain or opposed.

Regarding whether staff are open to change and innovation in inmate management, most respondents (130; 44.7%) agreed, and 87 (29.9%) strongly agreed, while 46 (15.8%) were neutral, 19 (6.5%) disagreed, and 9 (3.1%) strongly disagreed. With $\bar{x} = 3.92$ and $\sigma = 1.02$,

this indicates widespread recognition of innovation as a priority in correctional staff practices.

On whether there is emphasis on learning from past mistakes, the majority of respondents (123; 42.3%) agreed, and 82 (28.2%) strongly agreed, while 53 (18.2%) were neutral, 21 (7.2%) disagreed, and 12 (4.1%) strongly disagreed. The $\bar{x} = 3.83$ and $\sigma = 1.07$ suggest that reflective practices are considered an important aspect of inmate rehabilitation.

With respect to whether facility leaders support and encourage innovation, 113 respondents (38.8%) agreed, and 87 (29.9%) strongly agreed, while 46 (15.8%) were neutral, 27 (9.3%) disagreed, and 18 (6.2%) strongly disagreed. The $\bar{x} = 3.76$ and $\sigma = 1.16$ suggest moderate agreement, implying that leadership support for innovation exists but may not be consistently strong across all facilities.

On whether the facility is flexible in adjusting to changing inmate needs, 114 respondents (39.2%) agreed, and 82 (28.2%) strongly agreed, while 42 (14.4%) were neutral, 33 (11.3%) disagreed, and 20 (6.9%) strongly disagreed. The $\bar{x} = 3.70$ and $\sigma = 1.21$ indicate that flexibility is acknowledged but may require improvement to effectively address the dynamic needs of inmates.

The descriptive statistics for these five statements related to Adaptive Culture yielded an overall $\bar{x} = 3.78$ and $\sigma = 1.10$. This suggests that correctional facilities in Nairobi City County are generally perceived as adaptive, with openness to reform, innovation, and reflective practices supporting inmate rehabilitation. However, gaps remain in leadership consistency and institutional flexibility in program adjustments. These findings align with those of Koome (2020), who found that organizational culture significantly moderates the relationship between institutional reforms and behavior change among inmates in Kenyan correctional facilities. The findings of Koome demonstrated that facilities with a culture of adaptability and continuous learning were more successful in promoting meaningful behavioral

transformation among inmates. This reinforces the idea that adaptive cultural practices, such as rapid program adoption, innovation encouragement, and flexible service delivery, are essential for effective rehabilitation outcomes.

The findings from the thematic analysis of the qualitative data collected showed that respondents emphasized the significance of adaptive cultural practices in facilitating inmate rehabilitation. Many officers reported that program flexibility and tailored interventions contributed to better behavioural outcomes. One respondent stated, *“We often modify our approach depending on the needs of the inmates, especially in psychological counselling and vocational training.”* Another explained, *“Skill-based training, like carpentry and tailoring, is more effective because it offers inmates something they can use after prison.”* This reflects the importance of responsive programming that aligns with the evolving needs of inmates. Some officers also stressed the need for greater support for adaptive initiatives, citing challenges such as insufficient materials, limited time, or inconsistent follow-up. These findings are supported by Kaitopok, Onyango, and Obwogi (2025) study, which examined rehabilitation programs at Lang’ata Women’s Prison in Kenya and found that adaptive approaches in vocational training and psychosocial support enhanced reintegration and reduced recidivism. Similarly, Kere (2019) emphasized that vocational education and training significantly improved inmates’ reintegration into society, echoing respondents’ views on the value of equipping inmates with practical life skills.

One respondent observed, *“There is good intention to adapt, but the lack of equipment and time limits how much we can adjust programs.”* These insights emphasize the gap between adaptive policy ideals and operational realities, indicating a need for strengthened logistical and administrative support. These challenges align with the findings of Althoneibat (2022), whose study on vocational training in rehabilitation centers showed that, despite overall

program effectiveness, resource limitations and lack of proper tools hampered implementation efforts.

These perspectives emphasize the need for improved institutional support, both logistical and administrative, to bridge the gap between adaptive cultural ideals and operational realities within correctional facilities.

4.3.2 Teamwork Culture and Inmate Behaviour Change

The second objective of the study aimed to assess how teamwork culture influences inmate behavior change within correctional facilities in Nairobi City County. This was accomplished by evaluating the extent to which teamwork practices are implemented, using descriptive statistical techniques. Participants were requested to express their level of agreement with statements related to teamwork culture, utilizing a five-point Likert scale where 5 represented Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). A summary of the results is presented in Table 4.7.

Table 4.6: Teamwork Culture and Inmate Behaviour Change (n = 291)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev
There is active involvement of all staff in inmate rehabilitation efforts.	9 (3.1%)	15 (5.2%)	44 (15.1%)	132 (45.4%)	91 (31.3%)	3.96	1.01
Staff are empowered to make decisions that enhance inmate outcomes.	7 (2.4%)	19 (6.5%)	43 (14.8%)	129 (44.3%)	93 (31.9%)	3.97	1.02
Training is regularly provided to improve staff collaboration.	11 (3.8%)	22 (7.6%)	40 (13.7%)	120 (41.2%)	98 (33.7%)	3.93	1.09
Communication between teams is open and constructive.	10 (3.4%)	17 (5.8%)	36 (12.4%)	133 (45.7%)	95 (32.6%)	3.98	1.03
Staff work together to solve inmate-related challenges.	8 (2.7%)	13 (4.5%)	39 (13.4%)	134 (46.0%)	97 (33.3%)	4.03	0.99
Mean						3.97	1.03

Source: Field Data (2025)

On whether there is active involvement of all staff in inmate rehabilitation efforts, the majority of respondents (132; 45.4%) agreed, and 91 (31.3%) strongly agreed, while 44 (15.1%) were neutral, 15 (5.2%) disagreed, and 9 (3.1%) strongly disagreed. The $\bar{x} = 3.96$ and $\sigma = 1.01$ indicate broad agreement that staff are actively engaged in rehabilitation processes.

Regarding whether staff are empowered to make decisions that enhance inmate outcomes, 129 respondents (44.3%) agreed, and 93 (31.9%) strongly agreed, while 43 (14.8%) were neutral, 19 (6.5%) disagreed, and 7 (2.4%) strongly disagreed. The $\bar{x} = 3.97$ and $\sigma = 1.02$ suggest that decision-making empowerment is widely acknowledged as a feature of teamwork culture in correctional facilities.

On whether training is regularly provided to improve staff collaboration, 120 respondents (41.2%) agreed, and 98 (33.7%) strongly agreed, while 40 (13.7%) were neutral, 22 (7.6%) disagreed, and 11 (3.8%) strongly disagreed. With $\bar{x} = 3.93$ and $\sigma = 1.09$, this indicates a generally positive perception of training, though the slightly lower score compared to other items suggests room for improvement in staff development initiatives.

With respect to whether communication between teams is open and constructive, 133 respondents (45.7%) agreed, and 95 (32.6%) strongly agreed, while 36 (12.4%) were neutral, 17 (5.8%) disagreed, and 10 (3.4%) strongly disagreed. The $\bar{x} = 3.98$ and $\sigma = 1.03$ suggest a strong culture of open communication, an essential enabler of effective teamwork.

On whether staff work together to solve inmate-related challenges, 134 respondents (46.0%) agreed, and 97 (33.3%) strongly agreed, while 39 (13.4%) were neutral, 13 (4.5%) disagreed, and 8 (2.7%) strongly disagreed. The $\bar{x} = 4.03$ and $\sigma = 0.99$ represent the highest-rated item under this construct, highlighting a strong collaborative spirit among staff in addressing rehabilitation challenges.

The descriptive statistics for these five statements yielded an overall $\bar{x} = 3.97$ and $\sigma = 1.03$. This shows that teamwork culture is strongly embedded in Nairobi City County correctional facilities, with active collaboration, empowerment, communication, and shared responsibility playing central roles in rehabilitation. However, training opportunities remain an area for further strengthening to ensure the sustainability and continuous improvement of teamwork practices. These results align with the findings of Mutia (2024), who established that capacity-building interventions promoting teamwork and collective planning among prison staff significantly enhanced coordination and reduced recidivism in Kenyan correctional facilities. The study emphasized that a shared culture of collaboration not only improves staff morale but also ensures consistent and holistic implementation of rehabilitation programs, reinforcing positive inmate behavior change.

The findings from the thematic analysis of the qualitative data collected showed that many officers emphasized the value of teamwork in promoting inmate behaviour change. They highlighted that collaboration fosters trust and enhances the effectiveness of rehabilitation programs. One respondent remarked, *“When officers work together and engage inmates as partners in the process, rehabilitation is more effective.”* Another respondent added, *“Peer mentoring, both among inmates and staff, helps sustain behavioural improvements.”* These reflections demonstrate the importance of teamwork in reinforcing accountability and sustaining positive behavioural outcomes. This finding aligns with Schöttler and Lauckner (2023), who reported that in German correctional settings, peer-based mentorship and team collaboration promoted emotional stability and reduced recidivism through improved social dynamics and trust-building.

Some officers further explained that structured team-based interventions, such as group counselling and joint rehabilitation activities, were particularly instrumental in influencing change. However, several respondents observed that teamwork often occurs informally, depending on the officers on duty, rather than through consistent institutional mechanisms. One respondent pointed out, *“There should be more structured teamwork efforts right now, collaboration happens informally or depending on who is on duty.”* This highlights a gap between the recognition of teamwork’s value and the existence of formal structures to support it.

In addition, officers noted the importance of interdisciplinary teamwork that includes external stakeholders such as NGOs and religious leaders. However, they also expressed concern about the declining involvement of these actors. One respondent observed, *“NGOs used to be active here, but now we rarely see them.”* These insights underline the need to revitalize multi-stakeholder partnerships, as external collaboration could significantly strengthen the teamwork culture and broaden the scope of rehabilitation programs. This is consistent with

the findings of Appiah (2022), who noted that the reduction of NGO involvement in Ghanaian prisons weakened collaborative efforts and limited the diversity of rehabilitation services, ultimately affecting inmate outcomes.

4.3.3 Hierarchical Culture and Inmate Behaviour Change

The third objective of the study focused on examining the effect of hierarchical culture on inmate behavior change within correctional facilities in Nairobi City County. This was done by assessing the prevalence of hierarchical practices through descriptive statistical analysis. Participants were asked to rate their agreement with various statements related to hierarchical culture using a five-point Likert scale, where 5 indicated Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). The summarized findings are presented in Table 4.8.

Table 4.7: Hierarchical Culture and Inmate Behaviour Change (n = 291)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev
Rules and procedures are strictly followed in inmate management.	13 (4.5%)	23 (7.9%)	47 (16.1%)	138 (47.4%)	70 (24.1%)	3.78	1.06
The facility emphasizes discipline and order above all.	15 (5.2%)	26 (8.9%)	56 (19.2%)	131 (45.0%)	63 (21.6%)	3.69	1.07
Employees clearly understand their roles and responsibilities.	17 (5.8%)	21 (7.2%)	52 (17.9%)	129 (44.3%)	72 (24.7%)	3.75	1.09
Decision-making is centralized and based on formal hierarchy.	18 (6.2%)	29 (10.0%)	65 (22.3%)	118 (40.5%)	61 (21.0%)	3.59	1.12
There is limited flexibility due to strict adherence to chain of command.	20 (6.9%)	36 (12.4%)	61 (21.0%)	115 (39.5%)	59 (20.3%)	3.53	1.14
Mean						3.67	1.10

Source: Field Data (2025)

On whether rules and procedures are strictly followed in inmate management, the majority of respondents 138 (47.4%) agreed, and 70 (24.1%) strongly agreed, while 47 (16.1%) were neutral, 23 (7.9%) disagreed, and 13 (4.5%) strongly disagreed. The $\bar{x} = 3.78$ and $\sigma = 1.06$ suggest strong agreement that correctional facilities emphasize strict adherence to protocol.

Regarding whether the facility emphasizes discipline and order above all, 131 respondents (45.0%) agreed, and 63 (21.6%) strongly agreed, while 56 (19.2%) were neutral, 26 (8.9%) disagreed, and 15 (5.2%) strongly disagreed. The $\bar{x} = 3.69$ and $\sigma = 1.07$ indicate that discipline is perceived as a major operational priority within facilities.

On whether employees clearly understand their roles and responsibilities, 129 respondents (44.3%) agreed, and 72 (24.7%) strongly agreed, while 52 (17.9%) were neutral, 21 (7.2%) disagreed, and 17 (5.8%) strongly disagreed. The $\bar{x} = 3.75$ and $\sigma = 1.09$ suggest that role clarity is generally well established among correctional staff.

With respect to whether decision-making is centralized and based on formal hierarchy, 118 respondents (40.5%) agreed, and 61 (21.0%) strongly agreed, while 65 (22.3%) were neutral, 29 (10.0%) disagreed, and 18 (6.2%) strongly disagreed. The $\bar{x} = 3.59$ and $\sigma = 1.12$ show moderate agreement, suggesting that centralization is recognized but may not always be positively perceived.

On whether there is limited flexibility due to strict adherence to the chain of command, 115 respondents (39.5%) agreed, and 59 (20.3%) strongly agreed, while 61 (21.0%) were neutral, 36 (12.4%) disagreed, and 20 (6.9%) strongly disagreed. The $\bar{x} = 3.53$ and $\sigma = 1.14$ represent the lowest-rated item, indicating that rigid hierarchical systems may sometimes hinder operational flexibility.

The descriptive statistics for these five statements yielded an overall $\bar{x} = 3.67$ and $\sigma = 1.10$. This shows that hierarchical culture is firmly embedded in correctional facilities within Nairobi City County, characterized by discipline, order, and structured authority. However,

the relatively lower scores on decision-making and flexibility highlight challenges of over-centralization and rigidity, which may limit innovation in rehabilitation efforts. These findings align with those of Schultz (2023), who found that correctional facilities with strongly embedded hierarchical cultures marked by rigid adherence to procedures, centralized decision-making, and emphasis on order tend to reinforce discipline but may limit flexibility and innovation necessary for effective rehabilitation. The study emphasized that while such structures contribute to institutional control, they can constrain staff autonomy and reduce the responsiveness of rehabilitation programs.

The findings from the thematic analysis of the qualitative data collected showed that many officers acknowledged that hierarchical structures and strict rule enforcement help maintain order and discipline in correctional facilities. One respondent remarked, *“Hierarchy helps maintain discipline and ensures that everyone knows their responsibilities.”* Others emphasized that leadership plays a vital role in ensuring continuity and consistency in rehabilitation programs.

However, several officers also expressed concerns that an overly rigid chain of command restricts initiative and suppresses staff-driven innovation. One respondent noted, *“Sometimes our ideas for improving programs are not taken seriously because they don’t come from senior management.”* Another respondent added, *“The command structure limits initiative from lower-ranking officers, even when we’re the ones closest to the inmates.”* These reflections underscore the tension between the benefits of control and the drawbacks of rigidity.

The qualitative insights indicate that while hierarchy contributes to discipline, accountability, and clarity in roles, it can also limit flexibility and staff participation in decision-making. Officers suggested the need for a more inclusive and decentralized management approach, where two-way communication is encouraged and frontline staff are empowered to contribute

to program improvement. These observations align with Koome (2020), whose research indicates that while hierarchical organizational cultures can reinforce institutional order and behavior conformity, they often diminish staff autonomy and hinder innovation in program delivery, resulting in less responsive rehabilitation environments. Such adjustments could balance institutional control with innovation, ultimately strengthening rehabilitation outcomes.

4.3.4 Adhocracy Culture and Inmate Behaviour Change

The fourth objective of this study was to examine the effect of adhocracy culture on inmate behavior change within correctional facilities in Nairobi City County. This was accomplished by analyzing the extent to which adhocracy practices are applied, using descriptive statistical analysis. Respondents were asked to indicate their level of agreement with statements related to adhocracy culture, using a five-point Likert scale: 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). The results are presented in Table 4.9.

Table 4.8: Adhocracy Culture and Inmate Behaviour Change (n = 291)

Statement	SD (%)	F D (%)	N F (%)	A F (%)	SA (%)	F Mean	Std. Dev
Innovation is encouraged in rehabilitation approaches.	11 (3.8%)	19 (6.5%)	46 (15.8%)	132 (45.4%)	83 (28.5%)	3.88	1.05
The facility adopts modern tools or methods in managing inmates.	14 (4.8%)	22 (7.6%)	49 (16.8%)	128 (44.0%)	78 (26.8%)	3.81	1.09
Staff are encouraged to experiment with new ideas.	12 (4.1%)	21 (7.2%)	51 (17.5%)	129 (44.3%)	78 (26.8%)	3.83	1.07
Resources are mobilized to support innovative practices.	15 (5.2%)	27 (9.3%)	52 (17.9%)	122 (41.9%)	75 (25.8%)	3.74	1.12
Risk-taking is supported when developing new inmate programs.	18 (6.2%)	30 (10.3%)	56 (19.2%)	114 (39.2%)	73 (25.1%)	3.66	1.17
Mean						3.78	1.10

Source: Field Data (2025)

On whether innovation is encouraged in rehabilitation approaches, the majority of respondents, 132 (45.4%), agreed, and 83 (28.5%) strongly agreed, while 46 (15.8%) were neutral, 19 (6.5%) disagreed, and 11 (3.8%) strongly disagreed. The $\bar{x} = 3.88$ and $\sigma = 1.05$ suggest strong support for the encouragement of innovative rehabilitation practices.

Regarding whether facilities adopt modern tools or methods in managing inmates, 128 respondents (44.0%) agreed, and 78 (26.8%) strongly agreed, while 49 (16.8%) were neutral, 22 (7.6%) disagreed, and 14 (4.8%) strongly disagreed. The $\bar{x} = 3.81$ and $\sigma = 1.09$ reflect positive perceptions of modernization efforts in correctional facilities.

On whether staff are encouraged to experiment with new ideas, 129 respondents (44.3%) agreed, and 78 (26.8%) strongly agreed, while 51 (17.5%) were neutral, 21 (7.2%) disagreed,

and 12 (4.1%) strongly disagreed. The $\bar{x} = 3.83$ and $\sigma = 1.07$ suggest that experimentation is moderately supported, though not uniformly across all facilities.

With respect to whether resources are mobilized to support innovative practices, 122 respondents (41.9%) agreed, and 75 (25.8%) strongly agreed, while 52 (17.9%) were neutral, 27 (9.3%) disagreed, and 15 (5.2%) strongly disagreed. The $\bar{x} = 3.74$ and $\sigma = 1.12$ show moderate agreement, but also reveal resource-related challenges that limit innovation.

On whether risk-taking is supported when developing new inmate programs, 114 respondents (39.2%) agreed, and 73 (25.1%) strongly agreed, while 56 (19.2%) were neutral, 30 (10.3%) disagreed, and 18 (6.2%) strongly disagreed. The $\bar{x} = 3.66$ and $\sigma = 1.17$ represent the lowest-rated item, suggesting cautious attitudes toward risk in innovation.

The descriptive statistics for these five statements yielded an overall $\bar{x} = 3.78$ and $\sigma = 1.10$. This shows that adhocracy culture is moderately strong in Nairobi City County correctional facilities, with significant support for innovation, creativity, and modernization. However, challenges remain in risk-taking and resource mobilization, which may limit the full realization of adhocracy-driven rehabilitation practices. These findings align with the conclusions of Kasih, Ruslaini, and Slamet (2024), who observed that innovative practices in correctional settings are increasingly valued but are often constrained by organizational and resource limitations.

The findings from the thematic analysis of the qualitative data collected showed that many officers supported innovative and experimental approaches to inmate rehabilitation. They emphasized that creativity and flexibility are crucial in addressing diverse and complex inmate needs. One respondent commented, *“Rehabilitation must go beyond farming and traditional skills. We need to introduce tech-based learning, art, and entrepreneurship.”* Another respondent added, *“We should be allowed to pilot new ideas and see what works instead of sticking to outdated methods.”* These reflections highlight the recognition that

rehabilitation requires evolving and context-sensitive strategies. These observations are supported by Waweru, Chege, and Muriuki (2025), whose study on non-custodial rehabilitation programs in Kericho County found that innovative interventions, such as vocational training, trauma-informed counseling, and community reintegration, significantly contributed to positive rehabilitation outcomes. Their findings highlighted the critical role of institutional support, staff empowerment, and program flexibility in effectively implementing modern strategies.

Some officers, however, pointed out barriers to innovation, particularly inadequate resources and limited autonomy. One respondent remarked, *“Even if you have a great idea, it’s hard to implement without funds or management approval.”* Another emphasized the need for training, stating, *“Staff need capacity-building in modern rehabilitation methods, not just relying on experience.”* These insights underscore that while officers value innovation, institutional and logistical limitations constrain their ability to implement new ideas effectively.

The findings indicate that adhocracy culture contributes positively to inmate rehabilitation by fostering creativity and responsiveness. Nevertheless, more institutional support is required in terms of resources, staff empowerment, and training to create an enabling environment for continuous experimentation and improvement in correctional facilities. This aligns with Wairimu Mburu and Gathitu (2022), whose study found that the impact of prison rehabilitation programs, particularly those focused on self-dependence and life skills, was significantly hindered by inadequate infrastructure, resource shortages, and insufficient institutional support, emphasizing the need for empowerment and flexible program implementation to drive behavioral change.

4.3.5 Inmate Behaviour Change

Inmate behavior change served as the key outcome measure in this study, reflecting the success of correctional facility programs in reducing recidivism, encouraging personal growth, and supporting reintegration into the community. This aspect was assessed through descriptive statistical analysis. Participants rated their agreement with statements related to behavior change on a five-point Likert scale, where 5 indicated Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). The summarized findings are presented in Table 4.10.

Table 4.9: Inmate Behaviour Change (n = 291)

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std. Dev
Inmates demonstrate improved interpersonal behaviour after rehabilitation.	12 (4.1%)	21 (7.2%)	43 (14.8%)	132 (45.4%)	83 (28.5%)	3.87	1.06
Cases of re-offending have decreased among rehabilitated inmates.	15 (5.2%)	26 (8.9%)	52 (17.9%)	125 (42.9%)	73 (25.1%)	3.74	1.12
Inmates participate actively in educational and training programs.	11 (3.8%)	20 (6.9%)	44 (15.1%)	135 (46.4%)	81 (27.8%)	3.88	1.05
Rehabilitation has improved inmates' self-control and discipline.	14 (4.8%)	23 (7.9%)	49 (16.8%)	130 (44.7%)	75 (25.8%)	3.78	1.09
Inmates express willingness to reintegrate and live productive lives.	13 (4.5%)	22 (7.6%)	48 (16.5%)	131 (45.0%)	77 (26.5%)	3.82	1.08
Mean						3.82	1.08

Source: Field Data (2025)

On whether inmates participate actively in educational and training programs, the majority of respondents, 135 (46.4%), agreed, and 81 (27.8%) strongly agreed, while 44 (15.1%) were neutral, 20 (6.9%) disagreed, and 11 (3.8%) strongly disagreed. The $\bar{x} = 3.88$ and $\sigma = 1.05$

indicate that participation in educational and skills-based programs is widely acknowledged as a critical component of behaviour change.

Regarding whether inmates demonstrate improved interpersonal behaviour after rehabilitation, 132 respondents (45.4%) agreed, and 83 (28.5%) strongly agreed, while 43 (14.8%) were neutral, 21 (7.2%) disagreed, and 12 (4.1%) strongly disagreed. The $\bar{x} = 3.87$ and $\sigma = 1.06$ suggest a strong perception that rehabilitation fosters improved social interaction and relationships among inmates.

On whether cases of re-offending have decreased among rehabilitated inmates, 125 respondents (42.9%) agreed, and 73 (25.1%) strongly agreed, while 52 (17.9%) were neutral, 26 (8.9%) disagreed, and 15 (5.2%) strongly disagreed. With $\bar{x} = 3.74$ and $\sigma = 1.12$, this represents the lowest-rated item under the construct, pointing to moderate perceptions of reduced recidivism, and highlighting challenges in sustaining post-release behavioural change.

With respect to whether rehabilitation has improved inmates' self-control and discipline, 130 respondents (44.7%) agreed, and 75 (25.8%) strongly agreed, while 49 (16.8%) were neutral, 23 (7.9%) disagreed, and 14 (4.8%) strongly disagreed. The $\bar{x} = 3.78$ and $\sigma = 1.09$ show that rehabilitation programs are positively associated with improved discipline, though the scores suggest that this improvement may not be uniform across all facilities.

On whether inmates express willingness to reintegrate and live productive lives, 131 respondents (45.0%) agreed, and 77 (26.5%) strongly agreed, while 48 (16.5%) were neutral, 22 (7.6%) disagreed, and 13 (4.5%) strongly disagreed. The $\bar{x} = 3.82$ and $\sigma = 1.08$ indicate optimism regarding inmates' readiness for reintegration into society.

The descriptive statistics for these five statements yielded an overall $\bar{x} = 3.82$ and $\sigma = 1.08$. This shows that inmate behaviour change is generally perceived as positive within Nairobi City County correctional facilities, with strong participation in programs, improved

interpersonal conduct, and willingness to reintegrate. However, recidivism remains a concern, suggesting that in-prison rehabilitation must be complemented with stronger post-release support. These findings align with Waweru and Muhindi (2025), whose mixed-methods study in Kericho County highlighted how vocational training, psychosocial support, and community reintegration initiatives contribute to meaningful behavioral reform and reduced recidivism.

The findings from the thematic analysis of the qualitative data collected showed that officers strongly emphasized the importance of linking in-prison rehabilitation with post-release support. A recurring theme was the lack of structured follow-up after inmates leave correctional facilities. One respondent observed, *“We prepare them here, but once released, there’s no one to guide them. They often return worse.”* Another respondent added, *“Without housing or employment, even well-rehabilitated inmates struggle to stay out of crime.”* These insights highlight a critical gap between rehabilitation efforts inside prison and the realities inmates face upon re-entry into society.

Several officers recommended stronger collaboration with social services, NGOs, and employers to improve reintegration outcomes. One respondent suggested, *“Government and NGOs should support halfway centres to absorb those released.”* Another respondent proposed, *“Rehabilitation officers should track progress after release, just like probation officers do.”* These perspectives underscore the importance of a holistic approach to rehabilitation that extends beyond prison walls, ensuring sustainable behaviour change through reintegration support.

The findings suggest that while rehabilitation programs within correctional facilities contribute positively to behaviour change, their long-term success depends on comprehensive post-release interventions. Strengthening partnerships with community institutions, addressing structural barriers such as housing and employment, and institutionalizing follow-

up mechanisms are essential to sustain the gains made during incarceration. These insights closely align with the findings of Bakora and Mwangi (2025), who investigated socioeconomic drivers of recidivism in a Kenyan maximum-security prison. They found that ex-offenders frequently lack access to housing and stable employment and face pervasive stigma, highlighting that rehabilitative gains are often undermined by structural barriers upon reentry into society.

4.4 Inferential Statistics

The researcher conducted a regression analysis to determine the effect of adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture on inmate behaviour change within correctional facilities in Nairobi City County. The analysis was carried out to assess the strength and direction of the relationships among the key study variables: Adaptive Culture, Teamwork Culture, Hierarchical Culture, Adhocracy Culture, and Inmate Behaviour Change.

4.4.1 Correlation Analysis of the Variables

It was conducted to assess the strength and direction of relationships among the key study variables: Adaptive Culture, Teamwork Culture, Hierarchical Culture, Adhocracy Culture, and Inmate Behaviour Change. The Coefficient (r) was used to determine both the magnitude and significance of these associations. This analysis provides insight into how the various forms of organizational culture relate to one another and how they jointly influence behaviour change among inmates in correctional facilities. Table 4.11 displays the correlation coefficients for all variable pairs.

Table 4.10: Correlation Matrix

		Adaptive Culture	Teamwork Culture	Hierarchical Culture	Adhocracy Culture	Inmate Behaviour Change
Adaptive Culture	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Teamwork Culture	Pearson Correlation	0.711**	1.000			
	Sig. (2-tailed)	0.000				
Hierarchical Culture	Pearson Correlation	0.592**	0.556**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Adhocracy Culture	Pearson Correlation	0.679**	0.642**	0.514**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Inmate Behaviour Change	Pearson Correlation	0.661**	0.727**	0.471**	0.582**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

The analysis revealed a strong positive correlation between teamwork culture and inmate behaviour change ($r = 0.727$, $p = 0.000$), indicating that enhanced collaboration, open communication, and staff cohesion within correctional facilities are closely associated with improvements in inmate behaviour. Similarly, adaptive culture showed a strong and significant positive relationship with inmate behaviour change ($r = 0.661$, $p = 0.000$), suggesting that institutions that are flexible, open to learning, and responsive to change are more likely to achieve positive rehabilitation outcomes among inmates.

Adhocracy culture was also positively and significantly associated with Inmate Behaviour Change ($r = 0.582$, $p = 0.000$). This implies that innovation, creativity, and the ability to take calculated risks in correctional programming contribute to behavioural transformation among incarcerated individuals. Although hierarchical culture recorded a weaker correlation compared to the other constructs, it still showed a significant positive relationship with Inmate Behaviour Change ($r = 0.471$, $p = 0.000$), indicating that formal structure, role clarity, and control mechanisms play a moderate role in promoting behavioural change.

The interrelationships among the organizational culture variables themselves were also statistically significant. For example, adaptive culture was strongly correlated with teamwork culture ($r = 0.711$, $p = 0.000$) and adhocracy culture ($r = 0.679$, $p = 0.000$), suggesting that a flexible environment is often accompanied by innovation and strong collaboration. Similarly, teamwork culture was significantly associated with adhocracy culture ($r = 0.642$, $p = 0.000$) and hierarchical culture ($r = 0.556$, $p = 0.000$), showing that even within structured environments, team synergy and creativity can coexist.

These findings suggest that the dimensions of organizational culture are not only individually important but also interrelated, and together they contribute to the desired outcome of inmate rehabilitation. The strength of these correlations supports the hypothesis that a holistic approach to cultural development within correctional institutions is essential for achieving meaningful and sustainable behaviour change among inmates. This observation aligns with the findings of Hayes, Smith, and Johnson (2023), who examined the influence of staff culture and innovation on rehabilitation outcomes in Australian correctional facilities. Their study revealed that institutions characterized by collaborative teamwork, openness to change, and encouragement of innovation experienced significantly improved inmate engagement and lower recidivism rates. This supports the observed correlations in this study, where adaptive, teamwork, and adhocracy cultures all demonstrated strong positive relationships with inmate

behaviour change, suggesting that a rehabilitative culture is most effective when it is multidimensional and collaborative.

4.4.2 Multiple Regression Analysis

It was used to establish the combined and individual effects of the four organizational culture dimensions adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture on inmate behaviour change. This allowed for an evaluation of how much each cultural factor contributes to behavioural transformation and how their joint influence accounts for variation in correctional rehabilitation outcomes. The pertinent results are as presented in Tables 4.12, 4.13, and 4.14.

4.4.3 Model Summary

It illustrates the overall predictive power of the independent variables on the dependent variable. The coefficient (R^2) explains the proportion of variance in inmate behaviour change that can be attributed to the combined influence of the four culture dimensions. The adjusted R^2 adjusts this estimate by accounting for the number of predictors, giving a more accurate estimate of the model's generalizability.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792a	.627	.618	.429

As shown in Table 4.12, the regression model produced an R^2 value of .627, indicating that 62.7% of the variance in inmate behaviour change is explained by the combined influence of the four organizational culture dimensions. The adjusted R^2 of .618 confirms that the model retains strong explanatory power when adjusted for the number of predictors. This implies that organizational culture practices are substantial determinants of rehabilitation outcomes.

However, the remaining 37.3% of the variance may be influenced by other external or individual factors not captured in this model.

4.4.4 Analysis of Variance

To evaluate the overall significance of the regression model, an ANOVA was conducted. The F-statistic tests whether the independent variables, taken together, significantly predict the dependent variable.

Table 4.12: Model Fit Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.673	4	22.418	121.886	.000b
	Residual	53.384	290	0.184		
Total		143.057	294			

The results in Table 4.13 indicate that the model is statistically significant ($F = 121.886$, $p = .000$), confirming that the combined influence of adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture significantly predicts inmate behaviour change. Thus, the model fits the data well and demonstrates that the independent variables jointly account for a significant portion of variance in the dependent variable.

4.4.5 Regression Coefficients

It provides insight into the individual contribution of each independent variable to the prediction of inmate behaviour change, while controlling for the effects of the other variables.

Table 4.13: Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	0.486	0.304	–	1.598	.111
Adaptive Culture	0.379	0.073	0.324	5.198	.000
Teamwork Culture	0.421	0.067	0.403	6.313	.000
Hierarchical Culture	0.113	0.057	0.108	1.970	.050
Adhocracy Culture	0.187	0.065	0.174	2.877	.004

The regression model coefficients are shown in Table 4.14 and indicate the contribution of each dimension of organizational culture in influencing inmate behaviour change in correctional facilities within Nairobi City County. From the analysis, it is observed that all the predictors, adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture, have a positive and statistically significant relationship with inmate behaviour change. This observation is consistent with the findings of Okeyo et al. (2021), who emphasized the significant role of organizational culture in influencing institutional outcomes in correctional facilities.

Teamwork culture emerged as the strongest determinant of inmate behaviour change, with an unstandardized coefficient of $\beta = 0.421$ ($p = 0.000$). This means that for every one-unit increase in teamwork culture, there is an expected 0.421-unit increase in inmate behaviour change. The significance level ($p < 0.01$) confirms that this relationship is statistically reliable and not due to chance. This suggests that fostering a culture of collaboration, trust, and peer support among staff and inmates greatly enhances the effectiveness of rehabilitation programs. Similar results were reported by Mogaka and Njoroge (2025), who found that teamwork culture significantly improved behaviour change among inmates in Nairobi's correctional facilities.

Adaptive culture was also found to be a significant predictor, with an unstandardized β of 0.379 ($p = 0.000$), indicating that a one-unit increase in institutional adaptability corresponds to a 0.379-unit increase in positive behavioural change among inmates. The low p -value ($p < 0.01$) confirms the statistical significance of this effect. This finding underscores the importance of flexibility, responsiveness to change, and continuous improvement in prison management practices in order to effectively support inmate rehabilitation. This aligns with findings by Waweru and Karanja (2018), who argue that adaptive practices are essential for managing transformation in institutional environments.

Adhocracy culture showed a positive and significant influence on inmate behaviour change, with $\beta = 0.187$ ($p = 0.004$). This implies that a one-unit increase in innovation and flexibility within the institutional culture is associated with a 0.187-unit increase in behavioural transformation. The significance of this relationship ($p < 0.01$) suggests that dynamic and creative rehabilitation strategies, such as emotion-sensitive programs and individualized interventions, play an important role in promoting inmate reform and reducing recidivism. Supporting this, Omboto (2019) emphasized the importance of innovative strategies in modern correctional rehabilitation programs in Kenya.

Hierarchical culture was also positively associated with inmate behaviour change, albeit with a weaker effect ($\beta = 0.113$, $p = 0.050$). This indicates that a one-unit increase in structured authority and formal rules is linked to a 0.113-unit increase in behavioural change. While the relationship is statistically significant at the 0.05 level, the lower beta coefficient compared to the other predictors implies that hierarchical structure, while essential for order and stability, plays a more complementary role in the broader process of inmate rehabilitation. Gichuru and Wambugu (2022) support this view, noting that while hierarchy provides operational control, it must be balanced with reform-oriented practices.

Collectively, these results demonstrate that all four dimensions of organizational culture significantly and positively influence inmate behaviour change. The magnitude of the Beta coefficients suggests that teamwork culture has the greatest relative effect, followed by adaptive culture, adhocracy culture, and hierarchical culture. The statistical significance of each relationship confirms that these cultural practices are critical to successful rehabilitation. Therefore, correctional institutions should prioritize fostering teamwork, adaptability, and innovation while maintaining structured systems, to promote sustainable behavioural change and improve overall outcomes in prison rehabilitation efforts. This conclusion is reinforced by Koome (2020), who emphasized the multidimensional role of culture in moderating the success of institutional reforms in prisons.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions, recommendations, and suggestions for areas of further research based on the study that examined the effect of organizational culture practices, adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture, on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya.

5.2 Summary of Findings

The findings are presented according to the study objectives and research questions. The results highlight the role of each culture type in shaping inmates' behaviour change across the selected correctional facilities.

The first objective was to investigate the effect of adaptive culture on inmates' behaviour change. Descriptive statistics revealed that staff showed openness to change and innovation, and emphasized learning from past mistakes, although facility flexibility in adjusting to changing inmate needs was rated lower. The overall mean indicated agreement that adaptive practices are present but have room for improvement. Correlation and regression analysis confirmed that adaptive culture had a strong, positive, and statistically significant influence on inmates' behaviour change.

The second objective examined the effect of teamwork culture. Staff collaboration and open communication scored highest, while structured training for staff collaboration scored lowest. Teamwork culture achieved the highest overall construct score. Statistical analysis showed it had the strongest positive correlation and was the most influential predictor of inmate behaviour change among the four culture types.

The third objective assessed the influence of hierarchical culture. Respondents agreed that rules and procedures were well followed and roles clearly understood. However, limited flexibility due to chain of command was noted. Statistical analysis showed a weaker but still significant positive relationship with inmate behaviour change, with regression confirming a modest yet significant effect.

The fourth objective focused on adhocracy culture. High ratings were recorded for encouragement of innovation, while support for risk-taking was rated lower. The mean score suggested moderate agreement on the presence of innovative practices. Statistical results showed a positive and statistically significant effect of adhocracy culture on inmates' behaviour change.

The analysis of behavioural change indicators showed that participation in educational and training programs was rated highest, followed by improved interpersonal behaviour. The lowest-rated indicator was the reduction of re-offending. This suggests that while behavioural improvements were noted, long-term reintegration and recidivism remain areas of concern.

5.3 Conclusions

The study concluded that adaptive culture plays an important role in promoting positive behaviour change among inmates. Facilities that are receptive to change, encourage innovation, and learn from past experiences are better equipped to address the evolving needs of inmates. Openness to modifying rehabilitation programs and providing tailored interventions was highlighted as a key driver of success. However, the findings also revealed that resource limitations, time constraints, and inconsistent follow-up hinder the full implementation of adaptive practices. While there is a willingness to adapt, more logistical and administrative support is necessary to translate this intention into consistent and effective rehabilitation outcomes.

The study concluded that teamwork culture is the most influential factor in shaping inmate behaviour change. Collaboration among prison staff, open communication, and joint problem-solving were found to create an environment where rehabilitation efforts are more effective and sustainable. Respondents emphasized that when officers work together both internally and in partnership with external actors such as non-governmental organizations and religious leaders, the delivery of rehabilitation programs is strengthened, and trust with inmates is fostered.

Nevertheless, the findings also revealed that the absence of formal coordination mechanisms and limited engagement from external stakeholders weaken the potential benefits of teamwork. Without structured frameworks for collaboration, opportunities for maximizing collective input and sustaining progress are reduced.

The study concluded that hierarchical culture has a supportive role in inmate rehabilitation, providing discipline, order, and clear role definitions that are essential in a correctional environment. These structures help maintain security and ensure continuity in program delivery. However, the findings suggest that excessive rigidity and centralized decision-making can limit innovation and prevent valuable ideas from frontline officers from being implemented. While hierarchy remains important for operational control, balancing it with more participatory and flexible approaches would allow for greater responsiveness to inmate needs and program improvement.

The study found that adhocracy culture contributes meaningfully to positive inmate outcomes by fostering innovation, encouraging creative approaches, and promoting proactive problem-solving. Officers reported that introducing modern methods and experimenting with new rehabilitation models can address diverse inmate needs more effectively. Despite this, limited resources and the need for management approval were cited as barriers to implementing innovative ideas. Encouraging calculated risk-taking and providing dedicated resources for

creative program development would enhance the impact of adhocracy culture on rehabilitation outcomes.

5.4 Recommendations

Based on the study's findings, policies should be developed to promote adaptive culture within correctional facilities by enabling flexibility in program delivery. Regular reviews of rehabilitation programs should be mandated to ensure they remain responsive to the evolving needs of inmates. Additional support in terms of resources, staff capacity, and tools should be provided to help institutions implement individualized interventions effectively.

Teamwork culture, having shown the strongest influence on inmate behaviour change, should be actively fostered. Correctional facility management should strengthen inter-departmental collaboration through structured mechanisms such as multidisciplinary planning meetings. Partnerships with NGOs, religious groups, and community organizations should be formalized to support program delivery and reintegration efforts. Training should also be provided to enhance internal staff coordination and build a unified rehabilitation approach.

Although hierarchical culture had a modest effect, it remains important for structure and discipline. However, overly rigid systems should be moderated by encouraging inclusive leadership and participatory decision-making. Creating structured feedback channels such as innovation forums or regular staff consultations can allow frontline officers to contribute to rehabilitation planning and improve overall program effectiveness.

Adhocracy culture should be reinforced by supporting innovation and flexibility in program design. Correctional institutions are encouraged to establish innovation hubs or pilot teams that test creative rehabilitation approaches, including digital learning and vocational entrepreneurship. Staff should be empowered to suggest and implement new ideas, with clear guidelines and appropriate oversight to ensure alignment with institutional goals.

To address gaps in long-term behaviour change and reduce recidivism, reintegration programs should be strengthened through coordinated efforts with social services, halfway homes, and employment agencies. Transitional support systems covering housing, skills application, and mentorship are essential to sustaining progress made during incarceration and ensuring inmates successfully reenter society.

5.5 Suggestions for Further Studies

This study was anchored on the impact of four organizational culture practices—adaptive culture, teamwork culture, hierarchical culture, and adhocracy culture—on inmates' behaviour change within correctional facilities in Nairobi City County, Kenya. Future studies could broaden the scope to consider how other organizational and contextual factors may influence inmate rehabilitation outcomes; for example, leadership style, resource allocation, staff motivation, or the role of external stakeholders such as NGOs and community organizations.

Comparative studies involving correctional facilities across different counties or even different countries will be useful in informing reforms under varying institutional and cultural contexts. Longitudinal studies would also be important in testing how organizational culture practices influence rehabilitation outcomes over time, particularly in terms of recidivism and long-term inmate reintegration.

Meanwhile, qualitative research focusing on the lived experiences of both inmates and correctional officers will enrich perspectives on the real-life challenges and opportunities of implementing cultural practices within prison settings. Such insights would provide deeper understanding of how organizational culture translates into practical rehabilitation strategies and how it can be strengthened to support lasting behavioural change among inmates.

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APPENDICES

Appendix I: Introduction Letter

Cynthia Bonareri Mogaka
Kenyatta University
Nairobi, Kenya

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

My name is Cynthia Bonareri Mogaka, a Master of Arts student in Public Policy and Administration at Kenyatta University. As part of the requirements for the award of my degree, I am conducting a research study on the topic: “Organizational Culture Practices and Inmates’ Behaviour Change in Correctional Facilities in Nairobi City County, Kenya.”

You were chosen to take part in this research due to the usefulness of the knowledge and experience that you possess pertaining to the topic. I respectfully ask that you take the attached questionnaire to assist the research in collecting the information it needs.

Be assured that the information given by you will be kept under utmost confidence and used solely for academic purposes. Personal identifiers would not be shared, and anonymity is assured. On demand, I would be happy to give an overview of the concluding results of the present research to you.

Your inputs will be appreciated the most.

Thanks in advance.

Yours faithfully

.....

Cynthia Bonareri Mogaka

Appendix II: Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

(Tick [✓] the most appropriate response.)

Demographic Questions	Options
1. Role in the Facility	<input type="checkbox"/> Correctional Officer <input type="checkbox"/> Inmate
2. Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
3. Age Bracket	<input type="checkbox"/> 18 – 25 yrs <input type="checkbox"/> 26 – 35 yrs <input type="checkbox"/> 36 – 45 yrs <input type="checkbox"/> 46 – 55 yrs <input type="checkbox"/> Over 55 yrs
4. Highest Level of Education Completed	<input type="checkbox"/> No Formal Education <input type="checkbox"/> Primary School <input type="checkbox"/> Secondary School <input type="checkbox"/> College/Technical Training <input type="checkbox"/> University Degree
5. Length of Stay in the Facility (For Officers: Years of Service, For Inmates: Sentence Duration)	<input type="checkbox"/> Less than 1 yr <input type="checkbox"/> 1 – 5 yrs <input type="checkbox"/> 6 – 10 yrs <input type="checkbox"/> 11 – 15 yrs <input type="checkbox"/> Over 15 yrs
6. Have you received formal training on rehabilitation programs? (For Officers: Training on inmate rehabilitation, For Inmates: Participation in rehabilitation programs)	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. If Yes, what type of training/	<input type="checkbox"/> Psychological Counseling <input type="checkbox"/> Vocational Training

<p>program have you received?</p>	<input type="checkbox"/> Social Reintegration <input type="checkbox"/> Conflict Resolution <input type="checkbox"/> Religious/Spiritual Guidance <input type="checkbox"/> Other (Specify) _____
<p>8. Which correctional facility are you in?</p>	<input type="checkbox"/> Kamiti Maximum Security <input type="checkbox"/> Lang'ata Women's <input type="checkbox"/> Nairobi Remand and Allocation Maximum Security
<p>9. What is your main source of motivation for rehabilitation and behavior change?</p>	<input type="checkbox"/> Family Support <input type="checkbox"/> Religious Beliefs <input type="checkbox"/> Personal Growth Goals <input type="checkbox"/> Influence from Officers/ Rehabilitation Programs <input type="checkbox"/> Other (Specify) _____
<p>10. How would you describe the culture in this correctional facility?</p>	<input type="checkbox"/> Strict and highly controlled (Hierarchical Culture) <input type="checkbox"/> Encouraging teamwork and peer support (Teamwork Culture) <input type="checkbox"/> Focused on rehabilitation and adapting to change (Adaptive Culture) <input type="checkbox"/> Open to new programs and creative solutions (Adhocracy Culture) <input type="checkbox"/> Other (Specify) _____

Section B:

I. Adaptive Culture

Please rate the following statements based on your experience on how adaptive culture practice have affected inmates' behaviour change. Use the scale below:

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Statements	1	2	3	4	5
This facility regularly adjusts rehabilitation programs to meet inmate needs.					
The facility encourages innovation in rehabilitation programs to enhance behavior change.					
The institution allows flexibility in implementing new rehabilitation strategies.					
Vocational and skill-based training is emphasized as a key part of					

rehabilitation.					
There is adequate support for new rehabilitation initiatives in this facility.					
The rehabilitation programs in this facility are adapted to meet individual needs.					

What adaptive culture practices in this facility are most effective in promoting behavior change?

.....

II. Teamwork Culture

Please rate the following statements based on your experience on how teamwork culture practice affects inmates’ behavior change.

Statements	1	2	3	4	5
Officers, staff, and inmates work together to support rehabilitation programs.					
There are structured teamwork activities that encourage positive behavioral change.					
Peer mentorship and collaboration among inmates are encouraged in this facility.					
Officers play a supportive role in promoting teamwork among inmates.					
External stakeholders (e.g., NGOs, religious groups) collaborate with the facility to enhance rehabilitation.					
There is a strong teamwork culture in this facility that positively impacts rehabilitation efforts.					

How does teamwork within this facility contribute to rehabilitation, and what improvements would make it more effective?

.....

III. Hierarchy Culture

Please rate the following statements based on your experience on how hierarchical culture practice affect inmates’ behavior change.

Statements	1	2	3	4	5
The leadership structure in this facility supports discipline and rehabilitation.					
The chain of command ensures that rehabilitation programs are effectively implemented.					
Rules and regulations in this facility help maintain order and influence behavior change.					
The facility ensures accountability in implementing rehabilitation programs.					
The strict rules and procedures in this facility encourage positive behavioral change.					
The hierarchical structure affects how individuals interact with officers and rehabilitation programs.					

How does the hierarchical structure in this facility contribute to or hinder rehabilitation and behavior change?

.....
.....
.....

IV. Adhocracy Culture

Please rate the following statements based on your experience on how adhocracy culture practice affects inmates' behavior change.

Statements	1	2	3	4	5
The facility encourages innovative approaches in rehabilitation programs.					
Creative thinking and problem-solving are supported in addressing rehabilitation challenges.					
The facility offers opportunities for individuals to develop new skills for personal growth.					
Rehabilitation programs are flexible and adaptable to individual needs.					
Modern and creative activities such as digital learning, arts, or entrepreneurship are included in rehabilitation efforts.					
New rehabilitation methods are tested and evaluated before being widely implemented.					

What innovative programs or approaches should be introduced to enhance rehabilitation and behavior change?

.....

Section C: Inmates’ Behaviour Change

The Table below lists the Inmates’ Behaviour Change in the correctional facility, kindly give your opinion on the use of this strategy in your organization.

Statements	1	2	3	4	5
This facility has effective rehabilitation programs that reduce reoffending.					
Inmates who complete rehabilitation programs are less likely to reoffend after release.					
The mentorship and counseling programs in this facility discourage reoffending.					
A significant number of individuals released from this facility return to prison within a short time.					
The facility provides strong reintegration programs to help former inmates transition into society successfully.					
Post-release monitoring and support services help reduce the chances of former inmates being incarcerated again.					

What challenges do inmates face after release that may lead them back to crime or prison, and what support would help prevent this?

.....

Appendix III: Schedule of Research Activities

Below is a Tabulation of when the researcher will carry out various activities, starting with the defense of the proposal preparations.

ACTIVITIES	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Choice of Topic and Proposal Writing	XXX					
Defend Proposal		XXX				
Pre-testing Questionnaire			XXX			
Appointments				XXX		
Data Collecting					XXX	
Data Analysis					XXX	
Report Writing						XXX
Report Submission						XXX

Appendix IV: Research Budget

Expenses	Cost (Kshs)
Stationary	15,000
Travelling	20,000
Binding	10,000
Printing	20,000
Internet access	15,000
Photocopy services	15,000
Miscellaneous	10,000
Total (Kshs)	105, 000

Appendix V: University Approval Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 9th June, 2025

TO: Cynthia Bonareri Mogaka
C/o Public Policy and Administration Dept.

REF: C153/OL/CTY/22008/2021

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 21st May, 2025 approved your Research Project Proposal for the M.PPA Degree Entitled, “Organizational Culture Practices and Inmates’ Behaviour Change in Correctional Facilities in Nairobi City County, Kenya.”

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University’s Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

JULIUS GAIKUMI

FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.


Supervisors:


I. Dr. Jane Njoroge
C/o Department of Public Policy and Administration
Kenyatta University

JG/ma




Appendix VI: NACOSTI PERMIT


REPUBLIC OF KENYA


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

Ref No: **118214** Date of Issue: **30/June/2025**

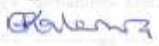
RESEARCH LICENSE




This is to Certify that Ms. Cynthia Bonareri Mogaka of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu, Nairobi on the topic: ORGANIZATIONAL CULTURE PRACTICES AND INMATES' BEHAVIOUR CHANGE IN CORRECTIONAL FACILITIES IN NAIROBI CITY COUNTY, KENYA for the period ending : 30/June/2026.

License No: **NACOSTI/P/25/4175764**

118214
Applicant Identification Number


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

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