

# **EFFECT OF ORGANIZATIONAL COMMUNICATION ON IMPLEMENTATION OF STRATEGIC CHANGE AT KENYA PRISONS SERVICE: A SURVEY OF MEDIUM PRISONS IN KILIFI COUNTY**

**Purity Muthaura.**

Kenya Methodist University, Kenya.

**Dr. Paul Kirigia.**

Kenya Methodist University, Kenya.

**Samuel Muli Mbithi.**

Kenya Methodist University, Kenya.

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## **ABSTRACT**

All organizations operate within turbulent external environment that undergo continuous change with time, giving rise to a lot of uncertainty. The environments in which they operate have become not only increasingly uncertain but also more tightly interconnected. The Kenya Prisons Service has not been left behind either. Adoption of organizational culture is therefore effective and efficient, to minimize risks and that rules and regulations such as COVID-19 protocols are followed. The main objective of this study was to establish the influence of organizational communication on implementation of strategic change at Medium Prisons in Kilifi County. The study was anchored on the institutional theory. The research was conducted using a case study. The target population was the Medium Prisons in Kilifi County. The unit of observation was the 182 staff from Medium Prisons in Kilifi County. The sample size was determined using stratified random sampling technique. Primary data was collected through the use of structured questionnaires. The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analyzed using the Statistical Package for Social Scientists (SPSS) computer software. After collecting data responses from the questionnaire, the researcher analyzed the quantitative data

using descriptive statistics by applying the statistical Package for Social Science (SPSS V.28.0) and presented through percentages, means, standard deviations and frequencies. Inferential data analysis was done using Bivariate correlation and multiple regression analysis. Findings were presented in tables. The study concluded that organizational communication had a significant effect on the implementation of strategic change at Medium Prisons in Kilifi County. They created some level of awareness in the firms. The study also concludes that the management at Medium Prisons in Kilifi County communicates what needs to be done hence creating a high performing culture. The study recommends that the management should constantly communicate on what needs to be done as this would create a high performance culture and enable a great working environment that would enhance employee work enthusiasm. Leadership in Medium Prisons in Kilifi County is very critical in enhancing effective change process that promote productivity hence the management should effectively communicate about changes in operation of the prisons.

**Key Words:** Organizational communication, Strategic change, High performance culture, Working environment

## **INTRODUCTION**

Change is inevitable. It is part and parcel of nature. Firms are facing an even more complex new environment due to the increasing importance of information, technology, deregulation, the changing face of competition and patterns of employment, political influence, trends in fashion, lifestyle change, the rise of knowledge economies, firms add value more than before by increasing the scale and scope in fixed capital, and by commercializing innovations (Ngigi & Busolo, 2019). This means that organization's managers are required to think strategically as never before, need to translate their insight into effective strategies to cope with their changed environments and to develop rationales necessary to lay the groundwork for adopting and implementing strategic plans in this ever changing environment. However, formulating an appropriate strategy is not enough and strategic managers must ensure that the new strategies are implemented effectively and efficiently. To address increased demand for better quality services, the firms such as the prison service must find ways of improving the efficiency and effectiveness of its service delivery.

Strategy implementation is crucial because it links strategy formulation and its success. Poor implementation of an appropriate strategy may lead it to fail. Strategy implementation though heavily demanding cannot be overlooked by any organization that sought to achieve its goals. Many prisons services develop strategies but may have a problem when implementing them since effective implementation of strategy rarely gets much attention or respect (Matekwa & Omuya, 2018). The low success rate of change initiative implementation indicates a need for further research on change initiatives to find implementation strategies that improve the success of change implementation in prisons (Eisend et al., 2016). In an ever-changing global economy, Hitka et al. (2017) noted that prisons must develop new competences to help them continue operating in the face of dwindling competences and other old advantages due to environmental changes (Li et al., 2020). Change is therefore a continuous occurrence in the existence of corporations particularly due to increasing demand for services and anticipations of quality of those services.

Strategic change is long term in nature, affects the entire organization and aims at achieving effectiveness. Most prisons have been undergoing rapid changes during the last decade. Actually, not all this change is immediately related to current economic problems. Strategic change management entails thoughtful planning, sensitive implementation and above all consultation with, and involvement of the people affected by the change. Problems arise when change is forced on people and, therefore, change must be realistically achievable and measurable (Wan et al., 2020). Furthermore, in order to survive and thrive, businesses must constantly investigate new things and enhance creativity and flexibility to change due to the harsh rivalry of the market economy and globalization trends. This requires organizations to build and sustain corporate culture (CC) practices that boost everyone's potential and

contribution to the organization's overall goals. The success of these organizations is dependent on the development of a specific culture. This entails cultivating attitudes of flexibility, dynamism, and responsiveness; finding positive and organic structures and cultures; and maximizing the human resource's potential (Polychroniou & Trivellas, 2018). Values, employee involvement, adaptability and organizational communication will all be used in this study.

According to the White Paper of Strategy Implementation of Chinese Prisons in 2018, strategy implementation has become the most significant management challenge which all kinds of prisons face at the moment. The survey reported in that white paper indicates that 83 percent of the surveyed prisons failed to implement their change strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today's organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control (Kamaamia, 2016).

In Norway, a survey of management consultants summarized that fewer than 10 percent of well and clearly formulated new strategies were successfully implemented (Yan et al., 2020). Senarathna et al. (2019) have also shown that currently, many change projects and development programs produce unsatisfactory results in many of the European Countries Prisons Sector. A 2011 study by Harvard Business Review further found that 66% of change initiatives fail to achieve their desired business outcomes in the Post-Soviet States.

In Japan, the correctional services have put a lot of emphasis on their change implementation since it requires the execution of planned activities which converts human and physical resources into a product or service of value to the customers (Melchar & Bosco, 2019). It should be noted that if the operational systems are not clear then the implementation process will have a rocky path and the project might fail to realize the intended goal or purpose. The way in which the project is implemented can have a significant impact on whether it will be successful or not. Change implementation is a complex process usually comprising of multiple variables which influence implementation including resources management, the operational systems, the organizational culture and the leadership of the organization (Pietrzak et al., 2017). In Dubai as revealed by Al-ahdal et al. (2020), the main factors that had prompted strategic change in the Dubai prisons sector included: economic recession and the government's reform programs. The sudden change in population size and lack of financial resources needed to finish projects already underway, required extensive strategic planning initiatives to respond to change. In relation to government reform programs, the Dubai government through its Executive Office issued a number of requirements to the prisons sector to enhance their

strategic planning practices and to comply with some frameworks, such as the Dubai Government Excellence Program Framework.

In South Africa despite the significant input of human and financial resources in correctional services implementation, many of them fall short of expectation. Many failed to meet the priority needs of target beneficiaries, costs escalated, stated outputs were not achieved or if achieved were not sustained, implementation dates slipped by or adverse outcomes were not anticipated (Gorton & Zentefis, 2020). Change implementations are influenced by technical capacity which is responsible in executing the project fully into realization. Poor project management skills, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between activities and purpose, insufficient attention to external environment during design, among others affected implementation of change in prisons in South Africa (Cameron, 2017)

In Rwanda, Ali et al. (2017) revealed that strategic change implementation in many prisons facing a myriad of challenges. Some of them included barriers between departments, not enough support from senior management, resistance of middle management to change, focus too much on technological aspects and too less on people, scope of change not well defined, project is oversized, resistance of users to change, not enough resources available, budget needed higher than expected, organization and procedures not adapted to the new situation, no transparent goals/objectives, time for implementation needed longer than expected and goals too aggressive.

In Kenya, the change management has been embraced by local organizations and multinationals alike. This has been most evident in organizations undergoing processes such as mergers, acquisitions, restructuring and innovation among other change initiatives (Yan et al., 2020). Kenya strives to be a nation by 2030 that provides a good quality of life to all of its residents. The nation's ability to establish an adaptive human resources foundation to achieve the demands of a highly industrialized economy will determine whether or not this vision is realized (Kamaamia, 2016). In the last decade there has been an acceleration of the magnitude and pace of change across the country. The Kenya Prisons Service has not been left behind either. For instance, Zablou (2014) examined strategic change management practices by the Kenya Prisons Service (KPS) and noted that the Kenya Prisons Service did not have structural, cultural, political influence and Information, Communication and Technology (ICT) problems. KPS did not experience lack of leadership commitment to change or stakeholders not being adequately involved and informed. In addition, resistance to change was minimal and was adequately dealt with. A major success of the strategic change management by the Kenya Prisons Service was the increased efficiency in management, improved prisons staff and prisoners' welfare, introduction of recreation activities for prisoners and a shift from punitive to rehabilitative prison management.

Unfortunately though, the Prisons Service has struggled with a legacy of oppression and wanton human rights abuses acquired during the colonial days and carried over the post-independence period. It also faced the challenge of the growing population of prisoners which resulted into overcrowding leading to congestion and deplorable conditions for prisoners (Mungai, 2016). The prison staff also lacked basic infrastructure and basic necessities. The reform process was started through a Round Table Conference on Prison Policy in 2001 at Mt. Kenya whose aim was to improve prison conditions in Africa. The result was a shift in policy direction with a focus on systems, structural, programmatic and human resource developments. There was a paradigm shift in focus from retributive to rehabilitative system of management. Following the victory of NARC in the 2002 general elections, the newly appointed Minister for Home Affairs began pursuing a policy of opening up prisons to public scrutiny in 2003 thus ushering in a fundamental shift in policy direction through what is famously known as the “Open Door Policy” (Njeru, 2017). This allowed members of public especially Human Activists and the Press access to prisons. Around the same time the Governance Justice Law and Order Sector (GJLOS) program was initiated by the Government and donors with a specific focus on Penal reforms and provided for resources for the same. These kinds of developments required decisive and large scale strategic change to regain congruence between the organizational goals, the environment and the organization.

Moreover, with a view of protecting the prison population against the coronavirus, the Kenya Prisons Service released 3,837 prisoners and remandees in concurrence with the National Council on the Administration of Justice. The decision was thus aimed at achieving the recommended one-meter social distancing within all facilities as part of the progressive review of corporate culture strategies in combating the global pandemic (KNBS, 2021). As a result, Kenya Prisons Service must guarantee that their organizational culture is effective and efficient, to minimize risks and that rules and regulations such as COVID-19 protocols are followed. The objective of this study will evaluate the effect of organization values on implementation of strategic change at Medium Prisons in Kilifi County, Assess the effect of adaptability on implementation of strategic change at Medium Prisons in Kilifi County, determine the effect of employee involvement on implementation of strategic change at Medium Prisons in Kilifi County and examine the effect of organizational communication on implementation of strategic change at Medium Prisons in Kilifi County.

### **Statement of the Problem**

Since inception the Prisons Service had laid greater emphasis on punishment rather than reform of offenders. However, the focus has shifted since 1980’s in favor of integration of punishment and rehabilitation through training. The aim of the service is now to change the behavior of the offenders through counseling, education and training so as to prepare an offender for re-entry to the free society and begin to make meaningful contributions. The

United Nations (UN) standard minimum rules on the treatment of offenders (Tokyo rules) have greatly influenced the continuous change in the practice of humanistic treatment of offenders at the Kenya Prisons Service (Njeru, 2017).

Many organizations continue to record high failure rates in the implementation of their strategies. This is caused by the failure of paying attention to both the internal and external environmental forces affecting the organization (Mbatha, 2019). This manifests into epitomes of overcrowding, inadequate staff housing, recidivism, undeveloped officers and maintenance of status quo. For instance, the plan had set to reduce recidivism in the previous strategic plan and rate it very low if only it could exist. Surprisingly, there instead existed a steady increase of more than 1.6 percent of re-offenders between previous and current strategic plans against the weekly average un-lock figures at Kilifi GK Prison (Bosire, 2018). The prevailing COVID-19 situation has mainly made the Kenya Prisons Service change its corporate culture practices by being on an extremely high alert, mainly because of its high and vulnerable prison population. Country statistics show that by August 2020, 2,000 persons had been released from prison within a span of five months since March 2020 to curb congestion (Kenya Prison Service, 2020). It therefore becomes critical to evaluate and recommend on the areas that can be improved to deliver better results with regard to implementation of strategic change.

According to Koome (2020), the Kenya Prisons Service has not been effective in initiating changes owing to impacts of organizational culture, managerial behavior, power and politics. Very minimal studies have been done that relate corporate culture and implementation of strategic change at Kenya Prisons Service in Kenya. Moreover, since COVID-19 emerged not much has been done on the implementation of strategic change at Kenya Prisons Service. This study therefore sought to fill that gap. The purpose of this study was to examine the effect of organizational communication on implementation of strategic change at Medium Prisons in Kilifi County.

## **Theoretical Review**

This study was hinged on Institutional Theory. The institutional theory was first proposed by Meyer and Rowan (1977). The theory has however continued to attract many advocators and promoters since introduction of the concept in institutional perspective (Zucker, 1987). Institutional theorists are of the view that the institutional environment can to a large extent impact the improvement of formal structures in an organization, frequently more significantly than advertise weights. This hypothesis considers the procedures by which organizational structures including blueprints, tenets, standards, and schedules, end up noticeably settled as definitive rules for social conduct. It clarifies how organizational structures and individual conduct are affected by the social, political and social powers encompassing organizations.

According to Romanelli and Tushman (1994), normative pressures resulting from external sources and the organization itself affect organizations. Therefore, an organizational structure can be seen as reflections of rationalized institutional rules and shared knowledge of belief systems. The central view of institutional theory is that organizational environments are characterized by the elaboration of rules and requirements to which individual organizations must adapt if they are to get support and legitimacy. According to DiMaggio and Powell (2000), the net effect of institutional pressures is to increase the homogeneity of organizational structures in an institutional environment.

Institutional theory claims that society as a whole plays an important role in determining the legitimacy of an organization and has much more power in the operations of an organization (Aldrich, 2008). Proponents of this theory believe that members of the society identify organizations on the basis of norms and value that the organizations display. The theory thus explains why and how something has occurred in organizations over time (Moll, Burns & Major, 2006). Accepted norms and values are adopted and integrated by organizations and can be seen as media of the organizations to sustain their behavior which illustrates the concept of institutionalization.

Institutionalization of beliefs, values and norms is dependent on the dynamics of organizational factors such as specialization and technical design. The process of institutionalization could be used to explain why some organizations continuously use ineffective, obsolescent behavior and actions (Aldrich, 2008). According to institutional theorists and especially Meyer and Rowan (1977), to institutionalize norms and values in an organization, the people in positions of power such as leaders, must be able to motivate and drive members of organization to follow their behavior. A leader bears the responsibility of determining and sustaining organizational beliefs, values, and norms. This means that a leader sustains an organizational identity and makes the organization different from others.

The theory may be useful in determining those organizational cultures which have been adopted by different prisons in Kenya and make them so closely resemble one another. The theory may also be applied to determine how differences in organizational cultures shape the nature and operations of the Kenya Prisons Service. Consequently, this demonstrated how corporate culture affects the implementation of strategic change at Medium Prisons in Kilifi County.

Mugo and Moronge (2018) sought to establish the influence of organizational communication on the implementation of building projects within Nairobi County. The research targeted participants in the building process since they were the main source of communication and systems of information flow. The specific variables included communication framework, communication culture, communication management strategies and the use of Information Technology in



communication. A total of 80 ongoing building projects within Nairobi City County were considered. The information collected from the respondents was analyzed through SPSS software. The study revealed that clear roles in the project organization aim at building effective organizational communication and also that a well-documented communication plan was essential to enhance project implementation. The study revealed that availability of information transparency to all participants during the course of the project to increase level of synergy. The study revealed that appropriate communication channel ensured that information was relayed to right audience and improves team coordination and increase synergy and trust. The study revealed that the level of skill among personnel ensured accurate interpretation of information relayed and also that the use of modern and compatible IT software ensured clear and timely interpretation of information.

Lekisima, Ogolla and Nzili (2022) established the relationship between organizational communication and strategy implementation among energy generation firms in Kenya. The study applied a descriptive research design in the study, a questionnaire will be used to collect primary data. The study targeted the 4 energy generation firms in Kenya (Vivo Energy Company, Kengen, Kenya solar energy limited, and Kenya power limited). The population of the study was 493 respondents. The sample size for the study was 128 respondents who were obtained through a stratified random sampling technique. A questionnaire was the main research instrument in the study that was administered by the respondent through in-person administration. Data for the study was analyzed through both descriptive and inferential analysis and the results were presented in tables and narratives. Results of the study revealed that organizational communication positively and significantly influences the strategy implementation among energy generation firms in Kenya. Kamami (2021) sought to examine role of strategic corporate communications during organizational change management at CMA to identify solutions to the existing problem, and as an empirical test on the importance of communication in change management. The study used the systems theory and the excellence theory which guided the examination of the nexus between strategic corporate communication and change management. The independent variables were organizational objectives, organizational mission, and organizational vision while the independent variable was change management, and the intervening variables were communication competence, leadership, and organizational behavior. The study was qualitative in nature and adopted an exploratory research design. The population was 30 staff at CMA selected using the purposive sampling approach. Data was collected using Key Informant Interviews and two Focus Group Discussions and the analysis was carried out using thematic analysis to identify the emerging themes in line with the research objectives. The study found that timely communication, open communication, effective feedback management, effective use of communication channels depending on the needs of specific audience groups, balancing between formal and informal communication channels, creativity and innovation in communication, clarity in communication, competence in communication by the top leadership who set the pace for change communication,

and more involvement of staff as opposed to just passing information to them, are essential communication aspects that drive constructive change.

Mutisya (2016) established the effects of strategy implementation communication on employee commitment among pharmaceutical companies in Nairobi Kenya. This study focused on 64 pharmaceutical managers of different pharmaceutical companies based in Nairobi, Kenya. This study applied a descriptive survey research design. The target population comprised of all the pharmaceutical companies in Nairobi Kenya. This study used primary data collected using questionnaires. Data collected was analyzed using descriptive statistics. To ensure that the data collected from the field make meaning, the researcher analyzed the data using mean and standard deviation, frequencies and percentages. Multiple regression was used for interpreting the results of the effect of independent variables on the dependent variable. The study concludes that communication media influences the strategy implementation greatly in that short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports are used widely and good communication within an organization is a prerequisite to business growth and is pivotal to ensuring smooth and effective process flow leading to greater productivity and profitability.

Buya, Simba and Ahmed (2018) investigated the effect of communication on strategy implementation in the administration police service in Lamu County. The study adopted a descriptive research design. The target population comprised 450 APs in Lamu County both among the senior leadership and among junior officers. Yamane formula was used to calculate the sampling size of 212. Primary data was collected using structured questionnaires that had both close ended and open-ended questionnaires. Quantitative data were analyzed using SPSS. The study conducted various tests including normality test, multicollinearity, stationarity, heteroscedasticity and autocorrelation tests. Test of hypothesis was done at 95% confidence interval. The study found out that there was a positive and significant relationship between communication and Strategy Implementation ( $r=0.074$ ,  $p=0.000$ ).

Ayusa (2016) examined the communication and strategy implementation in telecommunication firms in Kenya. Primary data was collected by the use of structured questionnaires. Thereafter, the quantitative and qualitative data obtained from the target population of thirteen telecommunication firms in Kenya was analyzed using Statistical Package for social sciences. The researcher assessed the various forms of communication that are adopted by the telecommunication firms and it was established that verbal communication, non-verbal communication and written communication were the main forms of communication in use. The researcher found out that the telecommunication firms applied the various channels of communication to convey or transmit information at the workplace to a great extent. These channels include, face to face, electronic, mobile, broadcast media and written channels of communication.

Mwaura (2017) established the effects of organizational culture on competitive strategy implementation in construction sector: a case of Nairobi City County. The researcher made prior arrangement with the target respondents before travelling to the Company. Questionnaire completion process was in the presence of the researcher. This is so as to obtain reliable information and avoid misplacement of the questionnaires. The data was collected by use of various instruments. They were first edited to get the relevant data for the study. The edited data was coded for easy classification in order to facilitate tabulation. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS package and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. It was found that organization culture enhances social system stability, as well as guiding and shaping behaviour as shown by a mean of 4.56 and standard deviation of 0.08.

## **RESEARCH METHODOLOGY**

### **Research Design**

Research design refers to a plan, blueprint or guide for data collection and interpretation. From the objectives, it is evident that the research is both of a quantitative and qualitative nature. The research was conducted using a case study. Patten and Newhart (2017) noted that a case study serves as a useful means of revealing an in-depth and extensive description of the topic under investigation, since it puts more emphasis on a full contextual analysis of fewer events or conditions and their interrelation. The case study was aimed at getting detailed information and understanding of the implementation of strategic change at Kenya Prisons Service. The primary purpose of a case study was to determine factors and relationships among the factors that have resulted in the behavior under study. Since this study sought to investigate the strategy implementation in Kenya Prisons Service; a case study design was deemed the best design to fulfill the objectives of this study.

### **Population of Study**

Population is defined as a group that the researcher wants to generalize and a sample as the group that are selected to be in the study. It is a subset of the population in question (Kumar, 2019). The target population was the medium prisons in Kilifi County. The unit of analysis was the Kilifi GK Prison in Kilifi County while the unit of observation was the 182 staff from Medium Prisons in Kilifi County as shown in Table 1.

**Table 1: Target Population**

<b>Organization</b>	<b>Staff</b>	<b>Percent</b>
Senior Level Management	16	8.8
Middle Level Management	24	12.9
Lower Level Management	37	20.4
Other Employees	105	57.8
<b>Total</b>	<b>182</b>	<b>100</b>

Source: Kilifi GK Prison (2022)

### Sample Frame and Sampling Technique

The sample size is a subset of the population that is taken to be representatives of the entire population (Gunpinar & Gunpinar, 2018). The sample size was calculated at 95% level of confidence level using the Yamane (1967) formula indicated below. Therefore, the sample was distributed as shown in Table 2.

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

Where: n = sample size,

N = Population size

e = margin of error set at 5%

$$n = \frac{182}{1 + 182(0.05)^2} = 125$$

Sampling is the process of selecting a number of individuals or objectives from a population such that the selected group contains elements representative of the characteristics found in the entire group. The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Etikan, Musa & Alkassim, 2016). The study used simple random sampling to pick the respondents in each stratum.

$$\begin{aligned} \text{Sampling Ratio} &= 125/182 \\ &= 0.687 \end{aligned}$$

**Table 2: Sampling Frame**

<b>Organization</b>	<b>Staff</b>	<b>Sampling Ratio</b>	<b>Sample size</b>
Senior Level Management	16	0.687	11
Middle Level Management	24	0.687	16
Lower Level Management	37	0.687	25
Other Employees	105	0.687	72
<b>Total</b>	<b>182</b>		<b>125</b>

## **Research Instrument**

Primary data was obtained using self-administered questionnaires. Questionnaires are the most ideal tool to utilize because the information obtained may have an abstract element to it, such as sentiments, attitudes, motivations, accomplishment, and experiences of persons (Chambers, 2017). The questionnaires included both open-ended and closed-ended questions. As per Patten and Newhart (2017), a questionnaire is vital for collecting objective information because the participants cannot be misled in any way by the researcher. In addition, a questionnaire offers the advantage of being less expensive and time demanding than other data collection methods. The questionnaire was made up of closed ended questions. The closed ended questions allowed respondents to respond from limited options that had been stated. According to Krosnick (2018), the closed or structured questions were generally easier to evaluate. The study used questionnaires so as to conserve time and money and also facilitate an easier analysis as they were in immediate usable form.

## **Pilot Study**

The purpose of the pilot testing was to establish the validity and reliability of the research instrumentation and to enhance face validity (Creswell & Poth, 2016). From the pilot results reliability and validity were tested. The pilot testing was conducted using the questionnaire to 13 respondents from Shimo medium Prison who were not included in the final study. The pilot group was done through random sampling. Kumar (2019) recommends that the questionnaire pre-tests were done in order to observe the respondent's reactions and attitudes.

Validity is the ability of an instrument to measure what it is intended to measure (Noble & Smith, 2015). Peers doing research in different areas and had successfully completed their research projects and my supervisors from the Kenya Methodist University were involved in the validation process. The instruments were given to my supervisor and three peers. They were asked to validate the instruments on the basis of content and face validity. They helped to ensure that the questions in each questionnaire captured the objectives of the study.

A pilot test was carried out with a sample of 13 respondents from Shimo medium Prison representing 10% of the overall sample size (Kumar, 2019). The pilot test helped in identifying problems of clarity in the instruments to ensure that the items in the research instruments yield the required data for the main study. Returned questionnaires helped the researcher to refine the survey instruments. To improve the comprehensibility and clarity of the questionnaires, difficult words were substituted with simpler words; some items were recorded to ensure that the understanding level was more appropriate.

### **Data Collection Procedure**

Primary data was collected through the use of structured questionnaires, because of the nature of the variables where the opinions, perceptions and feeling of the respondents were sought. The study instruments were distributed among the targeted respondents using various points of reference like the managers of departments. Sufficient support was provided to managers who shared it with the study respondents to understand and answer the questions asked accurately. The questionnaire comprised of questions related to both the dependent and independent variables. To enhance reliability and accuracy of the data, respondents were assisted and facilitated during the questionnaire filling time. This ensured that few questionnaires were rejected.

### **Data Analysis**

The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analyzed using the Statistical Package for Social Scientists (SPSS) computer software. After collecting data responses from the questionnaire, the researcher analyzed the quantitative data using descriptive statistics by applying the statistical Package for Social Science (SPSS V.28.0) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of tables.

Inferential data analysis was done using bivariate correlation and multiple regression analysis. Pearson correlation coefficient was used to determine the strength and the direction of the relationship between the dependent variable and the independent variable. The analysis using Pearson's product moment correlation was based on the assumption that the data is normally distributed and also because the variables are continuous. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The multiple regression model was chosen because it was useful in establishing the relative importance of independent variables to the dependent variable (Chambers, 2017). Multiple regressions was used because it was the procedure that uses two or more independent variables to predict a dependent variable. Since there were four independent variables in this study, the multiple regression model generally assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where:- Y= implementation of strategic change at Kenya Prisons Service

$\beta_0$ =constant

$\beta_1$ , = regression coefficients

$X_1$ = organizational communication

$\epsilon$ =Error Term

## **DATA ANALYSIS AND DISCUSSION**

The study aimed to examine the effect of organizational communication on implementation of strategic change at Medium Prisons in Kilifi County. The researcher asked the respondents to indicate their level of agreement with statements regarding the effect of organizational communication on implementation of strategic change at Medium Prisons in Kilifi County. The results are displayed on Table 3.

*Table 3: Level of Agreement with Statements Regarding the Effect of Organizational communication on Implementation of strategic change at Medium Prisons in Kilifi County*

	<b>Mean</b>	<b>Std. Dev.</b>
Everyone in the organization is informed of change efforts before actual implementation of the change	3.376	0.551
Various channels of communicating change are available in the organization	4.139	0.642
The communication coming from change leaders is always effective and easily understood	4.079	0.720
Communication about change is done on a regular basis	3.576	0.974
Follow up communication is done after change implementation	2.315	0.659
Employees are given opportunity to provide feedback during and after change implementation	4.152	0.560
<b>Composite Mean and Std. Deviation</b>	<b>3.606</b>	<b>0.684</b>

The findings revealed that the respondents agreed that employees are given opportunity to provide feedback during and after change implementation as depicted by a mean of 4.152, various channels of communicating change are available in the organization as depicted by a mean of 4.139, and the communication coming from change leaders is always effective and easily understood as depicted by a mean of 4.079. These findings are in line with Mutisya (2016) who established that communication media influences the strategy implementation greatly in that short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports are used widely and good communication within an organization is a prerequisite to business growth and is pivotal to ensuring smooth and effective process flow leading to greater productivity and profitability. These statements had means that were higher than the composite mean of 3.606 which implied that the statements were correct and the opinions converged.

The respondents agreed that the communication about change is done on a regular basis as depicted by a mean of 3.576. The respondents were neutral on whether everyone in the organization is informed of change efforts before actual implementation of the change as depicted by a mean of 3.376. The respondents disagreed that follow up communication is done after change implementation as depicted by a mean of 2.315. Ayusa (2016) stated that the telecommunication

firms applied the various channels of communication to convey or transmit information at the workplace to a great extent. These channels include face to face, electronic, mobile, broadcast media and written channels of communication. These statements had means that were lower than the composite mean of 3.606 which implied that the statements were incorrect and the opinions were inconsistent.

### Implementation of strategic change at Medium Prisons in Kilifi County

The researcher asked the respondents to indicate their level of agreement with statements regarding statements on implementation of strategic change at Medium Prisons in Kilifi County. Table 4 illustrates the respondent's findings.

*Table 4: Level of Agreement with Statements Regarding the Implementation of strategic change at Medium Prisons in Kilifi County*

	Mean	Std. Dev.
Appropriate knowledge is shared within the organization to support strategy execution.	3.733	0.821
The corporation has a program to frequently update employees' skills and capabilities to support execution of new strategies.	4.085	0.760
The organization has installed information and communication systems that support strategy execution.	3.297	0.531
The existing systems are flexible as to accommodate any changes during strategy execution.	2.988	0.910
The overall organizational structure is reviewed to accommodate strategy execution.	2.824	0.848
Strategy execution is cascaded at all levels of the organization.	3.782	0.974
The organization equips employees with relevant skills to enable them carry out strategic activities	3.539	0.804
<b>Composite Mean and Std. Deviation</b>	<b>3.464</b>	<b>0.807</b>

The results showed that the respondents agreed that the corporation has a program to frequently update employees' skills and capabilities to support execution of new strategies as shown by a mean of 4.085, strategy execution is cascaded at all levels of the organization as shown by a mean of 3.782, appropriate knowledge is shared within the organization to support strategy executions shown by a mean of 3.733, and the organization equips employees with relevant skills to enable them carry out strategic activities as shown by a mean of 3.539. The findings are in line with Matekwa and Omuya (2018) who argued that strategy implementation is crucial because it links strategy formulation and its success. Poor implementation of an appropriate strategy may lead it to fail. Strategy implementation though heavily demanding cannot be overlooked by any organization that sought to achieve its goals. Many prisons services develop strategies but may have a problem when implementing them since effective implementation of strategy rarely gets much attention or respect. These statements had means that were higher than the composite mean of 3.464 which implied that the statements were correct and the opinions converged.



The respondents were neutral that the organization has installed information and communication systems that support strategy execution as shown by a mean of 3.297, the existing systems are flexible as to accommodate any changes during strategy execution as shown by a mean of 2.988, and the overall organizational structure is reviewed to accommodate strategy execution as shown by a mean of 2.824. According to Polychromous and Trivellas (2018) in order to survive and thrive, businesses must constantly investigate new things and enhance creativity and flexibility to change due to the harsh rivalry of the market economy and globalization trends. This requires organizations to build and sustain corporate culture (CC) practices that boost everyone's potential and contribution to the organization's overall goals. These statements had means that were lower than the composite mean of 3.464 which implied that the statements were incorrect and the opinions were inconsistent.

### **Bivariate Correlation**

Pearson correlation coefficient was used to determine the strength and the direction of the relationship between the dependent variable and the independent variable. The analysis using Pearson's product moment correlation was based on the assumption that the data is normally distributed and also because the variables are continuous. Table 5 shows the findings.

*Table 5: Correlation Matrix*

		<b>Implementation of strategic change</b>	<b>Organizational communication</b>
Implementation of strategic change	Pearson Correlation	1	
	Sig. (2-tailed)	.	
	Sig. (2-tailed)	.042	
Organizational communication	Pearson Correlation	.522	1
	Sig. (2-tailed)	.028	.

The study computed the constructs into single variables per factor by obtaining the averages of organizational communication. Pearson's correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The Table 5 indicates the correlation matrix between the organizational communication and implementation of strategic change at Medium Prisons in Kilifi County. As per Table 5, there is a positive correlation between implementation of strategic change at Medium Prisons in Kilifi County and organizational communication as illustrated by a coefficient of 0.522. Since the variable had p-values that was less than 0.05, this shows organizational communication was significant in determining the implementation of strategic change at Medium Prisons in Kilifi County.

## Multiple Regression

Multiple regression analysis was carried out to determine the effect of organizational communication on implementation of strategic change at Medium Prisons in Kilifi County. The findings were presented in Table 6, 7 and 8.

*Table 6: Model Summary*

Model	R	R Square	Adj. R Square	Std. Error of the Estimate
1	0.867	0.751	0.739	1.815

a. Predictors: (Constant), Organizational communication

Table 6 is a model fit which establish how fit the model equation fits the data. The adjusted R-Square value is 0.739, which indicates that Organizational communication explain 73.9% of the variation in the implementation of strategic change at Medium Prisons in Kilifi County.

*Table 7: Analysis of Variance*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	884.022	1	221.006	64.822	3.66E-25
Residual	293.209	89	3.409		
<b>Total</b>	<b>1177.231</b>	<b>90</b>			

a. Dependent Variable: Implementation of strategic change at Medium Prisons

b. Predictors: (Constant), Organizational communication

The results are shown in Table 7 which found that the model had predictive value and thus it was significant. This was because its p-value was less than 5%,  $p=3.66E-25$  and F-calculated (64.822) was significantly larger than the critical F value (2.4777).

Model coefficients provide unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the study variables. The results are captured in Table 8.

*Table 8: Regression Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	21.502	6.880		3.125	0.010
Organizational communication	0.618	0.230	0.512	2.687	0.021

a. Dependent Variable: Implementation of strategic change at Medium Prisons

As per the SPSS generated Table above, the equation ( $Y = \beta_0 + \beta_1X_1 + \epsilon$ ) becomes:

$$Y = 21.502 + 0.618X_1$$

The findings showed that if organizational communication was held constant at zero, implementation of strategic change at Medium Prisons in Kilifi County will be 21.502. The findings also revealed that a unit increase in the scores of organizational communications would

lead to a 0.618 increase in the scores of implementations of strategic change at Medium Prisons in Kilifi County. This variable was significant since the  $p\text{-value}=0.021<0.05$ . This is in accordance to Buya, Simba and Ahmed (2018) who found out that there was a positive and significant relationship between communication and strategy implementation.

## **Conclusions**

The study concluded that organizational communication had a significant effect on the implementation of strategic change at Medium Prisons in Kilifi County. They created some level of awareness in the firms. The study also concludes that the management at Medium Prisons in Kilifi County communicates what needs to be done hence creating a high performing culture.

## **Recommendations**

The management should constantly communicate on what needs to be done as this would create a high-performance culture and enable a great working environment that would enhance employee work enthusiasm. Leadership in Medium Prisons in Kilifi County is very critical in enhancing effective change process that promote productivity hence the management should effectively communicate about changes in operation of the prisons.

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