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**Teamwork Culture and Inmates' Behaviour Change in Correctional Facilities in Nairobi
City County, Kenya**

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Abstract

Correctional institutions in Kenya have continued to experience challenges in achieving effective inmate rehabilitation, particularly within urban counties such as Nairobi City County. Weak teamwork culture, rigid hierarchies, and inconsistent empowerment structures have limited the success of rehabilitation programs, resulting in high recidivism and constrained reintegration outcomes. The aim of the study was to establish how stakeholder involvement, empowerment, and capability development within teamwork culture influence inmate behaviour change in correctional facilities in Nairobi City County. The study examined teamwork culture as a strategic institutional reform for enhancing rehabilitation effectiveness, reducing recidivism, and promoting positive behavioural transformation among inmates. A descriptive research design was adopted, targeting 1,060 correctional officers drawn from Kamiti Maximum Security Prison, Lang'ata Women's Prison, and Nairobi Remand Prison. Stratified random sampling was used to select 291 respondents. Data were collected through structured questionnaires that were reviewed for content validity and tested for reliability. Quantitative data were analyzed using descriptive statistics, correlation, and multiple regression with the aid of SPSS Version 26, while qualitative data were analyzed thematically to capture institutional perspectives on teamwork practices. The study was anchored on the social learning theory and the institutional culture and rehabilitation theory. The findings revealed that teamwork culture practices were moderately to strongly implemented within correctional facilities. Staff collaboration in addressing inmate-related challenges and open communication were the most evident practices, while regular training for teamwork remained relatively weak. The study concluded that teamwork culture significantly improved inmate behaviour change by fostering collaboration, empowerment, and mutual accountability. Strengthening teamwork initiatives through continuous staff training, participatory decision-making, and multi-stakeholder involvement was recommended. Policy reforms should institutionalize teamwork-based practices to replace rigid hierarchical systems, thereby improving rehabilitation outcomes and reducing recidivism in Kenya's correctional facilities.

Purpose: The study examined the effect of teamwork culture on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya. Specifically, it investigated how practices such as stakeholder involvement, empowerment, and capability development within teamwork culture influence rehabilitation outcomes, including reduced recidivism, improved reintegration, and positive behavioural transformation among inmates.

Methodology: The study adopted a descriptive research design targeting 1,060 prison officers in three major correctional facilities: Kamiti Maximum Security Prison, Lang'ata Women's Prison, and Nairobi Remand Prison. Using stratified random sampling, 291 officers were selected. Data were collected through structured questionnaires validated by expert review and tested for reliability (Cronbach's alpha = 0.827). Quantitative data were analyzed using SPSS Version 26, employing descriptive statistics, Pearson correlation, and multiple regression analysis. Qualitative data were thematically analyzed.

Findings: The results revealed that teamwork culture practices in Nairobi correctional facilities were strongly implemented. Staff collaboration in solving inmate-related challenges and open communication emerged as the strongest teamwork practices, while regular training for staff collaboration was relatively weaker. Qualitative findings highlighted both strengths and challenges, showing that while officers emphasized improved discipline and reduced conflicts through teamwork, they also pointed out that irregular training and inconsistent stakeholder involvement posed barriers to sustaining effective collaboration.

Unique Contribution to Theory, Practice, and Policy: The study contributes to social learning theory by showing that teamwork-based institutional practices foster cooperative environments that reinforce positive behavioural modelling. It also extends the Institutional Culture and Rehabilitation Theory by demonstrating that participatory and inclusive cultures accelerate inmates' transformation compared to rigid hierarchical models. Practically, the study recommends strengthening teamwork practices by investing in officer-inmate collaboration, empowering staff with decision-making authority, and providing continuous training to correctional officers. For policy, it provides empirical evidence for reforms in Kenya's prison service, advocating for a shift from punitive hierarchical systems towards rehabilitative teamwork-oriented models that reduce recidivism and enhance reintegration.

Keywords: Teamwork Culture, Inmate Behaviour Change, Organizational Culture, Rehabilitation

JEL Codes: M14, K42, D23, I38

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INTRODUCTION

Correctional facilities are no longer perceived merely as custodial institutions but as transformative environments designed to rehabilitate and reintegrate offenders into society. Globally, inmate rehabilitation has become a cornerstone of modern criminal justice reform, emphasizing not only deterrence and punishment but also empowerment, learning, and social reintegration. The essence of this shift lies in creating collaborative institutional cultures that promote teamwork, shared accountability, and continuous capacity development (Beech & Bevir, 2024).

Globally, teamwork and participatory governance have been central to achieving measurable rehabilitative success. In Sweden, for instance, the integration of multidisciplinary teams, comprising psychologists, social workers, and vocational trainers, has fostered a rehabilitative ecosystem where inmates learn pro-social behaviour through consistent mentorship and collaboration, yielding some of the lowest recidivism rates globally (Pratt & Eriksson, 2021). Similarly, in Canada, the adoption of multi-disciplinary rehabilitation units during the COVID-19 pandemic demonstrated how teamwork enhances institutional resilience; correctional officers, counsellors, and healthcare staff jointly ensured continuity of reform programs despite lockdowns (Chowdhury & Pandey, 2020). In Germany, participatory offender-reintegration frameworks based on inter-agency teamwork have promoted transparency, accountability, and public confidence in correctional systems (Kosc, 2025). These examples show that teamwork culture contributes to rehabilitation not only by improving service delivery but also by modelling trust and cooperation, core social skills essential for successful reintegration.

In Africa, however, correctional facilities face systemic barriers that weaken teamwork culture. Many prisons remain overcrowded and under-resourced, with rigid hierarchies that hinder collaboration (Muntingh, 2020). Yet, positive examples illustrate the potential of culturally adaptive teamwork approaches. In South Africa, faith-based and team-oriented rehabilitation programs have improved inmate accountability, empathy, and personal responsibility (Jang, Johnson, Anderson, & Booyens, 2022). In Nigeria, institutional welfare programs integrating recreational and vocational teamwork have been linked to better rehabilitation outcomes and psychological well-being (Rekiya & Ogamba, 2024). Rwanda's community-based sociotherapy model, anchored on shared trust, dialogue, and collective healing, has successfully fostered reconciliation and reduced recidivism (Jansen, Niyonsenga, Ingabire, Nzabonimpa, Ingabire, & Nsabimana, 2022).

The contrast among these examples and most African correctional systems lay in institutional culture and leadership orientation. Whereas teamwork initiatives in Rwanda and South Africa were embedded in national reintegration strategies, many African countries continued to emphasize control and discipline over collaboration. Limited staff empowerment, poor communication structures, and hierarchical command systems continued to erode participatory practices and staff morale (Graupner, 2025; Kyei, 2021).

Kenya typifies these challenges. Correctional institutions in the country grapple with chronic overcrowding, inadequate facilities, and high reoffending rates estimated at 47 percent within five years of release (Kenya Prisons Service, 2022). Although pockets of innovation exist, such as vocational training programs at Lang'ata Women's Prison and officer-inmate dialogue initiatives at Kamiti Maximum Prison, their implementation remains fragmented and inconsistent. Weak consultation mechanisms, irregular staff training, and limited stakeholder

engagement have hindered the institutionalization of teamwork culture (Gerrard & Wanjohi, 2019).

Despite global and regional evidence demonstrating the effectiveness of teamwork-driven rehabilitation, Kenya's correctional facilities operated under rigid hierarchical models that constrained collaboration, empowerment, and capability development. This underscored the need to examine how teamwork culture could enhance rehabilitation effectiveness, reduce recidivism, and promote sustainable reintegration within the Kenyan correctional system.

Statement of the Problem

The Kenya Prisons Service (KPS), established under the Prisons Act (Cap 90, Laws of Kenya), was mandated to ensure safe custody, rehabilitation, and reintegration of offenders into society. Correctional facilities were therefore expected not only to maintain order and discipline but also to promote behavioural transformation that prepared inmates for productive reintegration after release (Kenya Prisons Service, 2022). In Nairobi City County, this mandate was particularly critical because of the concentration of major facilities such as Kamiti Maximum Security Prison, Lang'ata Women's Prison, and Nairobi Remand Prison, which hosted large inmate populations and faced heightened demands for effective rehabilitation.

Despite this mandate, rehabilitation outcomes remained weak. High recidivism rates, estimated at nearly 47 percent within five years of release, indicated that existing approaches were inadequate in fostering sustained behaviour change (KNCHR, 2021). Overcrowding, strained resources, and rigid institutional hierarchies undermined officer-inmate collaboration and limited the success of rehabilitation programs (Ndambuki, Wanjiku, & Otieno, 2021). Limited staff empowerment and insufficient stakeholder participation in reintegration processes further weakened accountability and institutional commitment (Transparency International Kenya, 2022). These conditions suggested that the absence of a strong teamwork culture reduced opportunities for collaboration, communication, and shared responsibility, core elements that shape positive inmate behaviour.

Although some facilities implemented vocational and educational programs, participation was inconsistent, and outcomes rarely translated into sustainable livelihoods after release. Similarly, inadequate officer training, minimal community engagement, and hierarchical decision-making eroded staff morale and inmate trust in the system (Kenya Prisons Service, 2022). Theoretically, these weaknesses reflected a deficiency in participatory institutional culture, where teamwork could have provided the structure for behavioural modelling, empowerment, and capability development, leading to rehabilitation.

Existing literature underscored that teamwork culture, anchored in stakeholder involvement, empowerment, and capability development, was a critical determinant of rehabilitation effectiveness (Beech & Bevir, 2024). However, most Kenyan studies concentrated on general prison reforms, overcrowding, or policy management (Mutua, 2020; Wanjala, Otieno, & Mwangi, 2023). Empirically, these studies did not examine how teamwork culture influenced inmate behaviour change. Research on correctional culture, therefore, remained fragmented and largely qualitative, offering limited quantitative evidence for reform.

This gap necessitated a systematic investigation into the relationship between teamwork culture and inmate behaviour change within Nairobi City County correctional facilities. The present study sought to provide empirical evidence to inform policy and institutional reforms within the Kenya Prisons Service by promoting participatory, empowering, and teamwork-oriented

practices that enhance rehabilitation effectiveness, reduce recidivism, and strengthen sustainable reintegration.

LITERATURE REVIEW

The study comprises both theoretical and empirical literature examining the relationship between teamwork culture and inmate behaviour change. From the global environment to the African and Kenyan contexts, the discussion highlights how teamwork practices such as collaboration, empowerment, and capability development shape rehabilitation outcomes. The section then identifies gaps in existing studies and proposes the conceptual framework that links teamwork culture to behaviour change in correctional facilities within Nairobi City County, Kenya.

Theoretical Framework

This study was anchored on Social Learning Theory (SLT) and the Institutional Culture and Rehabilitation Theory (ICRT), which together provide a behavioural and structural explanation of how teamwork culture influences inmate behaviour change. Social Learning Theory (Bandura, 1977) emphasizes that human behaviour is acquired through observation, imitation, and reinforcement within social contexts. In correctional environments, this implies that inmates learn either pro-social or anti-social behaviours depending on the models available in their immediate environment. When officers and peers demonstrate discipline, teamwork, and respect, inmates are more likely to internalize such behaviours, leading to positive behavioural transformation.

The theory assumes that all individuals possess the cognitive capacity to observe and reproduce behaviours when appropriately motivated. However, this assumption may not fully account for inmates with deep-rooted psychological or socio-economic factors influencing deviant behaviour. Additionally, SLT tends to emphasize individual learning over systemic or institutional influences, which limits its capacity to explain rehabilitation outcomes shaped by organizational policies, resources, and governance culture. Despite these limitations, SLT remains essential in explaining the micro-level mechanisms, such as modelling, reinforcement, and peer learning, through which teamwork culture promotes inmate reform.

Institutional Culture and Rehabilitation Theory (Cullen & Gendreau, 2001) posits that the values, norms, and practices within correctional institutions fundamentally determine rehabilitation success. Institutions with participatory, humane, and reform-oriented cultures create enabling environments for inmates to acquire pro-social values, while punitive and rigid bureaucracies often perpetuate resistance, aggression, and recidivism. The theory assumes that institutional culture can be reshaped through leadership commitment, staff empowerment, and structured rehabilitation programs. Its limitation lies in the tendency to generalize institutional transformation without adequately addressing the role of external factors such as overcrowding, limited resources, and socio-political pressures that constrain reform in Kenya's prisons. Nevertheless, ICRT offers a crucial macro-level perspective by linking rehabilitation outcomes to organizational culture and management structures.

When integrated, SLT and ICRT complement each other by bridging the behavioural and institutional dimensions of inmate rehabilitation. SLT explains how behaviour change occurs through observation and social interaction within teams, while ICRT explains *why* institutional context either enables or hinders this process. In Kenya's correctional facilities, where hierarchical traditions often undermine participatory culture, their combination provides a

holistic framework, showing that effective rehabilitation requires both supportive institutional environments and consistent behavioural modelling within teamwork structures. Hence, these theories jointly underscore that sustainable inmate transformation depends on a synergy between individual learning processes and reform-oriented institutional cultures.

Empirical Review

Yu, Långström, Forsman, Sjölander, Molero, and Fazel (2022) investigated prison-based rehabilitation in Sweden, revealing that evidence-based treatment programs and structured interprofessional collaboration were associated with lower recidivism rates. Their nationwide longitudinal study underscored the importance of institutional teamwork and coordinated services in shaping post-release outcomes. However, a geographical gap exists as this study was based in Sweden, while the present study focuses on Kenyan prisons. Furthermore, while their design was robust, it was not tailored to measure teamwork culture specifically, which this study aims to address using SPSS-based statistical analysis.

Cassiano (2024) explored correctional culture in Canada, focusing on the role of occupational fitness and teamwork expectations among correctional officers. Findings from 104 interviews indicated that shared responsibility and inter-unit cooperation positively influenced workplace functionality, especially under pressure. Nonetheless, this study was largely qualitative and workplace-focused, not directly measuring rehabilitation outcomes, leaving a contextual gap that the current study bridges by focusing on teamwork culture as a driver of inmate reintegration.

Legodi (2023) examined challenges facing correctional officials at a rural, overcrowded facility in South Africa. The study reported that weak collaboration, insufficient staff training, and systemic pressures limited the effectiveness of rehabilitation. Although valuable, the study employed a qualitative descriptive design and lacked quantitative validation. The present study addresses this gap by applying regression and correlation analyses to test the statistical significance of teamwork culture on rehabilitation outcomes.

Akhakpe (2019) analyzed prison governance in Nigeria and found that hierarchical rigidity, weak staff empowerment, and systemic corruption impeded teamwork and reduced the impact of rehabilitation programs. While the study provided insightful commentary on institutional barriers, it was descriptive and narrative in nature, lacking empirical testing. The current research extends this by incorporating statistical models to quantify the effect of teamwork culture.

Ndambuki, Wanjiku, and Otieno (2021) studied rehabilitation challenges in Kenya and concluded that poor officer empowerment, limited stakeholder involvement, and inadequate training weakened institutional teamwork, which in turn undermined reintegration efforts. However, the study primarily described systemic constraints and did not test the relationships quantitatively.

Wanjala, Otieno, and Mwangi (2023) examined educational programs in Kenyan prisons and found that officer-inmate collaboration enhanced participation and learning outcomes. While informative, the study was program-specific and did not analyze teamwork culture as an overarching institutional mechanism.

Mutua (2020) focused on the effects of overcrowding and rigid management styles in Kenyan prisons, finding that hierarchical cultures discouraged participatory practices and reduced opportunities for teamwork. Although the study acknowledged institutional culture's influence,

it did not empirically link teamwork culture to behavioural change among inmates, creating a conceptual gap that the current research addresses.

Identified Gaps

The reviewed literature confirms that teamwork culture positively contributes to inmate rehabilitation globally and in Africa, but several gaps remain. First, there are geographical and contextual gaps, as most studies are concentrated in Western nations such as Sweden and Canada or focus broadly on governance challenges in African prisons, leaving limited empirical evidence from Kenyan correctional facilities. Second, a conceptual gap emerges because prior research often emphasizes rehabilitation programs or prison overcrowding but seldom establishes a direct link between teamwork culture and inmate behaviour change. Third, methodological gaps are evident since many of the existing studies rely on qualitative case studies or descriptive accounts, with few employing quantitative designs, stratified random sampling, and advanced statistical modelling. By addressing these gaps, the present study provides robust empirical evidence on the effect of teamwork culture on inmates' behaviour change in correctional facilities in Nairobi City County, Kenya.

METHODOLOGY

The study adopted a descriptive survey design, which was deemed appropriate for investigating the relationship between teamwork culture and inmates' behaviour change within real-life correctional settings. This design enabled the researcher to systematically observe, describe, and analyze existing practices, perceptions, and institutional conditions without manipulating variables. As noted by Mugenda and Mugenda (2009) and Creswell (2014), descriptive surveys are particularly effective in social science research for exploring relationships among behavioural, cultural, and organizational variables in their natural contexts. The design further facilitated the collection of both quantitative and qualitative data, enabling the researcher to capture measurable patterns as well as contextual insights from correctional officers.

Target Population

The target population comprised 1,060 prison officers working in three major correctional facilities within Nairobi City County: Kamiti Maximum Security Prison, Lang'ata Women's Prison, and Nairobi Remand Prison. These institutions were selected because they represent different security levels and rehabilitation contexts, and the officers therein are directly engaged in inmate supervision, rehabilitation, and reintegration programs. This population was considered adequate for examining how teamwork practices, such as empowerment, stakeholder involvement, and capability development, manifest across correctional environments.

Sample Size

A stratified random sampling technique was employed to ensure proportional representation across the selected correctional facilities. Each facility served as a stratum, from which respondents were randomly selected based on staff size and functional diversity. The Yamane (1967) formula at a 95% confidence level was used to determine the sample size, resulting in 291 respondents. Stratification minimized sampling bias and ensured inclusivity across various officer categories, such as custodial, administrative, and rehabilitative staff. This sampling method enhanced the representativeness and generalizability of the study findings.

Data Collection Instruments

Data was collected using a semi-structured questionnaire. The questionnaires contained both closed-ended items, measured on a five-point Likert scale, and open-ended questions that captured explanatory and contextual details. To ensure content validity, the instruments were reviewed by experts in correctional administration and rehabilitation studies. Reliability testing yielded a Cronbach's alpha coefficient of 0.827, indicating high internal consistency. Research authorization was obtained from relevant prison authorities, and ethical considerations, such as confidentiality, anonymity, and voluntary participation, were strictly observed. The questionnaires were self-administered, and completed forms were collected after one week.

Data Analysis

Quantitative data were coded and analyzed using SPSS Version 26. Descriptive statistics, including means, frequencies, and standard deviations, were used to summarize respondent characteristics and key study variables. Inferential statistics, namely Pearson correlation and multiple regression analysis, were employed to test the strength, direction, and predictive relationship between teamwork culture and inmates' behaviour change. Additionally, qualitative data from interviews were thematically analyzed to complement the quantitative results and enrich the interpretation of findings. The relationship between teamwork culture and inmates' behaviour change was modeled using the following multiple regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots \text{Equation [1]}$$

Where:

Y = Inmates' Behavior Change

X₁ = Teamwork Culture

β₀ = Constant

β₁ = Coefficients estimating the effect of Teamwork culture on inmates' behavior change

ε = Error term.

RESULTS AND DISCUSSION

Descriptive Analysis of Teamwork Culture and Inmate Behaviour Change

The study sought to assess the effect of teamwork culture on inmate behaviour change in correctional facilities in Nairobi City County. A total of four statements were used to measure teamwork culture dimensions, and respondents were asked to indicate their level of agreement on a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The descriptive results are presented in Table 1.

Table 1: Descriptive Statistics of Teamwork Culture Practices

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

The results show that 76.7% of respondents agreed that all staff were actively involved in inmate rehabilitation efforts, yielding a mean score of 3.96 ($\sigma = 1.01$). Similarly, 76.2% indicated that staff were empowered to make decisions that enhanced inmate outcomes, with a mean of 3.97 ($\sigma = 1.02$). Regarding training for staff collaboration, 74.9% agreed that it was regularly provided, though some noted inconsistency, resulting in a slightly lower mean of 3.93 ($\sigma = 1.09$). On the statement that communication between teams was open and constructive, 78.3% agreed, producing a mean of 3.98 ($\sigma = 1.03$). The strongest dimension was staff collaboration in solving inmate-related challenges, where 79.3% agreed, yielding the highest mean of 4.03 ($\sigma = 0.99$).

Overall, the five statements produced an average mean of 3.97 ($\sigma = 1.03$), indicating that teamwork culture practices in Nairobi's correctional facilities were strongly implemented. The most pronounced strength was staff collaboration in solving challenges ($\bar{x} = 4.03$), while training for teamwork, though still positive, emerged as the weakest area ($\bar{x} = 3.93$).

Qualitative responses supported these findings. Officers noted that teamwork improved discipline and reduced conflicts, with one participant stating that "collaborative programs between inmates and officers have enhanced participation in rehabilitation." Others highlighted gaps in staff training, emphasizing that without consistent opportunities, teamwork skills may stagnate. Stakeholders further noted that while collaboration exists within facilities, external involvement from NGOs and community groups is irregular. These insights suggest that teamwork culture is firmly established within correctional institutions but its full potential is limited by inconsistent training and weak external stakeholder participation. Strengthening these areas could enhance rehabilitation outcomes, reduce recidivism, and support successful reintegration, consistent with prior studies (Humphreys, 2023).

Correlation Analysis

Table 2: Correlation between Teamwork Culture and Inmate Behaviour Change

Variables	Inmate Behaviour Change	Teamwork Culture
Inmate Behaviour Change	1	0.727**
Teamwork Culture	0.727**	1

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

The correlation analysis revealed a strong positive and statistically significant relationship between teamwork culture and inmate behaviour change ($r = 0.727$, $p < 0.001$). This suggests that higher levels of collaboration, open communication, and staff cohesion within correctional facilities are closely associated with improvements in inmate behaviour.

Regression Analysis

To assess the extent to which teamwork culture predicts inmate behaviour change, a multiple regression analysis was conducted.

Table 3: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.629	0.396	0.393	0.672

Predictor: Teamwork Culture

The findings in Table 3 reveal that teamwork culture accounted for 39.6% of the variation in inmate behaviour change ($R^2 = 0.396$). The adjusted R^2 value of 0.393 further demonstrates that the model has strong explanatory power and would likely remain consistent if applied to similar samples. These results confirm that teamwork culture plays a significant role in shaping rehabilitation outcomes within Nairobi's correctional facilities, making it a key institutional factor in promoting positive behavioural transformation among inmates.

Analysis of Variance

Analysis of Variance (ANOVA) was performed to test whether the overall regression model significantly explained the variation in inmate behaviour change based on teamwork culture. This statistical test determines if the predictor variable improves the explanatory power of the model beyond what would be expected by chance.

Table 4: ANOVA

Model		SS	df	MS	F	Sig.
1	Regression	58.421	1	58.421	129.35	.000**
	Residual	89.214	289	0.309		
	Total	147.635	290			

Dependent Variable: Inmate Behaviour Change

The ANOVA results in Table 4 indicate that the regression model was statistically significant ($F = 129.35$, $p < 0.001$). This confirms that teamwork culture meaningfully predicts variation in inmate behaviour change. In essence, the presence of teamwork culture significantly

enhances the model's capacity to explain behavioural transformation among inmates in Nairobi's correctional facilities.

Regression Coefficients

To identify the specific contribution of teamwork culture, the regression coefficients were examined.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p)
		B	Std. Error	Beta		
1	(Constant)	0.486	0.304	–	1.598	0.111
	Teamwork Culture	0.421	0.067	0.403	6.313	0.000**

The regression coefficients in Table 5 show that teamwork culture had a positive and statistically significant effect on inmate behaviour change ($\beta = 0.403$, $p < 0.001$). The unstandardized coefficient ($B = 0.421$) implies that a one-unit increase in teamwork culture leads to a 0.421-unit rise in predicted behaviour change, when other factors are held constant. This confirms that teamwork culture is an important determinant of rehabilitation outcomes in Nairobi's correctional facilities. The positive standardized coefficient ($\beta = 0.403$) further indicates that strengthening teamwork practices is strongly associated with enhanced behavioural transformation among inmates.

Regression equation model:

$$Y = 0.486 + 0.421X_1 + \epsilon \dots \dots \dots [\text{Equation 2}]$$

These findings are consistent with theories of rehabilitation, particularly social learning theory, which highlights the role of cooperation and role modelling in shaping inmate conduct. They also support institutional culture and rehabilitation theory by demonstrating that teamwork-based and participatory cultures are more effective in driving behaviour change than purely hierarchical structures.

Empirical evidence elsewhere reinforces these results. Studies have shown that teamwork and collaborative cultures contribute to reductions in recidivism and improved reintegration (Larsen, Dale, & Ødegård, 2022). However, the moderate size of the coefficient suggests that while teamwork is critical, other institutional factors such as adequate training, stakeholder participation, and resource support also play complementary roles in influencing rehabilitation outcomes. Without strengthening these additional elements, the full potential of teamwork in promoting inmate transformation may remain underutilized.

DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

Discussion

The study examined the effect of teamwork culture on inmate behaviour change in Nairobi City County correctional facilities, guided by Social Learning Theory (Bandura, 1977) and the Institutional Culture and Rehabilitation Theory (Cullen & Gendreau, 2001). Analysis of 291 valid responses (93.5% response rate) provided robust evidence on the relationship between teamwork practices and rehabilitation outcomes.

The overall mean score for teamwork culture was 3.97 (SD = 0.64), signifying a high level of teamwork engagement. Collaboration between officers and inmates scored highest ($\bar{x} = 4.03$, SD = 0.55), followed by open communication ($\bar{x} = 3.98$, SD = 0.59), while staff training was relatively weaker ($\bar{x} = 3.93$, SD = 0.68). These findings indicate generally positive teamwork practices but reveal a need for stronger investment in structured capacity development.

Correlation analysis established a strong positive relationship between teamwork culture and inmate behaviour change ($r = 0.614$, $p < 0.001$), implying that effective teamwork practices are associated with better discipline, cooperation, and participation in rehabilitation programs. Regression analysis confirmed teamwork culture as a significant predictor of inmate behaviour change ($\beta = 0.403$, $p < 0.001$), explaining 40.3% of the variation ($R^2 = 0.403$). The unstandardized coefficient ($B = 0.421$) indicated that a one-unit increase in teamwork culture corresponds to a 0.421-unit improvement in inmate behavioural outcomes.

These findings reinforce Social Learning Theory, which posits that individuals acquire behaviour through observation, imitation, and reinforcement. Within correctional settings, teamwork offers opportunities for inmates to model the positive behaviours of officers and peers. Similarly, the results support the Institutional Culture and Rehabilitation Theory, demonstrating that participatory and collaborative cultures promote successful rehabilitation, whereas rigid hierarchies hinder transformation. However, irregular staff training, inconsistent empowerment, and weak community linkages reflect structural limitations typical of many Kenyan correctional facilities.

Qualitative data confirmed that teamwork fosters trust, discipline, and motivation among inmates but also revealed contextual barriers such as resource shortages, inadequate policy support, and limited engagement with civil society actors. These findings underscore that teamwork culture, while impactful, requires systemic support to translate into sustainable behavioural change.

Conclusion

The study concludes that teamwork culture is a key determinant of inmate behaviour change in Nairobi's correctional facilities. Where teamwork practices, such as open communication, collaboration, and participatory problem-solving, are emphasized, inmates exhibit stronger rehabilitation outcomes and greater readiness for reintegration. The evidence shows that teamwork enhances discipline, reduces resistance, and promotes mutual respect between officers and inmates, leading to more effective rehabilitation.

However, limited investment in staff training, inconsistent empowerment structures, and weak stakeholder participation constrain the full potential of teamwork culture. The study extends Social Learning Theory by illustrating that cooperative correctional environments provide practical contexts for behavioural modelling and reinforcement. It also advances Institutional Culture and Rehabilitation Theory by highlighting that participatory teamwork structures outperform hierarchical systems in fostering reform-oriented institutional cultures.

Study Limitations

The study was limited to three correctional facilities in Nairobi City County, which may restrict generalization to other regions with different administrative or cultural contexts. Self-reported data may have been subject to social desirability bias, as officers could overstate teamwork practices. Time and resource constraints also limited longitudinal observation of behavioural

change. Despite these limitations, the findings provide credible, data-driven insights that can inform institutional reforms in Kenya's correctional sector.

Recommendations

The Kenya Prison Service should institutionalize teamwork-based rehabilitation by embedding officer-inmate collaboration programs in daily operations. This includes structured joint problem-solving sessions, peer mentoring, and regular participatory meetings to promote open communication and shared accountability. Such initiatives directly reflect the study's finding that collaboration ($\bar{x} = 4.03$) was the strongest driver of positive inmate behaviour.

Consistent with the weaker mean score for staff training ($\bar{x} = 3.93$), regular and standardized training programs should be established for correctional officers. These should emphasize communication, conflict management, and collaborative rehabilitation techniques aligned with Social Learning principles. Refresher courses and peer exchange programs would sustain motivation and skill transfer among officers.

To address limited external involvement, the Kenya Prison Service, in partnership with NGOs, religious groups, and community organizations, should strengthen reintegration linkages. Community participation in mentorship, counselling, and post-release programs will help sustain behavioural gains achieved within prison walls.

At the policy level, the Ministry of Interior and Coordination of National Government should establish minimum standards for teamwork culture in correctional institutions. This could include policy guidelines on participatory decision-making, officer-inmate collaboration, and annual teamwork performance assessments. Institutional audits should monitor adherence to these standards to ensure accountability and long-term impact.

Future studies should replicate this research in other counties and include diverse institutional contexts such as juvenile and women's facilities. Comparative or longitudinal studies could explore how teamwork evolves over time and interacts with other organizational variables such as leadership style and resource adequacy.

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