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Effect of Organization Culture on Performance of Selected Probation and After Care Service Stations in Rift Valley Region

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Abstract:

According to the probation service feedback report, probation and after care services have been facing performance challenges such as offenders absconding from probation work, offenders performing duties for others, and offenders colluding with supervisors to be placed on probation thus, the study sought to determine effect of organization culture on performance of selected probation and after care service stations in Rift Valley Region. The research was founded on Agency theory, and Institutional Theory. Descriptive research design was used in the study to collect information that could be analyzed, patterns extracted, and comparisons made. The study's target population consisted of 56 officers from the state department of probation in both Nakuru and Baringo County. The researcher used census technique to include all 56 targeted respondents. The questionnaire was used by the researcher to collect the primary data needed for the study. The pilot study was carried out in Kericho County, with 6 questionnaires distributed to probation officers representing 10% of the population. The instruments' dependability was determined by calculating the Cronbach's coefficient Alpha values. The data collected was quantitative in nature, and it was analyzed with descriptive and inferential statistics. The study concluded that there is a strong positive and significant relationship between organizational culture and performance of the Nakuru and Baringo County stations of the state department of probation ($r=0.567$, $P=0.018$). Based on the conclusion, the researcher recommended that the state department of probation maintain a clear line of communication between the various management levels. This assists firms in increasing productivity, increasing employee loyalty and morale, and making operations run more smoothly.

Keywords: Organization culture, performance, probation and after care service

1. Introduction

Performance is typically explicit and exceptional to an organization, as relying on key strategic decisions determines which performance estimates will mirror the hid exhibition idea (Steers, 2016). The performance perspective states about the outcome of a person's activity conduct, whereas the result perspective states about the activity individual's show to achieve a work. Performance also includes work unequivocal practices, which include key occupation obligations assigned to each worker in order to encourage the use of the strategy.

The performance of state corporations in Pakistan is measured using financial scales as well as non-monetary scales such as employee commitment and efficiency, organizational productivity, employee satisfaction, quality of service, and innovativeness (Al Damoe, 2016). The training and development provided by the state corporation builds capacity, which maximizes the performance of the corporations. Senior managers in Pakistani state corporations must ensure that adequate manpower is available at all times to provide both technical and social competence, as well as the ability to specialize in a department or a specific managerial position.

Most countries in Sub-Saharan Africa have implemented performance management contracts to negotiate employee performance targets. For example, in the spirit of New Public Management (NPM), the Nigerian government implemented performance contracting as a management tool to measures negotiated performance targets (Akaranga, 2015). It was expected that this would improve service delivery, resource utilization efficiency, the elimination of public agencies' reliance on exchequer funding, and instill accountability, thereby improving performance across government ministries (Akaranga, 2015).

The performance of Kenyan state corporations continues to be critical for the country's micro and macroeconomic development. The Kenyan government acknowledges that poor performance in the public sector, including state corporations, specifically in public resources management, has hampered the long-term economic growth realization (GoK, 2015). This is why the performance of these state corporations has piqued the interest of many stakeholders, including management practitioners, government, and the general public. This is due, in part, to a dwindling resource base and an increasing demand for public services (GoK, 2018). According to GoK (2018), some state corporations have a lack of human resources and institutional capacity to attract and retain the skills required to drive performance.

The Kenya Prisons Service (KPS) has put in place measures for ensuring things are done as planned and that organizational performance is improved in an attempted for strategy implementation achievement. The challenges they face range from the ones within the scope of the organization's mandate to those beyond capacity of the management to address. They have taken some steps to address the issues, including: through the Court Users Committee (CUC), which is comprised of court officials, the probation department, prisons and police, the overcrowding issue has been addressed by the KPS and has developed legislation in ensuring people with six months or less sentence are not imprisoned instead they serve their sentences in the community (Okombo, 2015).

According to the Ministry of Interior and National Government Coordination (2008), the Probation and After Care Service (PACS) is in charge of facilitating the oversight of criminal justice by preparing social inquiry reports to assist the courts in making decisions about sentencing, bail, and penal release. The department is also in charge of monitoring offenders on community service orders, probation orders, and other orders, re-integration, penal release licenses, and re-settlement of offenders back into the community, victim protection, advancement of rights and welfare, and participation in social crime prevention activities.

The State Department is responsible for administering non-custodial sentencing options through PACS. It is involved in criminal justice administration by writing advisory reports for courts and other penal release organs. PACS also oversee the rehabilitation and reintegration of offenders into the community and provide advice on the administration of justice. It is also responsible for the reintegration and resettlement of ex-offenders, as well as the promotion of social crime prevention and victim support services.

1.1. Statement of the Problem

Probation and after care service involve the supervision and rehabilitation of offenders serving non-custodial sentences, however the service has been accused of negligence with a report by the probation service feedback (2018), citing, among other things, a lack of resources for probation officers, offenders conspiring with supervisors for probation placement, offenders carrying out other's duties and probation work absconding. Such difficulties have contributed to the service's overall poor performance. According to a report published in 2016/2017, an external evaluation of the top ten and bottom ten government ministries based on performance achievement rated the service, among others, at 2.73 (good lower). Despite the term "good lower," probation and after-care service as a service provider was still regarded as having performed poorly.

Several studies on how organizational performance is impacted by strategy implementation practices have been conducted. For example, Zablon (2015) conducted research on strategic change management practices. Karaja (2016) conducted another study on strategy implementation practices and organizational performance. The study's findings revealed that strategy implementation was ineffective and faced challenges such as inadequate commitment from senior management and insufficient communication of the strategy to all employees. However, because the study concentrated on different organizations, there was a gap in probation and after-care services. As a result, the current research on how Nakuru County state department of probation' performance is affected by strategy implementation practices was necessary.

1.2. Hypothesis

There is no statically significant relationship between organization culture on performance of selected probation and after care service stations in Rift Valley Region.

2. Literature Review

2.1. Theoretical Review

The study was guided by two theories the agency theory and institutional theory. Agency theory was proposed in 1976. According to the theory, the operator follows up in the interest of the head and in order to propel the central's destinations. In an organization, it is a hypothesis clarifying principals - operators relationship. The operators are commonly the association's pioneers and supervisors at various levels. When the specialist agrees to embark on an endeavor in the interest of the head, they become liable to the head with whom they are bound. As a result, the specialists take care of the principals and their preferences, adjusting them in achieving the company's goals. The hypothesis is also depicted as the primary approach to dealing principals – specialists' relationship in execution the board. This theory was of relevance as it examined how organizational leaders (specialists) influence procedure usage and organizational performance. Finally, when leaders and managers share basic interests, organizational performance will improve because the specialist recognized and enthusiastically implemented the methodologies spread out by the leader.

Institutional theory was described by Meyer and Rowan in 1977 as an approach explaining how a company's structures are impacted by its environment. The reporting structures' complexity influences receipt and passing of information pertinent to strategy implementation. Scott (2001) states that, during strategy implementation, the developed procedures and policies govern flow of information and actions taken. The theory' concern is how organizational performance is affected by information flow. "Institution" here describes an organization's culture and its procedures and policies. Organizations with more restraining communication environments are outperformed by those with open and supportive communication environments where employees can easily access management (Guohui&Eppler 2011). For effective strategy implementation, communication is an important requirement, according to Lehtimäk and Karintau (2012).

The theory was critical for the research as it explained organizational structure' role, particularly communication structure, in determination of performance of an organization. It was discovered that flow of communication in a firm and organizational policies and culture correlated positively. Communication brought together external stakeholders and various sections and departments in harmonizing their ambitions for organizational goals that are common. Chances of deviating from the expected results were reduced by organizations which were capable of coordinating various resources towards implementation of a given strategy through communication.

2.2. Effect of Organization Culture on Organizational Performance

Kamaamia (2014) investigated how Kenya School of Monetary Studies (KSMS) performance is impacted by organizational culture. The population in the study was made up of 110 KSMS employees, with a stratified testing method used to select an example size of 80 respondents. This investigation was based on critical information gathered through an electronic survey sent to respondents. The investigation's findings revealed that the mean arranged measures, work situated measures, open framework culture, proficient situated measures, and realistic methodology both had a contribution to the relationship's importance. In any case, the investigation focused on a sample of 110 representatives and used stratified random sampling in selecting 80 respondents' sample, whereas the current investigation will target 56 respondents and will use a statistics system to collect information from each of the respondents.

Zhang (2016) conducted an experimental study on how organizational culture and organizational performance at a Chinese polytechnic college related. The 125-person sample was drawn from 25 projects. Interview schedule and a questionnaire were utilized in gathering vital information for the investigation. According to the audit, adhocracy and market culture have a positive impact on monetary execution and market execution, while family culture and pecking order culture have a negative impact on monetary execution and market execution, and adhocracy and market have a stronger impact on authoritative execution. However, because the study was conducted at a Chinese polytechnic university and used a survey sample, in the Kenyan context, the findings may not apply.

Omukanga (2015) directed an investigation at Aon Limited in Nairobi on how employee performance was affected by organizational culture. The investigation's findings revealed that the corporate culture, as expressed through fundamental beliefs, influences the presentation of representatives. This was due to the core corporate qualities' proximity broadly shared by association's individuals and consistently conveyed by the association's prompts the workers' urge to keep an association' fundamental beliefs are shown in the overall organizational execution. The study, however, only looked at organizational culture as a component of strategy implementation, leaving out other factors such as leadership, organizational structure, and motivation on organizational performance.

Kamau and Wanyoike (2018) investigated how Nairobi's Mayfair Gambling Club' performance is affected by organizational culture. The investigation included 360 workers at Mayfair Casino as residents. To consider an example of 108 workers, stratified irregular inspecting was used. The study's findings revealed that fulfillment, productivity, and adequacy are critical to Mayfair Casino's authoritative execution. The investigation assumed that corporate culture and authoritative exhibition related strongly and positively. Nonetheless, the research concentrated on the impact of organizational performance on culture of values and norms, culture of teamwork, culture of employees, and culture of leadership. The current research concentrated on how organizational performance was affected by organizational structure, organizational culture, and motivation.

Ahmed and Shafiq (2014) attempted to investigate how organizational culture impacts hierarchical execution: a contextual investigation in the telecom industry. A survey was used to collect information from 22 respondents using quantitative methodology. The findings show that all aspects of life have an impact on the alternative point of view of authoritative execution. The findings also show that vulnerability evasion is prevalent in these organizations, and jobs and techniques are clearly defined. The findings revealed that these organizations are characterized by high manliness, implying that the leaders are viable, increasingly confident, result oriented, and value the end result. However, the study concentrated on organizational culture as a component of strategy implementation in telecommunications firms. The current study will concentrate on leadership, organizational structure, and motivation as organizational performance components in the probation department.

2.3. Research Gap Summary of Reviewed Literature

Kamaamia, (2014) how Kenya School of Monetary Studies (KSMS) performance is impacted by organizational culture. The study findings revealed that mean arranged measures, work situated measures, open framework culture, proficient situated measures, and realistic methodology both had a contribution to the relationship's importance. However, the Kamaamia's (2014) study targeted a sample of 110 employees and utilized stratified random sampling in selecting an 80 participants sample, whereas the current study will target 56 respondents and will collect data from all respondents using a census technique. The current study addressed the identified gap by focusing specifically on strategy implementation practices and performance of selected probation and after care service stations in Kenya.

2.4. Conceptual Framework

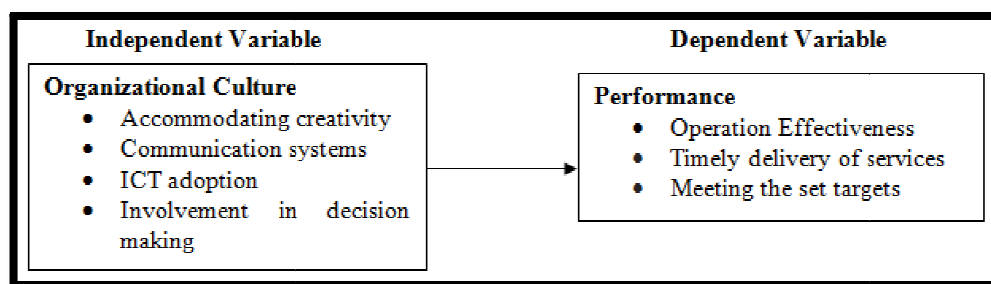


Figure 1: Conceptual Framework

3. Research Methodology

The descriptive research design was employed as it was suitable for collecting data on the effect of strategy implementation practices on the performance of the Rift Valley Region's state department of probation. The study's target population 56 probation officers drawn from four Nakuru county probation offices, sixteen Nakuru probation stations, twelve Naivasha probation stations, eight Molo probation stations, two Baringo County Probation offices, seven Eldama Ravine probation stations, and seven Kabarnet probation station. Considering the smallness of the target population, to incorporate all the 56 targeted participants, the researcher used census technique. The researcher personally delivered the research questionnaires to the respondents. The pre-test was carried out in Kericho County, where six questionnaires were distributed to probation officers. To determine the instruments' internal consistency, Cronbach's coefficient Alpha was utilized. The information gathered in this study was quantitative in nature. Following data collection, data cleaning was performed. The data was then coded and entered into the SPSS software application. To describe the characteristics of study variables, descriptive statistics (standard deviation and mean) were computed.

4. Findings

4.1. Response Rate

The chapter focuses on data analysis, results presentation and discussion of the findings. The study thus administered 56 questionnaires for data collection. However, 50 questionnaires this represented 89 percent overall successful response rates. Respondents were also assured of confidentiality of the information provided.

4.2. Duration of Service

Information regarding respondents working duration in their company was sought and findings displayed below.

Duration of Service	Frequency	%age (%)
< 1 Years	0	0
1-5	9	18
6-10	27	54
> 10 Years	14	28
Total	50	100

Table 1: Service Duration
Source: Research Data (2021)

According to table 4.5, 18% of the participants had worked for the organization for less than 1-5 years, 6-10 years (54%), and more than 10 years had 28%. It meant that majority had been in the organization for 6-10 years. Employee experience is perceptions workers have regarding their work experiences as a result of interactions with the organization. A feeling of being part of something meaningful and special and that their contribution is important in a company is given to workers by a positive employee experience.

4.3 Organization Culture on Organization Performance

Organization culture	Min	Max	N	Mean	Std
Accommodating creativity enhance the performance of state department of probation	1	5	50	4.22	0.453
Communication systems are key in the performance of state department of probation	1	5	50	4.46	0.321
Adoption of ICT enhance the performance of state department of probation	1	5	50	4.20	0.432
Involving employee in key decision positively affect the performance of state department of probation	1	5	50	4.02	0.521
The organization create a sense of responsibility among the employee which positively affect the performance of state department of probation	1	5	50	4.26	0.231

Table 2: Organization Culture on Organization Performance

Source: Research Data (2021)

According to the findings in table 2, the majority of participants (mean=4.22; standard deviation=0.453) agreed that accommodating creativity improves the performance of the state department of probation. Furthermore, the majority (stddev= 0.321mean=4.46) believe that communication systems are critical in the performance of the state department of probation. Furthermore, it was agreed with a (mean= 4.20; standard deviation=0.432) that the use of ICT improves the state probation department's performance. Based on the results, the majority of respondents (mean=4.02; standard deviation=0.521) agreed that involving employees in key decisions positively affects the performance of the state department of probation. Based on the results, the majority (mean=4.26; standard deviation=0.231) agreed that the organization fosters a sense of responsibility among employees, which improves the performance of the state department of probation.

An organizational culture that is successful brings its people together and keeps them aligned. Various perspectives can come together with a common goal if the culture is clear. In an organization, organizational culture can potentially act as a unifying force. This is especially true for new employees who have considerably thought of the culture type they are going into (Emma, 2015). A variety of organizational processes, performance and employees are significantly impacted by organizational culture. The study also concluded that organizational culture is a significant long-term competitive advantage source in organizations (Bundi, 2014).

4.4. Performance of State Department of Probation

The researcher sought to establish the state department of probation's performance in Nakuru and Baringo County stations. Table 3 displays the findings

Performance of State Department of Probation	Min	Max	N	Mean	Std
Employees are satisfied by the working conditions	1	5	50	4.177	0.912
The institutions can timely deliver the probation and aftercare services	1	5	50	3.984	1.032
The probation officers' reports are availed on time	1	5	50	4.145	0.921
The courts are satisfied by the quality of probation officers reports	1	5	50	4.563	0.608

Table 3: Performance of State Department of Probation

Based on the findings in Table 3 (82%) of participants agreed with a (mean=4.177; stddev= 0.912) they were satisfied with the working conditions. The findings further indicated that (80%) of participants were in agreement with a (mean =3.984; stddev=1.032) that the institutions are capable of providing probation and aftercare services on time. The study findings are consistent with the findings of Bakotic and Babic (2013), who discovered that overall job satisfaction between employees working in normal working conditions and those in difficult working conditions did not have any statistically significant difference; compared to employees in difficult working conditions, those in normal working conditions are more satisfied with working conditions.

Furthermore, (95%) of respondents agreed with a (mean= 4.145; standard deviation=0.921) that probation officers' reports are available on time. Furthermore, the majority (95 %) were in agreement with a (stddev=0.608; mean=4.563) that the quality of probation officers' reports is satisfactory to the courts. Probation departments enable the transfer of what has been determined to contribute to success into the day-to-day use of supervision, (Brittany, 2015).

4.5. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Organization Culture	.233	.081	.245	2.877	.006

Table 4: Regression Coefficients

Dependent Variable: Performance of state department of probation in Nakuru and Baringo County stations

The goal was to determine organizational culture impacts selected probation and aftercare service stations' performance in the Rift Valley Region. The study aimed to test the hypothesis: H02: Organizational culture does not have significant effect on the performance of selected probation and after care service stations in the Rift Valley Region. According to the results, the p-value was 0.006, it is less than the 0.05 level of significance. As a result, the study rejects the null hypothesis (H02) and a conclusion made that performance of selected probation and after care service stations in the Rift Valley Region is not significantly affected by organizational culture. Holding other independent variables constant, the findings showed that a 0.233 improvement in the performance of selected probation and after care service stations in the Rift Valley Region would be as a result of a unit increment in organizational culture. According to the findings, performance and more particularly, employee performance is directly impacted directly by organizational culture. These issues are addressed by a healthy culture by striking the right balance based on the values of an organization.

$$Y = 2.026 + 0.233X_2 + \varepsilon$$

5. Conclusion and Implication

According to the study's findings, organizational culture and performance of state department of probation stations in Nakuru and Baringo County positively and significantly related ($r=0.567$, $P=0.018$). It was also agreed that the use of ICT would improve the performance of the state probation department. Involving employees in key decisions improves the performance of the state probation department. In the success and well-being of the organization, its employees, and its clients, organizational culture is critical. So, it's helpful to spend time considering why your company's culture is the way it is, and why it's important that it stays that way (or changes).

The study concluded that involving employees in key decisions improves the state probation department's performance. It was concluded that the organization instills a sense of responsibility in its employees, which improves the performance of the state probation department. Involving employees in key decisions improves the state probation department's performance. Furthermore, accommodating creativity improves the performance of the state probation department. The study also concluded that communication systems are critical in the performance of the state probation department.

Based on the results, the researcher recommended that the state department of probation maintain a clear line of communication between the various management levels. This will assist firms in increasing productivity, increasing employee loyalty and morale, making operations run more smoothly, and, as a result, increasing customer satisfaction. Proper communication aids in the detection of risks during strategy implementation.

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