

**INSTITUTIONAL FACTORS INFLUENCING IMPLEMENTATION
OF STRATEGIC REFORMS IN KENYA PRISONS
SERVICE**

WINFRED NKIROTE MBURUGU

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

2018

DECLARATION

This is my original research project and has not been presented to any other university for examination.

Signature.....

Date.....

WINFRED NKIROTE MBURUGU

D61/86903/2016

This research project has been submitted for examination with my approval as university supervisor.

Signature.....

Date.....

DR. KENNEDY .O. OGOLLAH

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENT

My first acknowledgement goes to Almighty God for His divine guidance, strength, protection, provision and direction without which I could never have accomplished reached where I am today. Secondly I salute my supervisor Dr. Kennedy Ogollah and my moderator Dr. Yabs who have patiently mentored me through the process of writing this project. I am indebted to you. I sincerely acknowledge all my lecturers for dedicating their time and energies throughout this course. I really appreciate all my classmates for the time we spent together during the coursework and the team spirit and dedication and support without which studies would have been difficult.

DEDICATION

This research report is dedicated to my dear parents; Cornelius Mburugu and Isabella Mburugu who have been my pillar of support, inspiration and encouragement throughout my academic journey. I am thankful for the upbringing and mentorship.

TABLE OF CONTENT

DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
LIST OF TABLES.....	viii
ABBREVIATIONS AND ACRONYMS	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the Study	1
1.1.1 Concept of Strategy Implementation.....	2
1.1.2 Institutional Factors in Organizations	3
1.1.3 Reforms in Prison	5
1.2 Research Problem.....	6
1.3 Objectives of the Study	7
1.3.1 Specific Objectives	8
1.4 Value of the Study	8
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Theoretical Framework	10
2.2.1 Contingency Theory	10
2.2.2 Institutional Theory	11
2.3 Empirical Literature.....	12
2.4 Summary of Literature and Research Gaps.....	15
CHAPTER THREE: RESEARCH METHODOLOGY.....	17
3.1 Introduction	17
3.2 Research Design	17

3.3 Population of the Study	18
3.5 Reliability and Validity Test of instruments	19
3.5.1 Validity Test of Research Instruments	19
3.5.2 Reliability Test of Research Instruments	20
3.6 Data Collection Procedures	20
3.7 Data Analysis Techniques	21
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	23
4.1 Introduction	23
4.2 Questionnaire return rate	23
4.3 Demographic Characteristics of Respondents	23
4.3.1 Gender of the Respondents.....	24
4.3.2 Highest Level of Education	24
4.3.2 Years of Operation	25
4.4 Analysis of Specific Objectives.....	26
4.4.1 Organizational Culture	27
4.4.2 Prison Capacity.....	28
4.4.3 Human Capacity	30
4.4.4 Implementation of Strategic Reforms in Kenya Prisons	32
4.5 Inferential Statistics	34
4.5.1 Correlation Analysis.....	34
4.5.2 Multiple Regression Analysis.....	36
4.6 Discussion on the Findings.....	39
4.7 Chapter Summary.....	41
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	42
5.1 Introduction	42
5.2 Summary of the Findings	42
5.3 Conclusions	43

5.4 Recommendations of the Study.....	44
5.5 Limitations of Study.....	45
5.6 Suggestions for Further Research.....	46
REFERENCES	47
APPENDICES.....	52
APPENDIX I: LETTER OF INTRODUCTION.....	52
APPENDIX II: RESEARCH QUESTIONNAIRE.....	53

LIST OF TABLES

Table 3.1 Population of the Study	18
Table 4.1 Questionnaire Return Rate.....	23
Table 4.2 Gender Of Respondents	24
Table 4.3 Highest level of education	25
Table 4.4 Operation years	26
Table 4.5 Organizational Culture.....	27
Table 4.6 Prison Capacity	29
Table 4.7 Human Capacity	31
Table 4.8 Implementation of Strategic Reforms in Kenya Prisons	33
Table 4.9 Correlation Analysis	35
Table 4.10 Multiple Regression Model Summary	36
Table 4.11 Testing the Multiple Regression Model	37
Table 4.12 Evaluating individual Regression Analysis Coefficients	38

ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
DV	Dependent Variable
IDV	Independent Variables
MV	Moderating variable
PRI	Penal Reform International
PRT	Prison Reform Trust
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
UK	United Kingdom
UN	United Nation
YCTC	Youth corrective Training center

ABSTRACT

Investment in expansion or rehabilitation of prisons in Kenya has been given little attention. This has led to overcrowding prisons causing inmates to live in degrading and horrifying conditions. The main aim of the study was to determine the institutional factors influencing implementation of strategic reforms in Kenya prisons service. The guiding variables were organizational culture, prison capacity, human capacity and implementation of strategic reforms in Kenya prisons. The study used contingency theory and institutional theory. This study used a descriptive survey design and used mixed methods. The target population for this study was 120 respondents comprising of top management team responsible and prime accountable for initiating and driving the strategic management process for Kenya prisons service. Census inquiry was used to pick respondents since the population was small and manageable implying sampling did not apply. Descriptive statistics used were means, percentages and frequencies. Data analysis was done with the help of SPSS version 22.0. Inferential statistics used included regression and correlation analysis. The analysed data was presented in form of frequency and Tables. The study findings indicated that organizational culture, prison capacity has a positive effect on strategic implementations. The study concluded that strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime, strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime and human capacities have the ability to influence positive effects of both staff and implementations of strategic reforms in Kenya prisons services. The study recommends that to put more effort on prison capacity since it goes hand in hand with in creating efficiency, reduction of costs, and optimization of facility, labour utilization and quick response to demand fluctuations. The study finally recommends that human capacity in Kenya prisons should be encouraged since for enhanced skills to match staff.

CHAPTER ONE: INTRODUCTION

This chapter described the background of the study which covers; concept of strategy implementation, institutional factors in organizations and reforms in prison. The statement of problem indicating that investment in expansion or rehabilitation of prisons in Kenya has been given little attention. Objectives variables were; organizational cultures influence, prison capacity influence, human capacity and strategic reforms implementation.

1.1 Background to the Study

Implementation of strategy are the interpretations of strategy into institutional act over institutional policy and resource planning, design, and strategic change management (Mbaka & Mugambi, 2014). Survival of any organizations is dependent on strategy implementation and not formulation. Successful implementation may be the difference between success and failure (Bortolotti, Boscari & Danese, 2015). Majority of organizations come up with strategies however, may face challenges when implementing them. There are many factors which catalyze implementation of strategy of organization such as; organizational leadership, communication, organization culture, human capacity, organization capacity and control (Rajasekar, 2014).

For any successful implementation of strategy there must be theories guiding it. This study used institutional and contingency theory to guide in understanding about implementation of strategy. Institutional theory indicated that establishments are found in setting that describes and restricts its social certainty. Theory was relevant to this current study because it considered the processes by which organizational structures

became established as authoritative guidelines for social behavior (Alvesson, 2016). The contingency hypothesis expresses that the key practices appropriate for an organization are unexpected to its specific circumstance (Otley, 2016). This implies each organization has its very own extraordinary and exceptional setting which is resolved by environments either it's internal or external.

Like any other organization Kenya Prisons Service undergo public sector reforms which should embrace strategic management tools like performance contracting, service delivery charters and rapid results initiatives (Muriu, 2017). The first strategic plan for Kenya Prisons Service in order to achieve these reforms was developed in 2003. Therefore for realization of these objectives there is need for successful strategy implementation practices.

1.1.1 Concept of Strategy Implementation

As indicated by Lee and Kramer (2016) strategy implementation is the setting of needs, concentrating on vitality and assets, reinforcing activities, guaranteeing that representatives and different partners are moving in the direction of shared objectives in response to evolving environment. Kim (2015) characterizes strategy as an administration procedure that consolidates eight essential highlights; mission formulation, planning; external environmental assessment; identification and clarification of mandates and strategy development.

For strategy implementation to be successful thoughtful planning is required from management and participation of all affected by it. Strategy implementation is faced by resistance challenge from people who believe that implementation is being done without their acceptance (Kornberger, Carter & Smith, 2015). Previous academicians have noted that implementation of a strategy resistance is at times contributed by other factors apart from change itself such as anxiety based on expected results.

1.1.2 Institutional Factors in Organizations

The institutional factors within organization include organizational structure, organizational culture, organizational capacity and human capacity (Harper, 2015). Organizational structure is explained as the method used in dividing how the work is executed and of to the way tasks are divided up and how the workflow is harmonized to achieve plans. Organization structure works well to facilitate execution of the strategic plan. The structure of an organization will determine the manner in which it operates and its performance. Culture of organizational entails the beliefs values and norms that are shared by the stakeholders of an institution to form its culture. It enables growth through practice and passing on established values. While executing the plans, the perceptions employees hold and structural changes are made in order to ensure harmony (Bryson, 2018). Boateng (2017) views culture as learning the behaviors and values as well conveying belief pattern for a long period of time. With a number of changes at Kenya prisons service since 1911 and it has changed the way of doing things a number of times, for instance, its legal framework was reviewed in 1977 where corporal punishment was removed. Similarly recently a number of changes have taken place in the Kenya prisons building transparency accountability and just penal system.

Organization capacity affects the strategy implementation success or failure. There has been a significant increase in prisoners worldwide where in Africa it rose to 64%, in America 84%, 81% in Asia and 75% in Oceania (Walmsley, 2007). Following (UN, 2002) “until the point that the issue of congestion was settled, endeavors to enhance different parts of jail change were probably not going to have any significant effect”. Congestion in prisons has been contributed to failure of judicial and penal systems to try alternative measures pre imprisonment. Courts in many countries tries the defendant and before utilizing other non-custodial measures it employs imprisonment which be considered as the last option (Petersilia, 2006).

The ideal way to comprehend strategy is seeing it as a composition of an organization as employing resources and therefore need for human resources skills leadership being keen to information, and clear communication to all stakeholders. To accomplish execution of strategic plan there is need for good design development and policies in accordance to the set objectives (Ogwengo & Osano, 2017). The organization must employ high skilled and talented individuals in order who enables achievement of strategic reforms. According Eden (2017) successful implementation is dependent on skilled and highly competent human capacity coupled with effective internal systems. Any organization that seeks efficiency and fruits of the strategy must attract motivate and retain competent skilled intellectual humans. Mutuli, (2014), emphasized that the task of effecting their challenging plans should be placed in the hands of competent executives who have the requisite talents skill and reliable in meeting the set targets.

1.1.3 Reforms in Prison

Reform strategy involves actions meant to improve a system, a law or a situation in order to better it to desired state. Reform strategies are summed as; plans made to make up changes that have been observed in an organization. Prison Reform Trust (PRT) in the UK was formed to address justice human rights and a charity that works to create just, humane and operative corrective services. Since its formation a number it has achieved execution of major reforms (Mathiesen, 2014). Among these reforms is to reduce women's especially young mothers with mental illness and those of foreign origin. There has been a ten percent decrease in female offender's detainment in May 2012-to January 2015.

Another reform was to reduce the chances of detainment as an effective way of saving taxpayers money. Reducing number of imprisonment was seen as a way of lowering expenditure and improving quality of services in the existing prisons. Thirdly, the reform was to continuously reduce child and youth imprisonment which achieved 45% of children in custody by at least 45% in 2012. Also the reform focused on increasing community based solutions to crimes and curative justice offered to victims on non-coercive basis through social solutions to curative justice.

Restorative justice on a no coercive way is achieved through use of information and communications systems. This was achieved through increased advices and information to prisoners and their families through consultants and websites from 5,800 to 6,400 and more than 6500 responds to prisoner queries a year (PRT, 2015). Prison reform in Nigeria has been introduced in the prison services for the purpose of improving the

levels of efficiency, performance and effectiveness (Ewelum, Madu & Mbara, 2015). The Kenya Prison Reforms of 2008 established the need for managing and developing of human resource, administration, legal matters, prison's decongesting and security, offender's rehabilitation, prisons enterprise's revitalization reforms (Kiplangat, Shisia & Kiilu, 2015).

Moreover, there has been an increase of elderly detainees in Kenya for instance totaling to 6,557 in 2010 only where 628 were female offenders. This necessitated for rehabilitation that focuses on psychological needs. Kenya government signed Pan-African prison and penal reform in the year 2002 (Langat, 2015). A lot of changes are expected in the Kenyan prisons not only to meet the international standards but also to address the many challenges that face the prisons department. These changes and reforms can only become successful with good governance and strategic leadership in order to allow timely implementation.

1.2 Research Problem

Investment in expansion or rehabilitation of prisons in Kenya has been given little attention. This has led to overcrowding prisons causing inmates to live in degrading and horrifying conditions (Luyt, 2018). The prisons' staff had themselves been disregarded in the provision of essential framework and fundamental necessities. There has been strike by officers of the Kenya Prisons Service activated by the delinquency of risk and exceptional allowances. Other than the default in payment, the officers had a rundown of other longstanding perpetual complaints going from poor working conditions, insufficient housing among others which calls for reforms.

According to Government of Kenya Report (2008), Kenya Prisons Service may not have achieved its main objective due a number of ills that surround the organization and that effective rehabilitation of inmates into law abiding citizens with the current state of Kenya Prisons is unattainable. KNCHR report (2001) on prisons conditions brought into sharp focus the inadequate budgetary allocations to prisons as one of the primary causes of squalid and inhuman conditions in prisons. Okombo (2015) report on the Prison warder's strike, highlighted a number of ills in the service such as dilapidated housing, inadequate uniforms, Low morale amongst the staff, poor relations amongst junior staff and their seniors and inadequate food for the inmates amongst others. A number of statistics have also indicated that the rate of recidivism to be very high though KPS is claiming to be undertaking the rehabilitation efforts. Quite a number of prison breaks have also occurred raising questions on the KPS strategies.

Studies in Kenya prisons have not been conducted on reforms and those that have been conducted focused on rehabilitation strategies in Kenyan prisons (Matakayia et al., 2017; Onyango, 2013), performance of prisoners' reintegration programmes (Mutabari, 2017) and others dwelt on overview of the Kenyan Prisons System (Nyaura & Ngugi, 2014). This study therefore determined the institutional factors influencing implementation of strategic reforms in Kenya Prisons Service

1.3 Objectives of the Study

The main aim of the study was to determine the institutional factors influencing implementation of strategic reforms in Kenya prisons service

1.3.1 Specific Objectives

The specific objectives of the study included;

- i. To establish organizational cultures influence on the implementation of strategic reforms in Kenya prisons in Kenya prisons service.
- ii. To determine prison capacity influence on implementation of strategic reforms in Kenya prisons.
- iii. To evaluate the influence of human capacity on implementation of strategic reforms in Kenya prisons.

1.4 Study Value

Study empirically linked theory and practice by establishing institutional factors that influence implementation of strategic reforms in Kenya prisons service. Therefore the results of this research were likely to deliver a model framework for strategic reforms implementation among Kenyan prisons and Boarstal institutions. The study results were expected to add new knowledge by providing a theory for staff motivation and implementation of strategic reforms with a bias to prisons. Other researchers may test the models with the theories used to find what works for their organizational strategic reform and implementation agenda. The researchers expect that findings of these results will establish a model for monitoring and evaluation for strategic reforms implementation.

From the findings and result of the research a model can be developed that can be emulated by strategist, managers and partners for the management of Kenya prisons service enhancing their activities alignment with the Kenya Big four agenda for instance

the pillar of better housing and also other pillars of Kenya vision 2030. Essentially, the study contributed to the improvement of specific internal organizations that is expected to significantly lead to successful implementation of strategic reforms. It provided guiding managerial practices especially to the management of Kenya Prisons Service having been triggered by the inherent need to change and realign itself with vision 2030.

The recommendation of this study provided an avenue for further research and act as a guiding literature to be reviewed by other academicians. The study aided policy makers in the security sector and different players in the division being developed of strategies that will address the difficulties of actualizing the strategic plans to guarantee good correctional practices in Kenya prison services. The recommendation of the study is to come with theoretical solution of successful implementation of strategies in prisons.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two examines the other author's similar studies in this the field regarding institutional factors influencing implementation of strategic reforms. The specific areas covered are theoretical framework, empirical literature and summary of literature. The reviewed literature was on organizational cultures, prison capacity and human capacity.

2.2 Theoretical Framework

This section reviewed two theories that explain about institutional factors influencing implementation of strategic reforms in Kenya prisons service. The first theory was theory of contingency. The theory of contingency was postulated by Fiedler in 1964. It is concerned with organizational structure which involves both the formal and the casual association of various leveled structures within the organization. The second theory was institutional theory was postulated by DiMaggio and Powell (1983) they asserted that the organizational working environment and surroundings market pressures can greatly influence development of organizational official structures.

2.2.1 Contingency Theory

The theory of Contingency was postulated by Fiedler in 1964. It is concerned with organizational structure which involves both the formal and the casual association of various leveled structures within the organization (Cropp et al., 2006). Presumptions of the theory are that the rule of adjustment of the components inside the system adjusts

condition another to safeguard the essential character of the system (Friedman and Allen, 2011). Moreover, the rule of value holds that a system can achieve a similar last state from varying beginning conditions and by an assortment of ways.

Critics of the theory contend that as much as an association may not achieve full fit, it can accomplish a semi fit, that is, a structure that exclusive halfway fits the possibilities (Donaldson, 2006). The affirmation is that this semi fit status may even now increment execution adequate to deliver some development in the possibilities. Subsequently an association that is in loner by being beneath the fit line can take after a development way of expanding its authoritative size and structure by moving into semi fit, instead of full fit. The theory was relevant to the current research since it emphasizes the need to decide the genuine reason for the issue first and afterward select the activity that gives the best arrangement.

2.2.2 Institutional Theory

The theory of Institutional was postulated by DiMaggio and Powell (1983) they asserted that the organizational working environment and surroundings market pressures can greatly influence development of organizational official structures (Greenwood & Meyer, 2008). Alexander (2014) critic that the theory provides practical standards followed in scrutinizing organization and environmental associations. The expressed condition is considered to be the "authoritative field, spoken to by establishments that may fuse regulatory structures, administrative workplaces, courts, specialists, capable benchmarks, interest gatherings, well known feeling, laws, rules, and social

characteristics. Institutional speculation presumes that any affiliation needs to fit in with its condition.

Be that as it may, there exist some central parts of authoritative condition and practices. Not totally tended to by the theory of institutional that makes the methodology dangerous for totally understanding affiliations and their condition (Suddaby, 2015). Institutional theory is relevant to the study as it explains how organizational environment and external pressures can objectively influence the interaction between departments in the organization to promote effectiveness in revenue collection.

2.3 Empirical Literature

Reforming in prison services is a phenomenon of world nations. In order to improve the levels of efficiency, performance and effectiveness of services reforms has been introduced in the prison services of most countries of the world. According to Stevens (2012) if all prisons could be a solution provider inside a helpful and remedial equity condition, at that point we may be on the way to fruitful restoration or rehabilitation. According to the study by Mbaka and Mugambi, (2014), poor operational plan is reason for failure of strategy implementation. Operational structure revolves around inadequate financial resources, management incapacities, poor implementation plans and lack of integration among the departments.

Similarly Maina (2011) notes that any successes in any institution is not just because of strategies but it depends on how well those strategies are implemented. Strategies put in place should support the organizational culture for their successful implementation.

Secondly, the harmonious relationship between the employees and the employers is very key in strategy implementation. Resolving conflicts within the organization was noted very essential in creating an enabling environment for strategy implementation, and peaceful coexistence among employees and other stakeholders. Elaborate lines chains of communication and staff motivation is very essential for successful implementation of reforms among institutions(Maina, 2011).

Reform strategy involves actions meant to improve a system, a law or a situation in order to better it to desired state. Reform strategies are summed as; plans made to make up changes that have been observed in an organization. According to Koech, (2016) organizational culture is among factors that enhances successful strategy implementation. It impact strategy implementation through shared beliefs values and norms that lead to coordination and interactions amongst staff. Secondly, top management must adopt the strategy but also direct their energies and enthusiasm towards ensuring that other employees within the organization perceive the implementation with a matter of urgency. Involvement of all employees in the reform process cannot be overemphasized. Similarly, the Kenyan constitution chapter 11 clause 174 encourages inclusive decision making through public participation clause (Constitution, 2010). Participation and involvement of all employees in the reform process and implementation leads to ownership and staff commitment. This eventually leads to successful implementation of the strategy (Buluma, Keror, & Bonuke, 2013).

It is postulated that clear communication from top managers to administrator's and other managers on the lower cadres of the prison service is important. This communication involves clarification of new roles and responsibilities that comes with

the new reforms. Hence creating consensus and supports among the employees and therefore leading to successful implementation (Buluma et al., 2013). Clear top down and bottom up communication must provide an avenue for questions and easy flow of ideas with the best interest of achieving the strategies set. This is followed up by management of hindrance's and barriers at the beginning of implementation together with clear communication to all employees about new changes. Teamwork and bonding together makes strategic implementation a winning a game of success that is celebrated by everyone in the organization (Maina, 2011). To administer tactical reforms need an enabling environment for ordinary and generally accepted methods (Zablon, 2014).

Kipkurui (2014) asserts that most African nations for mulate plans; however they don't achieve the implementation in timely action or postpone the implementation of the plans. Schaap (2006) stated that over 65% of well formulated strategies fail at implementation stage. Nyongesa (2013) studied challenges affecting strategy implementation of Police Service in Kenya and noted that there is lack of cooperation between officers, obsolete equipment, lack of finances and other resources, political interference, as some of the factors affecting strategy implementation.

According to Nyongesa (2013) successful strategies require properly marched organization structure. If an organization significantly changes in its overall structural design, its existing organization structure may become ineffective. However, deviations in structure should not be anticipated to make a depraved strategy best, or change managers to be good, or change good managers to bad one, or change the sale of bad products.

Yukl (2008) study noted that institution has a positive attitude towards strategy formulation and implementation. Workers enhance information flow and promote actions to the achievement of organizations strategic objectives. Again this study has channeled their attention on factors affecting implementation of strategic plans rather than strategic reforms in public institutions such as District Hospital, district and commercial banks.

2.4 Summary of Literature and Research Gaps

Studies by Muchira, (2013); Muchemi (2017); Mwanza (2013); Ondera (2013), and Obomote, (2016) on different institutions confirmed importance of organization structure and culture on effective strategy implementation. In addition, Njagi and Kombo, (2014) established the effect of leadership style on strategy implementation in commercial banks and found a significant relationship between strategy and performance. Boateng (2017) indicated that prisons in most cases regularly neglect to change to worldwide calls to meet stringent standard for human rights and the standards encompassing recovery and normalization. Overcrowding, sometimes christened warehousing in prisons seems to become the acceptable norms across many continents.

Yukl (2008) study noted that the institution was ready for change and continual redefinition of external environment. The institution has a positive attitude towards strategy formulation and implementation. However there is little that has been done on institutional factors that affect strategy implementation in specifically in Kenya prisons.

Focusing on the prisons capacity, human capacity, organization culture and organizational structure the study focused on the strategy implementation in Kenya prisons.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three presents used research methodology in this study. Aim of the study was to determine the institutional factors influencing implementation of strategic reforms in Kenya prisons service. The chapter started with research design used in the study. The population of the study was also determined. Reliability and validity test of instruments was described in this chapter as well as data collection procedures and data analysis techniques.

3.2 Research Design

Research design is an organized procedure to answer the research questions objectively and in a valid way (Zikmund, 2003). This study employed descriptive survey research design to establish institutional factors influencing implementation of strategic reforms in Kenya prisons service. This helps the investigator to explain likewise to explore the existing status a phenomenon (Mugenda & Mugenda. 2003). Adopting this research design in the study allowed the researcher to collect information directly from the Kenya prisons service. The nature of the study requires that the member's knowledge, views, understandings, interpretations, experiences and cooperation's are considered with the end goal to develop situational learning of factors influencing institutional factors influencing implementation of strategic reforms.

3.3 Study Population

Target population is a set of subjects who conforms to the characteristic of the study. Also total number of people we intend to draw study conclusions from or being determined (Kothari, 2004). The target population for this were the top management team responsible and prime accountable for initiating and driving the strategic management process for Kenya prisons service.

Table 3.1: Study Population

Category	Number
Commissioner of Prisons	1
Senior Deputy Commissioner of Prisons	1
Directors medical services	12
Directors of technical services	11
Directors Operations	13
Directors planning and development	10
Directors of Inspections	12
Commandant Staff Training College	4
Section heads of research and statistics	9
Finance Departments heads	5
Section heads administration and Human resource	20
Officer in charges of maximum prisons	22
Total	120

Source: (Kenya prisons reports, 2018)

Census inquiry was used to pick respondents since the population was small and manageable implying sampling did not apply. Census inquiry is the study of every unit in a population. It is referred as a complete enumeration which means complete count of the target population. The study population 120 senior prison staffs in number which was small therefore census was the most appropriate in collecting the information from the entire population (Kothari, 2004).

3.5 Reliability and Validity Test of instruments

This study tested for validity and reliability of research instruments. This was achieved by conducting pilot study. Validation allowed the assessment of how well the study tree structure generalized to a larger population. Reliability ensures consistency of research instruments to be used in data collections. Reliability was assessed by means of the split-half reliability index.

3.5.1 Validity Test of Research Instruments

Validity determines or decides if the study genuinely measures what it was proposed to gauge or how honest the exploration results are (Golafshani, 2003). Validation allowed the assessment of how well the study tree structure generalized to a larger population. This study measured the validity with the help of professionals and experts in the field of research. Supervisors were given research instruments to scrutinize if the instruments were valid. The studies also measured the validity by ensuring that the items in the questionnaire were measurable and tenable using again, the supervisors. The researcher also sought research master conclusion on substance and construct validity. Remarks requested from them were used to enhance the research instrument before starting data

collection. The specialists could audit the things and remarks on whether the things secured a representative sample of the conduct area.

3.5.2 Reliability Test of Research Instruments

Reliability refers to whether an appraisal instrument gives similar outcomes each time it is utilized in a similar setting with a similar sort of subjects (Sullivan, 2011). The unwavering quality was assessed by means of the split-half reliability index. The split-half gauge involved separating up the test into two sections (for example odd/even items or first 50% of the items/second 50% of the things), regulating the two structures to a similar group of people and connecting the reactions (Bhattacharjee, 2012). Coefficient alpha represent the average of all possible split-half estimates. The Coefficient alpha is used because the current study scale development had several response options (1 = strongly disagree to 5 = strongly agree). A questionnaire were reliable when coefficient was greater than 0.7 (Bhattacharjee, 2012). The reliability test was performed on the 10 pilot study responses.

3.6 Data Collection Procedures

The research first obtained a letter of permission from university of Nairobi then a letter from (NACOSTI) was sought. After getting the permission from the authorities of Kenya prisons service the researcher visited the study area on the booked date. The research approached the target respondents and explained to them the purpose of the study. Those who were willing to participate signed the consent form before being issued with questionnaire to fill. The respondents were given a predefined time to react to their surveys, after which they gave them over to a particular focal place. The

researcher collected all filled questionnaires and travelled back to university for coding and analysis of data.

The study used open and closed ended structured questionnaire for directors medical services, directors of technical services, directors operations, directors planning and development, directors of inspections, commandant staff training college, section heads of research and statistics, finance departments heads, section heads administration and human resource development, officer in charges of maximum prisons, commissioners of prisons and senior deputy commissioners of prisons. The structured questionnaire started with an introductory request followed by items which were subdivided into two parts. Part 1 was set to capture personal information of the participants such as gender, age, education level and how long they had been in the office; part 2 was set to capture items on institutional factors influencing implementation of strategic reforms in Kenya prisons service. The items are Likert type with a scale of 1 to 5. The highest degree was marked with the most positive choice from the alternatives while the least score was awarded to the most negative choice.

3.7 Data Analysis Techniques

According to Cooper and Schinder, (2013), data analysis refers to looking at what has been gathered in a study or investigation and making derivations and deductions. It involves revealing fundamental structures, extracting important variables, identifying any irregularities and testing underlying assumptions. Analysis of data was after the data was collected. Before analyzing data, detailed and proper coding was done. The

process of coding data was done cautiously to avoid errors. Both descriptive and inferential statistics was used.

Descriptive statistics in this case entailed the use of means, percentages and frequencies. SPSS version 22.0 was used in data analysis. Inferential statistics used included regression analysis, correlation analysis and ANOVA. Regression analysis was used to test the direction and strength of the relationships. Pearson's correlation was used to test correlations between variables. ANOVA was used to test difference in means. The analysed data were presented in Tables, figures and descriptions. The regression model used is as follows;

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

Where

Y represents strategic implementation

X₁ represents organizational culture

X₂ represents prison capacity

X₃ represents human capacity

B_i are the coefficients of proportionality for organizational culture, prison capacity and human capacity.

ε represents Error term.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Chapter four presented findings of data analysis, results and discussion. This was done in line with the research objectives on the following themes; questionnaire response rate, demographic characteristic, analysis of specific objectives and inferential statistics. The specific objectives analyzed were three. These were organizational cultures, prison capacity, human capacity and implementation of strategic reforms.

4.2 Questionnaire return rate

Out of 120 research instruments given out, only 105 were responded to. This represents a responses rate of 87.5%. This responses rate was satisfactory for study research and concurs with statistics that the rate of response of seventy percent and over was okay for research (Mugenda & Mugenda, 2003). The study results were presented in Table 4.1

Table 4.1 Questionnaire Return Rate

Category	Frequency	Percentage
Returned questionnaires	105	87.5
Unreturned questionnaires	15	12.5
Total	120	100.0

Source: Researcher Data (2018)

4.3 Demographic Characteristics of Respondents

Demographic characteristics describe the background information of respondents; including gender, education level and years of operation of the respondents. This where

the participants were supposed to note their gender, which education level are they and years of operation in the organization. The results were presented as follows;

4.3.1 Gender of the Participants

Study aimed to establish gender of the participants. This was based on the variables male or female. Descriptive statistics was used to analyze in this section. Frequency and percentage was used. The study findings were presented in Table 4.2. This was important in order to understand which gender responded to the study.

Table 4.2 Gender of Participants

Gender		Frequency	Percent
Valid	Male	65	61.9
	Female	40	38.1
	Total	105	100.0

Source: Researcher Data (2018)

From Table 4.2, the results shows that male participants were 65(61.9%) while female participants were 40(38.1%). The participants were comprised of more male than female. This indicates that the researcher got the views from both gender avoiding biasness in the study.

4.3.2 Highest Level of Education

The education level was important as it enabled the respondents to answer the questions appropriately. This was based on the variables such as secondary level, certificate, diploma, bachelor's degree and masters/doctoral. Descriptive statistics was used to analyze these variables in form of frequency and percentage was used. The study

findings were presented in Table 4.3. This was important in order to understand which level of education responded to the study.

Table 4.3 Highest Level of Education

Highest level of education		Frequency	Percent
Valid	Secondary Level	55	52.4
	Certificate	27	25.7
	Diploma	16	15.2
	Bachelor's degree	4	3.8
	Masters/Doctoral	3	2.9
	Total	105	100.0

Source: Researcher Data (2018)

From Table 4.3 the study results indicated that respondents who were in secondary level were 55(52.4%), those with certificate were 27(25.7%), those with diploma were 16(15.2), those with Bachelor's degree were 4(3.8%) and those with Masters/Doctoral were 3(2.9%). This implies that the study collected data from all education level hence avoiding biasness based on education level.

4.3.2 Years of Operation

The research aimed to examine the period at which the respondents had worked in the prison service. This was based on the variables such as 5 and below years, 6 year to 10 years, 11 year to 15 years and 16 and above years. Descriptive statistics was used to analyze these variables in form of frequency and percentage was used. The study results were presented in Table 4.4. This was important in order to understand which age bracket responded to the study.

Table 4.4 Operation Years

Operation years	Frequency	Percent
Valid		
5 years and below	23	21.9
6 Years to 10 Years	44	41.9
11 Years to 15 Years	28	26.7
16 years and above	10	9.5
Total	105	100.0

Source: Researcher Data (2018)

The study findings presented in Table 4.4 show that 23(21.9%) of the participants have worked for a period of less than 5 years; 44(41.9%) of the participants revealed that working experience of between 6 and 10 years while 28(26.7%) of the participants said that they have worked for between 11 and 15 years and 10(9.5%) of the participants had worked for a period more than 16 years. The results revealed that majority of the participants have been working for a period between 6 and 10 years and therefore they understand the factors influencing implementations of strategic reforms.

4.4 Analysis of Specific Objectives

This section will present data analysis, results and discussion organizational culture influence on the implementation of strategic reforms in Kenya prisons in Kenya prisons service, influence of prison capacity on implementation of strategic reforms in Kenya prisons and influence of human capacity on the implementation of strategic reforms in Kenya prisons.

4.4.1 Culture of Organization

The first objective was to establish culture of organization influence on the implementation of strategic reforms in Kenya prisons service. The respondents were asked four statements which were to respond with level of agreement with five-point Likert scale. Table 4.4 illustrates the mean and standard deviation obtained.

Table 4.5 Culture of Organization

Statement		SD	D	N	A	SA	Total	Mean	Std. Dev
There are changes that have taken place in prison affecting my beliefs values and practices.	F %	3 2.9	7 6.7	6 5.7	31 29.5	58 55.2	105 100	4.28	1.03
The duties and responsibilities of employees are clearly known to them.	F %	5 4.8	5 4.8	8 7.6	24 22.9	63 60.0	105 100	4.29	1.10
Each department has a work plan which clearly shows the activities/ plans to be executed	F %	7 6.7	6 5.7	6 5.7	38 36.2	48 45.7	105 100	4.09	1.16
There is consideration of people within the organization when making decisions	F %	6 5.7	13 12.4	12 11.4	54 51.4	20 19.0	105 100	3.66	1.09

Source: Researcher Data (2018)

The research results Table 4.5 shows that participants agreed (M=4.28 and Std. Dev. =1.107) that there are changes that have taken place in prison affecting my beliefs values and practices. Research findings also showed that respondents agreed (M=4.29 and Std. Dev. =1.1107) that the duties and responsibilities of employees are clearly known to them. Respondents also appeared to agree (M=4.09 and Std. Dev. =1.161) that

each department has a work plan which clearly shows the activities/ plans to be executed and finally the respondents agreed ($M=3.66$ and $Std. Dev. =1.099$) that there is consideration of people within the organization when making decisions.

The study findings indicated that organizational culture has a positive influence on the implementation of strategic reforms in Kenya prisons service. This implies that organizational culture is a powerful tool for implementation of strategic reforms at Kenya prisons, the social characteristics of consistency, contribution, flexibility and mission are seen to have a solid and constructive outcome performance. The study agrees with Oduol (2015) who examined the impact of culture on effectiveness of auxiliaries of chosen business bank in Kenya. And found out that culture affects performance of banks and observed that comparative studies on impact of authoritative culture on company's execution in various areas of the economies should be done keeping in mind that end goal analyze the discoveries.

4.4.2 Prison Capacity

The study aimed to establish the influence Prison capacity on implementation of strategic reforms. The respondents were asked four statements which were to respond with level of agreement with five-point Likert scale. The scale start from strongly disagree =1 to strongly agree =5. The study results are shown in Table 4.6.

Table 4.6 Prison Capacity

Statement		SD	D	N	A	SA	Total	Me an	Std. Dev
The prison is effective in dealing with all forms of crime i.e. Assault, theft, rape, murder burglary, traffic and drugs	F	27	7	15	28	28	105	3.22	1.55
	%	25.7	6.7	14.3	26.7	26.7	100		
The prison cells have got enough space and the prison is not overcrowded	F	53	29	4	11	8	105	1.97	1.28
	%	50.5	27.6	3.8	10.5	7.6	100		
The prisons have not received any new cases of communicable diseases such as tuberculosis, hepatitis B & C or HIV/AIDS among the inmates.	F	56	37	5	5	2	105	1.67	.916
	%	53.3	35.2	4.8	4.8	1.9	100		
There are adequate systems to monitor and evaluate program implementation costs	F	39	55	5	2	4	105	1.83	.904
	%	37.1	52.4	4.8	1.9	3.8	100		

Source: Researcher Data (2018)

The research findings in Table 4.6 shows that respondents appeared to agree (M=3.22 and Std. Dev. =1.550) that the prison is effective in dealing with all forms of crime i.e. Assault, theft, rape, murder burglary, traffic and drugs. Research findings also showed that respondents disagreed (M=1.97 and Std. Dev. =1.289) that the prison cells have got enough space and the prison is not overcrowded. Respondents also appeared not to agree (M=1.67 and Std. Dev. =0.916) that the prisons have not received any new cases of communicable diseases such as tuberculosis, hepatitis B & C or HIV/AIDS among the inmates and finally the respondents agreed (M=1.83 and Std. Dev. =0.904) that there are adequate systems to monitor and evaluate program implementation costs. The study findings indicated that prison capacity has a positive effect on strategic

implementations. This implies that strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime.

The study findings agree with Dekkers and Kannagi (2012) who evaluated the practices for strategic capacity management in Malaysian manufacturing firms where they sought to determine whether the strategic capacity management concept involves an alignment of production capacity with the strategic direction. The study found out that development of adequate manufacturing capacities that match the strategic objectives is the heart of competitive advantage for firms. The study also agrees with Garba, Orgadu and Ademola (2012) who studied capacity planning and its implication on infrastructural development needs of institutions of higher learning and found out that absence of capacity building planning both government and institutions concerned resulted to shortages of infrastructure needs in the institutions.

4.4.3 Human Capacity

The study established the influence of human capacity on the implementation of strategic reforms in Kenya prisons. The study determined the respondent's level of agreement on a five point likert scale of human capacity on implementations of strategic reforms as shown in the Table 4.7.

Table 4.7 Human Capacity

Statement		SD	D	N	A	SA	Tot al	Mea n	Std.D ev
Employees receive adequate training to do their job well therefore, no need to move to other organizations.	F 5	7	8	70	15	105	3.79	.937	
	% 4.8	6.7	7.6	66.7	14.3	100			
The Prison attracts, selects, trains, develops and retains highly skilled and competent employees to achieve its goals.	F 8	16	14	29	38	105	3.70	1.309	
	% 7.6	15.2	13.3	27.6	36.2	100			
Adequate staffing and professional counseling are important to strategy implementation	F 5	5	6	70	19	105	3.89	.923	
	% 4.8	4.8	5.7	66.7	18.1	100			
My organization has strategies in place that satisfies employee needs	F 6	5	11	60	23	105	3.85	1.007	
	% 5.7	4.8	10.5	57.1	21.9	100			

Source: Researcher Data (2018)

The research findings in Table 4.7 shows that respondents agreed (M=3.79 and Std. Dev (0.937) employees receive adequate training to do their job well therefore, no need to move to other organizations. Research findings also showed that respondents agreed (M=3.70 and Std. Dev. =1.309) that the Prison attracts, selects, trains, develops and retains highly skilled and competent employees to achieve its goals. Respondents also appeared to agree (M=3.89 and Std. Dev. =.923) that adequate staffing and professional counseling are important to strategy implementation, respondents agreed (M=3.85 and

Std. Dev. =1.007) that my organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.

The study findings indicated that there is an effect of human capacity on the implementation of strategic reforms in Kenya prisons. This implies that human capacity have the ability to influence positive effects of both staff and implementations of strategic reforms in Kenya prisons service. The study findings agrees with Leidel, Neimann and Hageman(2012) who examined the human capacity in water resource management in Ukraine and found out that human capacity have a positive impact on implementation strategies.

4.4.4 Implementation of Strategic Reforms in Kenya Prisons

The study determined effect of implementation of strategic reforms in Kenya prisons. The respondents were asked four statements which were to respond with level of agreement with five-point Likert scale. The scale start from 1=strongly disagree to 5=strongly agree. The study results are presented in Table 4.8.

Table 4.8 Implementation of Strategic Reforms in Kenya Prisons

Statement		SD	D	N	A	SA	Total	Mean	Std. Dev
Human capacity influences implementation of strategic reforms in Kenya prisons	F %	3 2.9	11 10.	4 3.8	54 51.4	33 31.4	105 100	3.98	1.01
Prison capacity influences implementation of strategic reforms in Kenya prisons	F %	6 5.7	1 1.0	3 2.9	60 57.1	35 33.3	105 100	4.11	.954
Organizational culture influences implementation of strategic reforms in Kenya prisons	F %	2 1.9	3 2.9	2 1.9	48 45.7	50 47.6	105 100	4.34	.818
Organizational structure influences implementation of strategic reforms in Kenya prisons	F %	5 4.8	5 4.8	4 3.8	37 35.2	54 51.4	105 100	4.24	1.06

Source: Researcher Data (2018)

The research findings in Table 4.8 shows that respondents agreed (M=3.98 and Std. Dev. =1.019) that human capacity influences implementation of strategic reforms in Kenya prisons. Research findings also showed that respondents agreed (M=4.11 and Std. Dev. =0.954) that Prison capacity influences implementation of strategic reforms in Kenya prisons. Respondents also appeared to agree (M=4.34 and Std. Dev. =0.818) that Organizational culture influences implementation of strategic reforms in Kenya prisons, respondents agreed (M=4.24 and Std. Dev. =1.061) that organizational structure influences implementation of strategic reforms in Kenya prisons.

The study findings imply that Implementation of strategic reforms has an effect in Kenya prisons. The study findings are in support with Wambulwa (2008) who argued that the process of reform even though on a positive direction, funding is still a challenge, facing bureaucracy and institutions which don't work in harmony towards success of the reforms. The study also noted that the institution mandated to carry out the reforms faces the challenge of corruptions and lack teamwork.

4.5 Inferential Statistics

Correlation analysis and multiple regressions were done to check the influence of independent variables (organizational culture, prison capacity and human capacity) and dependent variable (implementation of strategic reforms). The study first looked at correlation analysis followed by regression analysis.

4.5.1 Correlation Analysis

The research used Karl Pearson's coefficient of correlation examines if there is linear association between the variables. Pearson's product moment correlation (r) was used to establish the influence of independent variables and dependent variable in order to know their direction and strength. The study findings were presented in Table 4.9.

Table 4.9 Correlation Analysis

		Organizational Culture	Prison Capacity	Human Capacity	Implementation Of Strategic Reforms
Organizational Culture	Pearson Correlation	1			
	Sig. (2-tailed)				
Prison Capacity	Pearson Correlation	.931**	1		
	Sig. (2-tailed)	.000			
Human Capacity	Pearson Correlation	.889**	.868**	1	
	Sig. (2-tailed)	.000	.000		
Implementation Of Strategic Reforms	Pearson Correlation	.827**	.773**	.825**	1
	Sig. (2-tailed)	.000	.000	.000	

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

Source: Researcher Data (2018)

The study findings established that there was a positive and statistically significant influence of organizational culture on implementations of strategic reforms ($r = 0.827$; $p < 0.000 < 0.01$). The study also noted that there was a positive and statistically significant influence of prison capacity on implementations of strategic reforms ($r = 0.773$; $p < 0.000 < 0.01$). Lastly the study findings indicated that there was a positive and statistically significant influence of human capacity on implementations of strategic reforms ($r = 0$

.825; $p < 0.000 < 0.01$). This gave an implication that all the three variables has a positive influence on implementations of strategic reforms in Kenyan prisons

4.5.2 Multiple Regression Analysis

The study used multiple regression model to regress dependent and independent variables for the study. Multiple linear regression model was used analyze the linear statistical relationship between the independent (organizational culture influence, prison capacity influence, human capacity influence) and dependent variable (implementation of strategic reforms in Kenya prisons). The study computed regression model for each of the variables each showing how they associate with each other. The relevant results of analysis were presented in Tables 4.10, 4.11 and 4.12.

Table 4.10 Multiple Regression Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.951 ^a	.904	.902	.09456

Source: Researcher Data (2018)

The linear regression analysis shows the association between the dependent variable and independent variable. The results are shown in Table 4.10. The results of the linear regression above indicate that $R^2 = 0.904$ and $R = 0.951$. R value gives an indication that there is a weak linear relationship between institutional factors and implementation of strategic reforms in Kenya prisons service. The R^2 indicates that explanatory power of the independent variable is 0.904. This means that about 90.4% of the variation in implementation of strategic reforms in Kenya prisons is explained by the regression model.

Table 4.11 Testing the Multiple Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.540	3	2.847	318.350	.000
Residual	.903	101	.009		
Total	9.443	104			

Source: Researcher Data (2018)

From Table 4.11 the F test gives the overall test fitness of regression model. The overall regression model was significant because F-statistics produced (F-computed=318.350>F-tabulated= 2.65) was significant at (p=0.000<0.05) thus confirming the fitness of the model and therefore, there was statistically significant relationship between institutional factors and implementation of strategic reforms in Kenya prisons service. The regression model which is statistically significantly predicts the outcome variable; it was a good fit for the data.

Table 4.12 Evaluating individual Regression Analysis Coefficients

	Unstandardized		Standardize	t	Sig.
	Coefficients		d		
	B	Std. Error	Beta		
(Constant)	.335	.123		2.713	.008
Organizational Culture	.563	.059	.605	9.553	.000
Prison Capacity	.190	.064	.211	2.968	.004
Human Capacity	.168	.050	.186	3.345	.001

Source: Researcher Data (2018)

The results in Table 4.12 indicates that organizational culture ($\beta=0.563$, $p=0.000<0.05$), prison capacity ($\beta=0.190$, $p=0.004<0.05$) and human capacity ($\beta=0.168$, $p=0.001<0.05$) coefficients were all significant since all the p-values were less than 0.05 and therefore it allowed the researcher to use it for multiple regression. This gives an implication that a unit increase in organizational culture causes a 0.563 unit increase in strategic implementation, a unit increase in prison capacity causes a 0.190 unit increase in strategic, a unit increase in human capacity cause a 0.168 unit increase in firm performance. Therefore, the multiple regression model equation was developed as follows;

$$Y = 0.335 + 0.563 X_1 + 0.190X_2 + 0.168X_3 \dots\dots\dots\text{Equation 4.1}$$

When the model is translated it forms the following model;

$$\text{Strategic implementation} = 0.335 + 0.563(\text{organizational culture}) + 0.190(\text{prison capacity}) + 0.168(\text{human capacity}) \dots \text{Equation 4.2}$$

4.6 Discussion on the Findings

The study findings on organizational culture and implementation of reforms strategies indicated that organizational culture has a positive effect on strategic implementations. This implies that organizational culture is a powerful tool for implementation of strategic reforms at Kenya prisons, the social characteristics of consistency, contribution, flexibility and mission are seen to have a solid and constructive outcome performance. The study a finding agrees with Nyongesa (2013) results which indicated that successful strategies require properly marched organization structure. If an organization significantly changes in its overall structural design, its existing organization structure may become ineffective. However, deviations in structure should not be anticipated to make a depraved strategy best, or change managers to be good, or change good managers to bad one, or change the sale of bad products.

The study findings further agrees with results of Yukl (2008) who studied on the effects of organizational structure influences on strategy implementation and found that the institution was ready for change and continual redefinition of external environment. The institution has a positive attitude towards strategy formulation and implementation. Workers enhance information flow and promote actions to the achievement of organizations strategic objectives. Again this study has channeled their attention on factors affecting implementation of strategic plans rather than strategic reforms in public institutions such as District Hospital, district and commercial banks. The study findings on effects of prison capacity on implementations of reforms indicated that

prison capacity has a positive effect on strategic implementations. This implies that strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime.

The study findings agree with Dekkers and Kannagi (2012) who evaluated the practices for strategic capacity management in Malaysian manufacturing firms where they sought to determine whether the strategic capacity management concept involves an alignment of production capacity with the strategic direction. The study found out that development of adequate manufacturing capacities that match the strategic objectives is the heart of competitive advantage for firms. The study also agrees with Garba, Orgadu and Ademola (2012) who studied capacity planning and its implication on infrastructural development needs of institutions of higher learning and found out that absence of capacity building planning both government and institutions concerned resulted to shortages of infrastructure needs in the institutions. The study findings on the effects of human capacity on implementations of reforms indicated that there is an effect of human capacity on the implementation of strategic reforms in Kenya prisons. This implies that human capacity have the ability to influence positive effects of both staff and implementations of strategic reforms in Kenya prisons service.

The study findings agrees with Leidel, Neimann and Hageman(2012) who examined the human capacity in water resource management in Ukraine and found out that human capacity have a positive impact on implementation strategies. Participation and involvement of all employees in the reform process and implementation leads to ownership and staff commitment. This eventually leads to successful implementation of the strategy (Buluma, Keror, & Bonuke, 2013).

The study finding further agrees with Buluma et al. (2013) that in human capacity clear communication from top managers to administrator's and other managers on the lower cadres of the prison service is important. This communication involves clarification of new roles and responsibilities that comes with the new reforms. Hence creating consensus and supports among the employees and therefore leading to successful implementation. Clear top down and bottom up communication must provide an avenue for questions and easy flow of ideas with the best interest of achieving the strategies set. This is followed up by management of hindrance's and barriers at the beginning of implementation together with clear communication to all employees about new changes. Teamwork and bonding together makes strategic implementation a winning game of success that is celebrated by everyone in the organization (Maina, 2011). To administer tactical reforms need an enabling environment for ordinary and generally accepted methods (Zablon, 2014).

4.7 Chapter Summary

This chapter focused on data analysis, presentation, interpretation of results and discussion. Demographic characteristics which describe the background information of respondents; including gender, education level and years of operation of the respondents were presented in the chapter. Descriptive data analysis, results and discussion of influence of organizational culture on the implementation of strategic reforms in Kenya prisons, influence of prison capacity on implementation of strategic reforms in Kenya prisons and influence of human capacity on the implementation of strategic reforms in Kenya prisons was also presented in this chapter. The chapter further focused on inferential statistics, discussion of the findings and chapter summary.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study was carried out to identify the institutional factors influencing implementation of strategic reforms in Kenya prisons service. The study objectives were; to establish organizational culture influence on the implementation of strategic reforms in Kenya prisons in Kenya prisons service, to determine prison capacity influence on implementation of strategic reforms in Kenya prisons and to evaluate human capacity influence on the implementation of strategic reforms in Kenya prisons.

5.2 Summary of the Findings

The findings are summarized based on the specific objectives as follows: The study findings indicated that organizational culture has a positive effect on strategic implementations. This implies that organizational culture is a powerful tool for implementation of strategic reforms at Kenya prisons, the social characteristics of consistency, contribution, flexibility and mission are seen to have a solid and constructive outcome performance. The study findings indicated that prison capacity has a positive effect on strategic implementations. This implies that strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime.

The study findings agree with Dekkers and Kannagi (2012) who evaluated the practices for strategic capacity management in Malaysian manufacturing firms where they sought to determine whether the strategic capacity management concept involves an alignment

of production capacity with the strategic direction. The study found out that development of adequate manufacturing capacities that match the strategic objectives is the heart of competitive advantage for firms. The study also agrees with Garba, Orgadu and Ademola (2012) who studied capacity planning and its implication on infrastructural development needs of institutions of higher learning and found out that absence of capacity building planning both government and institutions concerned resulted to shortages of infrastructure needs in the institutions.

The study findings indicated that there is an effect of human capacity on the implementation of strategic reforms in Kenya prisons. This implies that human capacity have the ability to influence positive effects of both staff and implementations of strategic reforms in Kenya prisons service. The study findings agrees with Leidel, Neimann and Hageman(2012) who examined the human capacity in water resource management in Ukraine and found out that human capacity have a positive impact on implementation strategies.

5.3 Conclusions

The study concluded that strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime. The study concedes with Schein's three layer organization model created by American professor Edgar Schein who created organizational culture model with the goal of making culture more perceptible in an organization. In his model, culture is seen as three levels. These levels go from the instantly recognizable indications that one can see and feel to be profoundly implanted, oblivious, fundamental presumptions that are the fundamentals of culture and in the middle of these layers are different embraced

convictions, ideals, standards and principles of conduct that individuals use as a method for portraying the way of life to themselves as well as other people.

The study also concluded that strategic planning through evaluation of overall capacity level for capital intensive resources makes prison more effective in dealing with all forms of crime. The study is supported by contingency theory which states that organization should develop managerial strategies based on the situation and condition they are experiencing. In an organization, the optimal course of action is contingent upon the internal and external situation. The theory was developed Fielder (1964).

The study finally concluded that human capacity has the ability to influence positive effects of both staff and implementations of strategic reforms in Kenya prisons services. The study concurred with performance and human capital development theories which views both organization and individual as a journey that goes through processes. According to this theory process of performance comprise of context, skills levels, knowledge, identity, fixed factors human beings and organization can produce extraordinary performance based on their capacity levels. Since worthy accomplishments are produced from high levels performance, the theory is useful in many learning contexts for employees and organizations.

5.4 Recommendations of the Study

The study recommends that prisons service should employ a better culture in the organization. This is because having good culture in organization enhances the attainments of sustainable working environment. The study also recommends that put more effort on prison capacity since it goes hand in hand with in creating efficiency, reduction of costs, and optimization of facility, labour utilization and quick response to

demand fluctuations. The study finally recommends that human capacity in Kenya prisons should be encouraged since for enhanced skills to match staff and process capacity development needs with the available skills and talent in the organization well as better utilize the existing ICT infrastructure. This aimed at strengthening mentorship and coaching arrangements.

The recommends the use of contingency theory which states that organization should develop managerial strategies based on the situation and condition they are experiencing. In an organization, the, the optimal course of action is contingent upon the internal and external situation. The theory was developed Fielder (1964). The theory linked institutional factors that influence implementation of strategic reforms in Kenya prisons service. The study recommends policy makers to develop policies which can be adopted by strategist, managers and partners for the management of Kenya prisons service which will enhance their activities alignment with the Kenya Big four agenda for instance the pillar of better housing and also other pillars of Kenya vision 2030.

5.5 Limitations of Study

The study was limited by the respondents' fear of victimization to relay the prison's information due to job security risks. Due to confidentiality of the information made for only specific individuals of the management the respondents couldn't deliver all the desired answers. The respondents weren't able to get enough time to respond well to the questionnaires of the researcher due to busy nature of their work. To overcome this limitation data collection was done during free time after booking appointment in the organization.

Some respondents were unwilling to disclose information concerning institutional factors influencing implementation of strategic reforms in Kenya prisons service. The researcher assured them that such information will be treated with confidentiality, their identity will not be disclosed and it will only be used for academic purpose. Furthermore, this study relied on self-reports which carries their own bias. This was overcome by employing the use of triangulation in data collection by use of questionnaires.

5.6 Suggestions for Further Research

The study focused on implementations of aspects of the strategic reforms in Kenya prisons service. There's need for further research to establish the effects of strategic reforms in other state corporations and also in private institutions for comparison.

REFERENCES

- Alexander, E. (2014). *How organizations act together: Inter organizational coordination in theory and practice*. London: Rutledge.
- Alvesson, M., & Sveningsson, S. (2015). *Changing organizational culture: Cultural change work in progress*. London: Rutledge.
- Bhattacharjee, A. (2012). *Social science research: Principles, methods, and practices*.
- Boateng, L. O. (2017). Impact of Organizational Culture on Employee Job Satisfaction and Organizational Commitment: A Case Study of UEW. *International Journal of Education and Research*, 1(4), 91-244.
- Bortolotti, T., Boscari, S., & Danese, P. (2015). Successful lean implementation: Organizational culture and soft lean practices. *International Journal of Production Economics*, 160(3) 182-201.
- Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. United States: John Wiley & Sons.
- Buluma, P. I., Keror, I. K., & Bonuke, J. M. (2013). Institutional Related Factors Affecting the Implementation of Strategic Plans in Local Authorities in Kenya: A Case of Municipal Council of Eldoret. *International Journal of Business and Management*, 8(10), 81-103.
- Chenhall, R. H., & Moers, F. (2007). The issue of endogeneity within theory-based, quantitative management accounting research. *European Accounting Review*, 16(1), 173-196.
- Constitution, K. (2010). Factors affecting implementation of revenue collection systems in county governments in Kenya, a case of Meru County. *International Journal for Research in Business, Management and Accounting*, 4(8), 09-30.
- Kornberger, M., Carter, C., & Ross-Smith, A. (2015). Changing gender domination in a Big Four accounting firm: Flexibility, performance and client service in practice. *Accounting, Organizations and Society*, 35(8), 775-791.
- Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods*. USA: McGraw-Hill.
- Donaldson, L. (2006). The contingency theory of organizational design: challenges and opportunities. In *Organization Design*, 2(3), 19-40).

- Eden, R. G. (2017). The conceptualization and investigation of user capital and its impact on effective use and information systems success. *International Journal of Entrepreneurial Venturing*, 3(1), 63-83.
- Ewelum, J. N., Madu, C. O., & Mbara, K. U. (2015). Reformation of prison inmates through adult education programmes in anambra state of Nigeria: Challenges and strategies for improvement. *International Journal of Education and Research*, 3(3), 205-212.
- Friedman, B. D., & Allen, K. N. (2011). Systems theory. *Theory & practice in clinical social work*, 2(3), 3-20.
- Gedi, A. M., & Muturi, W. M. (2016). Influence of Communication on Stakeholders Strategy Implementation in Garissa County, Kenya. *European Journal of Business and Social Sciences*, 5(2), 152-159.
- Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8(4), 597-607.
- Goulding, C. B. (2017). This Must Be the Place: Designing Places of Exception as Places of Learning. *Dissent*, 50(1), 50-50.
- Greenwood, R., & Meyer, R. E. (2008). Influencing ideas: A celebration of DiMaggio and Powell (1983). *Journal of Management Inquiry*, 17(4), 258-264.
- Harper, C. (2015). *Organizations: Structures, processes and outcomes*. London: Routledge.
- Kim, K. (2015). A Thought and Exercise on Strategic Planning. *European Journal of Business and Social Sciences*, 5(2), 152-159.
- Kipkurui, T. F. (2014). Challenges of Strategy Implementation at the National Police Service in Kenya. *Journal of Marketing and Communication*, 1(1), 16-30.
- Kiplangat, B. J., Shisia, A., & Kiilu, R. (2015). Assessing the Impact of Change Management Strategies on the Administration of Kenya Prisons Service. *International Journal of Economics, Commerce and Management*, 2(3) 617-630.
- Koech, A. K., & Were, D.S., (2016). Factors influencing strategy implementation at the National Treasury-Kenya. *Strategic Journal of Business & Change Management*, 3(4), 270-288
- Langat, K. (2015). Efficacy of Rehabilitation Programmes on Psychosocial Adjustment of Elderly Male Offenders in Kakamega Main Prison, Kenya, *the International Journal Of Humanities & Social Studies*, 3(11), 70-78

- Lee, Y., & Kramer, A. (2016). National Culture, Organizational Culture, and Purposeful Diversity and Inclusion Strategy. In *Academy of Management Proceedings* 6(1), 11-858).
- Luyt, W. F. M. (2018). Prison Environments. In *Strategic Learning Ideologies in Prison Education Programs*, 2(3), 29-65).
- Maina, M.G. (2011). Challenges Facing Kenya Prisons in Implementing Reform Strategies. *Journal of Intellectual Capital*, 11(4), 504-518.
- Matakayia, A. C., Onyango, P. M., & Nyagol, M. (2017). Influence of Kenya Prison Rehabilitation Strategies on Reformation of Inmates : A case study on Kisii Main prison, *International Journal of Recent Research in Commerce Economics and Management*, 4(2), 92–100.
- Matakayia, A. C., Onyango, P. M., & Nyagol, M. (2017). Influence of Kenya Prison Rehabilitation Strategies on Reformation of Inmates : A case study on Kisii Main prison. *International Journal of Recent Research in Commerce Economics and Management*, 4(2), 92–100.
- Mathiesen, T. (2014). *The politics of abolition revisited*. London: Routledge.
- Mbaka, R. M. and Mugambi, F. (2014). Factors affecting successful strategy implementation in the Water Sector in Kenya, *Journal of Business and Management*, 16(7), 61-68.
- Mbaka, R. M., & Mugambi, F. (2014). Factors affecting successful strategy implementation in the Water Sector in Kenya. *IOSR Journal of Business and Management*, 16(7), 61-68.
- Mugenda, O. M and Mugenda, A.G (2008). *Research methods*, Nairobi: Nairobi Press.
- Muriu, A. R. (2017). Performance management in Kenya's public service. *European Journal of Research and Reflection in Management Sciences* 3(4), 25-59.
- Mutabari, M. M., & Wanjohi, J. M. (2017). Factors influencing performance of prisoners' reintegration programmes: A case of women prisoners in Meru government of Kenya prison, Meru County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 2(1), 464-485
- Mutuli, R. (2014). Challenges affecting the implementation of strategic reproductive health programmes among level five hospitals in Nairobi, Kenya. *East African medical journal*, 85(2), 53-55.
- Nyaura, J. E., & Ngugi, M. N. (2014). A Critical Overview of the Kenyan Prisons System: Understanding the Challenges of Correctional

- Practice. *International Journal of Innovation and Scientific Research*, 12(1), 6-12.
- Nyongesa, R. A. (2013). Challenges of strategy implementation at the Kenya Police Service. *East African medical journal*, 85(2), 53-55.
- Nyongesa, R. A. (2013). Challenges of strategy implementation at the Kenya Police Service. *International Academic Journal of Human Resource and Business Administration*, 2(4), 1-26.
- Ogwengo, K. O., & Osano, H. (2017). Factors influencing strategy implementation in institutions of higher learning in Kenya: A case study of Africa Nazarene University. *International Academic Journal of Human Resource and Business Administration*, 2(3), 84-115.
- Okombo, K. O. (2015). Strategy implementation at the Kenya prisons service. *Strategic Journal of Business & Change Management*, 3(4), 270-288
- Otley, D. (2016). The contingency theory of management accounting and control: 1980–2014. *Management accounting research*, 31(2), 45-62.
- Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: A study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 5(9), 56-96.
- Saunders, M., Lewis P., & Thornhill, A. (2009). *Research Methods for Business Students* (5th Edition). New Jersey: Prentice Hall.
- Schaap, J. I. (2006). Toward strategy implementation success: An empirical study of the role of senior-level leaders in the Nevada gaming industry. *UNLV Gaming Research & Review Journal*, 10(2), 2-10.
- Shin, J. H., Cameron, G. T., & Cropp, F. (2006). Occam's Razor in the contingency theory: A national survey on 86 contingent variables. *Public Relations Review*, 32(3), 282-286.
- Stern, V. (2006). *Creating criminals: Prisons and people in a market society*. Zed Books.
- Stevens, A. (2012). *Offender rehabilitation and therapeutic communities: Enabling change the TC way*. Routledge.
- Suddaby, R. (2015). Can institutional theory be critical?. *Journal of Management Inquiry*, 24(1), 93-95.
- Sullivan, Charlotte (2011) A *Qualitative Study Exploring the Perceptions and Experiences of Parents and Carers of People with Learning Disabilities*

- When Accessing Healthcare*. Unpublished Dissertation University of Nottingham
- Sykes, G. M. (2007). *The society of captives: A study of a maximum security prison*. Princeton University Press.
- Walmsley, R. (2007). *World Prison Population List. 7th edition*
- Whiteley, K. M. (2012). *Women as victims and offenders: incarcerated for murder in the Australian criminal justice system* (Doctoral dissertation, Queensland University of Technology).
- Yukl, G. (2008). How leaders influence organizational effectiveness. *The leadership quarterly*, 19(6), 708-722.
- Zablon, M. K. (2014). Strategic change management practices by the Kenya prisons service. *International Journal of Recent Research in Commerce Economics and Management*, 4(2), 92–100.
- Zablon, M.K. (2010). *Strategic Change Management Practices by the Kenya Prisons Service*. Nairobi; Nairobi press
- Zikmund, W. G. (2003). *Business Research Methods* (7thEdn). Ohio: Thomson South-Western.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: +254 795121
Telegrams: "Varsity" Nairobi
Telec: 22095 Varsity

P.O. Box 594 - 30100
Eldoret, KENYA

06 October 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
WINFRED NKIROTE MBURUGU – REGISTRATION NO. D61/86903/2016

This is to confirm that the above named is a bona fide student in the Master of Business Administration (MBA, Strategic Management) option degree program in this University. He is conducting research on "*Institutional Factors Influencing Implementation of Strategic Reforms In Kenya Prisons Service*".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.

Dr. John Yabs
Co-ordinator,
School of Business
Eldoret Campus

JY/MK

APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION A: SOCIAL-DEMOGRAPHIC INFORMATION

1. What is your Gender? Female [] Male []

2. What is your highest level of education?

a) Masters/Doctoral []

b) Bachelors []

c) Diploma []

d) Certificate []

e) Secondary Level []

Others (Please Specify)

3. Employee details

a) Name of the Prison.....

b) Department you work from:

c) Please indicate your job Rank:

4. How long have you worked for the Prison department?

a) 5 years and below []

b) 6- 10 Years []

c) 11 - 15 Years []

d) 16 years and above []

SECTION B: ORGANISATION CULTURE

5. Please indicate to what extent you agree or disagree on the statements on organizational culture given in the Table below using the following key **5 strongly agree 4 agree, 3 Undecided, 2 disagree and 1 strongly disagree.**

<u>Statements</u>	SA - 5	A - 4	UD - 3	D- 2	SD- 1
There are changes that have taken place in prison affecting my beliefs values and practices.					
The duties and responsibilities of employees are clearly known to them.					
Each department has a work plan which clearly shows the activities/ plans to be executed					
Management decisions take into consideration the effect of outcome of people within the organization					

SECTION C: PRISONS CAPACITY

6. A prison with a good capacity base has the ability to implement its strategic plans successfully. Please indicate your answer based on a 5-point scale where: 5= strongly agree; 4= Agree; 3=Undecided; 2= Disagree; 1= strongly disagree. (Use a tick (√) to mark the applicable box).

Statements	SA	A	UD	D	SD
The prison is effective in dealing with all forms of crime i.e. Assault, theft, rape, murder burglary, traffic and drugs					
The prison cells have got enough space and the prison is not overcrowded					
The prisons have not received any new cases of communicable diseases such as tuberculosis, hepatitis B & C or HIV/AIDS among the inmates.					
There are adequate systems to monitor and evaluate program implementation costs					

SECTION D: HUMAN CAPACITY

7. For each of the statements below kindly tick only one based on the following scale. Strongly agree –1; Agree –2; Undecided –3; Disagree –4; Strongly Disagree –5.

Statements	SA	A	UD	D	SD
Employees receive adequate training to do their job well therefore, no need to move to other organizations.					
The Prison attracts, selects, trains, develops and retains highly skilled and competent employees to achieve its goals.					

Adequate staffing and professional counseling are important to strategy implementation					
My organization has strategies in place that satisfies employee needs to prevent or reduce anxiety, insecurity and stress among them.					

SECTION E: MEASUREMENT OF THE INDEPENDENT VARIABLE

14. for each of the statements below kindly tick only one based on the following scale.

Strongly agree –1; Agree –2; Undecided –3; Disagree –4; Strongly Disagree -5.

Statements	SA	A	UD	D	SD
1.Human capacity influences implementation of strategic reforms in Kenya prisons					
2. Prison capacity influences implementation of strategic reforms in Kenya prisons					
3. Organizational culture influences implementation of strategic reforms in Kenya prisons					
4. Organizational structure influences implementation of strategic reforms in Kenya prisons					

THANKYOU FOR YOUR PARTICIPATION IN THIS STUDY!!