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**BRIDGING THE DIGITAL DIVIDE: THE IMPACT OF VIRTUAL SPACE INITIATIVES IN ENHANCING ORGANIZATIONAL PERFORMANCE OF CORRECTIONAL SERVICES IN MURANG'A COUNTY, KENYA**

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**BRIDGING THE DIGITAL DIVIDE: THE IMPACT OF VIRTUAL SPACE INITIATIVES IN ENHANCING ORGANIZATIONAL PERFORMANCE OF CORRECTIONAL SERVICES IN MURANG'A COUNTY, KENYA**

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**ABSTRACT**

*Today, organizations increasingly leverage virtual space initiatives to enhance employee motivation, customer satisfaction, and overall performance. However, many organizations are still not functioning at their full potential. The study determined the effect of the application of virtual space initiatives on organizational performance of correctional services in Murang'a County and investigated the efficacy of virtual space initiatives on the organizational performance of correctional services in Murang'a County. The diffusion of innovations theory guided the study. The study utilized a descriptive survey design to explore the phenomenon through descriptive and inferential analysis. The study's target population was 561 correctional officers in Murang'a County. The study sample size was 233, established using the Yamane Taro (1970) size estimation formula. The study's primary tools for data collection were questionnaires for quantitative data. The study employed SPSS version 25 in data analysis. The descriptive statistics were computed using frequency, percentage, mean, and standard deviation. In addition, the study established the relationship between virtual space initiatives and the organizational performance of correctional services in Murang'a County using Pearson correlation and a linear regression model.*

**Keywords:** Virtual Space Initiatives, Organizational Performance, Correctional Services.

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## INTRODUCTION

Organizational success in modern times requires a firm's ability to establish and nurture meaningful connections with its clients. Virtual space initiatives, the performance of correctional services, and their impact on supply chain sustainability are essential, while information exchange helps build and maintain competitive advantages (Qiao & Wang, 2021). Strategic relational capital initiatives are essential intangible resources for a firm's success, including core values, customer relations, talent management, communication, and networking. According to Caulat (2012), virtual space initiatives use technological tools to facilitate interactions that engage particular senses. In this way, virtual space initiatives improve communication and collaboration besides providing an emerging playground of innovative solutions and knowledge exchange. With strategic relational capital such as virtual space initiatives for businesses, navigating the digital landscape can be done with ease and in a way that you are ahead of competition in this fast paced e-world.

Initiatives in the virtual space create a distinctive environment where people and institutions are constantly creating, repackaging, recording, and using information. These initiatives include career development, human resource functions, and networking, which focus on effective communication and collaboration. To assess an organization's performance, we compare its actual results with its intended goals. The success of a project or program contributes to the overall performance of an organization. Every individual working for the organization shares responsibility for the company's outcomes. An employee's best effort is expected and they achieve their highest potential to improve an organization's overall success. Hence, the success of an organization is a mirror image of the success of its members (Sinambela, 2012). Thus, establishing a culture of teamwork where employees hold one another accountable is key to creating organizational success. This way, the goals of employees can be

linked to that of the organization and they work towards a common purpose, thus driving performance to new heights.

Correctional departments offer services to individuals convicted of crimes, including punishment, treatment, and supervision in both custodial and non-custodial settings. In public service, corrections officers (COs) are crucial for supervising clients serving custodial sentences to facilitate their rehabilitation and reintegration into society. Increased client recidivism, crowded environments, a coercive environment, and mentally ill offenders are all characteristics of the stressful work (Regehr, 2021). Correctional services must be planned and evaluated in a way that reflects public servants' core values, guided by international and regional norms and management principles. Institutions often lack the total integrity that would result from doing all that would be necessary to ensure it. Enforcing rigorous ethical standards in a prison system could potentially hinder its operational efficiency (Anechiarico & Jacobs, 2016). Therefore, neglecting to uphold ethical norms may result in corruption, abuse of authority, and the deterioration of faith in the legal system. Achieving equilibrium between ethical concerns and operational efficiency is essential for preserving the integrity and efficacy of correctional services.

In the last decade, the probation service has experienced notable transformations, including revisions in the training of probation officers. Whether or not this latter alteration had the stated goal of introducing 'new breed' officers who are more skilled at control than care. It is possible to critically reflect on some of the most important topics that are pertinent to probation policy and practice by investigating the evolution and present condition of training for probation officers. It is noteworthy that probation officer training and the need for a professional 'licensed to practice' have been, and still are, contentious issues. Arguments for a more standardized and stringent training program to support consistent, high quality

probation supervision are provided (e.g. Applying empathy and communication skills to the people that were on supervision was just as critical, but some defenders said. However, the continued dispute over probation officer education underscores how multifaceted this job actually is and various approaches to preparing these individuals for their roles.

The research, according to Saputra, Eliyana, Hamidah, and Buchdadi (2020), shows how virtual spaces increase the effectiveness, responsibility, and openness of service delivery. The current world's vital component in delivering excellent services is developing employee IT training; this affects not only how satisfied these employees are at their jobs, but it may also inspire them to provide better services. However, due to early expenditures and underfunding, technology in Africa and Kenya's correctional systems is constrained and underutilized (Mwakazi, 2020).

In Kenya, the number of inmates is higher than that of prison wardens by over 100% due to high crime rates. This means that wardens are overwhelmed to provide the desired performance of correctional services. In addition, lockdowns and court action caused fluctuations in the workload for the Probation and Aftercare Department during 2020. The service faced significant caseloads during peak times due to a rise in non-custodial sentences issued by courts, the referral of some of the 11,000 individuals released in response to COVID-19, and a backlog resulting from courts moving to virtual proceedings. These issues have strained the resources and capabilities of the probation and aftercare departments, adversely affecting their ability to properly monitor and assist those under their supervision. The agency has had to swiftly adjust to these problems to ensure public safety and promote effective reintegration into society for persons in its custody.

The study was guided by the following specific objectives:

- To determine the effect of the application of virtual space initiatives on organizational

performance of correctional services in Murang'a County

- To investigate the efficacy of virtual space initiatives on the organizational performance of correctional services in Murang'a County.

### **Statement of the Problem**

Virtual space initiatives enhance organizational performance by fostering innovation, build trust, interdependence, and participative communication. Despite its potential, many organizations struggle to manage these interventions. The Kenyan government is committed to supporting the correctional system and services departments to improve employee performance and client satisfaction, ensuring a stable and resilient economy (Wambugu, 2019; Maina & Mugambi, 2019).

Kenya has a probation correctional service; however, the jails are still too full, so the prison officers have too much work to do mostly manually. For example, referrals to the probation agency dropped from 6,412 in November, 2019 to 1,705 in August, 2020 due to the lockdown and reduced court activity. Hence, Kenya's probation officials were unable to function at full capacity. Correctional officers in Kenya face a number of obstacles on digital infrastructure, including a lack of laptops, slow internet, and trouble communicating with clients for instance, some of whom had no access to phones at all and others who were being prisoners who are awaiting trial in jails had to line up to take part in teleconference (Global Prison Trends, 2021).

However, the few studies done on the related topics in Kenya (Maina & Mugambi, 2019; Wambugu, 2019; Atege, Wamitu, & Kiama, 2017) none of them have successfully established a link between virtual space initiatives and organizational performance of correctional services in Murang'a County. Further, the recent studies reveal methodological gaps, with some including small samples, potentially causing biases in findings and affecting their generalizability to a wider

population, resulting in significant or non-significant results.

Research on virtual spaces initiatives in Kenya is limited, with most studies focusing on communication and customer relations. Virtual space initiatives and organizational performance of correctional services in Kenya are underresearched due to limited data and insufficient concurrent studies.

Consequently, the lack of address to this issue can lead to delayed justice, inmate congestion, and high costs for correctional departments. Therefore, implementing virtual space initiatives and absorptive capacity can enhance relationships between officers and clients in need of correctional services.

Therefore, this study was conducted to fill in the knowledge gap and provide more information on virtual space initiatives and organizational performance of correctional services in Murang' a County.

## LITERATURE REVIEW

### Theoretical Framework

The study was guided by diffusion of innovation Theory(DIT) introduced by Gabriel Tarde in 1903. Modifying and presenting the invention to match the needs of all levels of consumers is central to the Diffusion of Innovation model, which is widely seen as a constructive change paradigm for guiding technical innovation. It underscores the significance of open dialogue and supporting one another throughout the adoption process. Diffusion is the process by which members of a social system learn about a new idea over time using certain methods (Rogers, 2003).To innovate is to make use of new ideas in novel ways to provide or enhance current products and services that did not previously exist or were produced as such. Innovation is the process through which a field, product, or service is developed and updated to generate value via the use of novel methods (Fagerberg, 2004).The study of innovation led to the diffusion of innovation

theory, which shows what factors affect how quickly new ideas are adopted.

The (DIT) is a crucial idea that may be useful to administrators, information technologists, informatics specialists, and change agents. Respect and attention for all concerned stakeholders are entwined with strong techniques for achieving creative change; therefore, the notion is also advantageous to the change's intended recipients. The idea suits correctional officers and offers a framework for designing informatics-related advances.

The theory is an ideal and one of the most well-known notions that attempts to explain the elements that influence an individual's decision to accept a new invention or technology. Digital natives, who embrace virtual space such as zoom, Google and Skype meetings, internet and social media, are more likely to challenge established norms and authorities online and benefit from the liberating effects of new technologies.

The application of (DIT) in concept of virtual space is its suitability to emphasize the need to utilize innovation and technology to address modern era issues by using various mediums such as online cases, remote interviews and virtual meetings.

### Virtual Space Initiatives

Virtual space as a relational capital is socially produced, and its perception is contingent on the real users of the technology. Virtual space is about communicating or relating through a technological tool or medium that stimulates some senses more than others. It requires new leadership skills, like building trust in a different way and taking care of virtual relationships. Today's organizations are increasingly becoming digitized, with much leadership taking place in virtual space. There is a need to learn to lead differently using abilities such as listening, concentrating, and connecting with people on a level other than face-to-face, and constructing and maintaining relationships in virtual space (Caulat, 2012).



The important part of virtual management is how relationships and leadership moments work in virtual space. In the study of virtual leadership, there is a strong relationship that technology is the answer to many of the problems that virtual teams and leaders face. For example, using communication and information technologies that have a telepresence feature is seen as a way to solve virtual problems (Zigurs, 2003).

In this regard, this study endeavors to examine how virtual space initiatives such as virtual space policy framework, virtual space infrastructure, virtual space utility and virtual data security influence performance of correction services in Murang'a County, Kenya.

Consequently, by comprehending the influence of virtual space efforts on correctional services, policymakers may make educated judgments to enhance efficiency and effectiveness in this domain. This research also seeks to provide ideas for the use of virtual space tactics to improve the overall efficacy of rectification services.

### Organizational Performance of Correctional Services

The department of correctional services has defined core principles that drive its actions and decision-making in order to demonstrate the attitudes and behaviors necessary to achieve its objectives. It is guided by key values such as honesty and integrity, as well as a dedication to service, equity, diversion and cultural inclusion

professionalism and accountability collaboration and engagements among others (Correctional services, 2020).

Because Corrections supervise some of the most difficult members of society, it is conducted with the utmost honesty. Dealing with convicts who have committed crime, corrections personnel must be beyond reproach. Obviously, the majority of employees always act appropriately. The Integrity Support Team investigates potential cases of misconduct. Cases range from uncommon criminal charges involving theft, fraud, or corruption to major Code of Conduct violations such as violations of privacy, unauthorized distribution of information, inappropriate use of technology systems, and inappropriate interactions with offenders (Department of correctional services, 2017). Consequently, the Integrity Support Team is essential in upholding the integrity of the correctional system by ensuring that all personnel comply with ethical norms. By examining and rectifying any possible misbehavior, they contribute to maintaining the confidence and integrity of the Department of Correctional Services.

### Conceptual Framework

The conceptual framework is a diagram that shows the variables and how they are related to each other in the research (Swaen, 2020). The independent variable was virtual space and dependent variable as organizational performance of correctional services, see Figure 1.

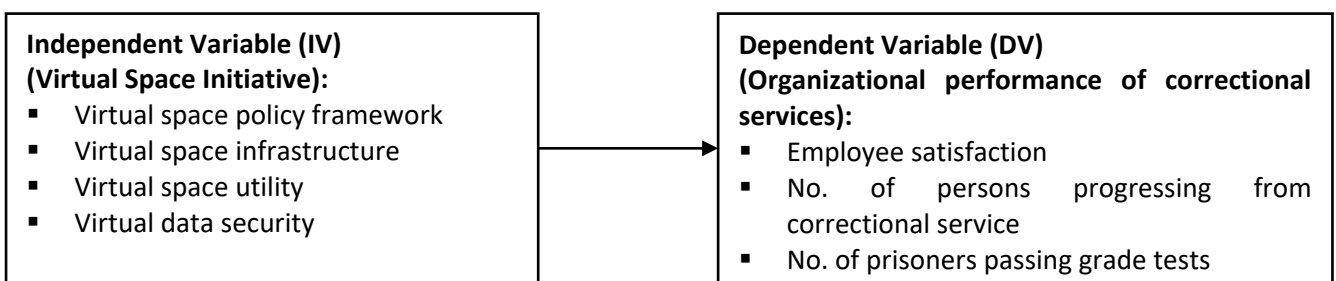


Figure 1: A Conceptual Framework

## Empirical Review

### Virtual Space Initiatives and Organizational Performance of Correctional Services

The paper, written in Swedish, conceptualizes AI as an emerging technology with the potential to change the nature of the corrections workforce and the institutional design of prisons. Researchers observed that inmates' conceptions of AI ranged from straightforward translation systems to more sophisticated androids. The officers feared that AI would flatten organizational hierarchies and redefine their roles as mere jail guards. The study also discovered those correctional officers' values, both in terms of general trust and trust in certain AI applications, could either support or oppose certain AI implementations, depending on how important it is to let human values show up in work activities (Andersson, 2022).

There is growing agreement among politicians and the general public that criminal punishments are too expensive and may use some improvement. For instance, a new amendment proposed by the United States Sentencing Commission would expand the range of non-custodial options available to offenders. There is no room for hyperbole when saying that the sentencing system has not advanced beyond its stone age. Because of recent technological developments, realizing this or a comparable concept is now feasible at reasonable cost. The study argues that electronic monitoring may achieve the desired goals of punishment more efficiently, effectively, and humanely than the punitive measures now used for the most severe offenders, such as imprisonment, probation, and parole. Implementing state-of-the-art technology to overhaul the criminal justice system is imperative and highly sought after. Financial constraints and normative standards have rendered the United States incapable of maintaining its position as the most punitive country globally (Bagaric, Hunter, & Loberg, 2019). Consequently, electronic monitoring is a viable alternative to conventional punitive tactics, since it may provide a more economical and

compassionate method of punishment. By using technology innovations within the criminal justice system, the United States may mitigate budgetary limitations and progress towards a more efficient and effective punitive framework.

## METHODOLOGY

**Study Design:** The research design, a structured framework outlining objectives, methods, and outcomes, was utilized in this study. Descriptive survey design, as suggested by Mugenda and Mugenda (2008), is suitable for gathering data to characterize and address phenomena without manipulating variables. The strategy was effective in gathering data for descriptive and inferential analysis, characterizing the study population, and establishing the relationship between dependent and independent variables.

**Target Population:** A target population is a comprehensive group of individuals, events, or items with identifiable features, which a researcher would apply the findings of a study, whether real or fictional. The study target population involved Probation officers and Prison officers in Murang'a County. There are two (2) prisons they include; Murang'a prison with (396) prison warden officers and Maranjau Prison with (127) prison wardens. In addition, there are five (5) probation stations which include; Murang'a station with (11) probation officers, Kangema station with (7) probations officers, Kenol station with (6) probation officers, Kandara with (8) probation officers and Kigumo station with (6) probation officers. Therefore, the study's total population comprised 561 correctional officers in Murang'a County.

**A sampling Frame:** A sample is a carefully selected subset of a population that accurately represents the entire population, while a sample frame is a specific group of randomly selected units used to draw the sample, which is crucial in research for addressing study issues. The study matrix is displayed in Table 1.

**Table 1: Sampling Frame**

Units	No. of Probation Officers	No. of Prison Officers	Total Officers
Muranga station	-	396	396
Maranjau station	-	127	127
Muranga probation station	11	-	11
Kangema probation station	7	-	7
Kenol probation station	6	-	6
Kandara probation station	8	-	8
Kigumo probation station	6	-	6
<b>Total</b>	<b>38</b>	<b>523</b>	<b>561</b>

**Sample Size and Sampling Techniques:** The study's sample size was calculated using Taro Yamane's proportional sampling approach formula, which is crucial for researchers as it specifies the sampling interval for a specific population. The study's sample size was computed as illustrated below.

$$n = N / (1 + N(e)^2)$$

Where

n=Sample size

N=population under study

e=margin error (0.05)

1= constant'

Therefore;

$$n = 561 / (1 + 561(0.05)^2)$$

$$n = 233.51,$$

Hence, the sample size was 233 participants.

Stratified and proportional sampling methods were used to determine the number of respondents sampled per stratum, as shown in Table 2.

**Table 2: Sample Size**

Units	Target population	Proportional Sampling	Sample size
Murang'a prison	396	$396/561 * 233$	165
Maranjau prison	127	$127/561 * 233$	53
Muranga probation station	11	$11/561 * 233$	5
Kangema probation station	7	$7/561 * 233$	3
Kenol probation station	6	$6/561 * 233$	2
Kandara probation station	8	$8/561 * 233$	3
Kigumo probation station	6	$6/561 * 233$	2
<b>Total</b>	<b>561</b>		<b>233</b>

**Questionnaires:** The structured questionnaire was designed utilizing a 5-point Likert scale, and respondents were able to clearly identify their scenario by picking the relevant response offered.

The design enabled responders to answer specific questions regarding the phenomena under scrutiny for assessment purposes. The questionnaire was



administered to probation and prison officers in Murang'a County.

**Reliability Test:** Reliability, as defined by Babbie (2002), refers to the consistency of an instrument's results under the same conditions. The study emphasizes research instruments must be reliable to consistently measure variables and provide repeatable results. The Cronbach alpha, applied to the data, determines the reliability of surveys, with all constructions achieving an alpha of 0.7 or above.

**Validity Test:** Validity is confirmed when a research tool consistently and accurately evaluates the concepts it intends to address. Construct validity refers to the accuracy of a test in measuring what is supposed to be measured (Bajpai et al., 2014), while content validity is the degree to which research results can be understood and generalized to different groups, as validated through a judgment expert, as noted by Tazuddin (2021).

**Data Analysis Plan:** According to Jwan and Ong'ondo (2011), data analysis is defined as the "systematic process of transcribing, collating, editing, coding and reporting the data in a manner that makes it sensible and accessible to the reader and the researcher for the purposes of interpretation and discussion." After data was collected from the instruments, it was reviewed for completeness and scope, summarized, and coded into categories. Descriptive statistics were utilized to describe quantitative data that were presented in the form of figures and tables (Albers, 2017). Descriptive and inferential statistics are analyzed using the SPSS version 25.

**Table 3: Response Rate**

	Frequency	Response Rate
Respondent	220	94.4%
Non-respondent	13	5.6%
<b>Total</b>	<b>233</b>	<b>100%</b>

The findings of Table 3 are consistent with the recommendation by Mugenda and Mugenda (2003) to have a response rate of 50% for analysis and reporting. The survey achieved a reasonable

**Diagnostic Tests:** This study employs diagnostic tests such as normality, and linearity to accurately determine the presence of a specific test result based on a specified reference.

**Normality Test:** The data normality was evaluated using Smirnov-Kolmogorov and Shapiro-Wilk tests, which are used in statistical tests. These tests can be numerical or graphic, with numerical tests using Explore. Normal distribution data had points near the diagonal line in a Q-Q plot, and the normality test was applied for data diagnostic tests.

**Linearity Test:** Linearity tests are crucial in linear regression analysis to determine the relationship between independent and dependent variables. They require two variables to be related by a mathematical equation "x" and "y". The residual vs. predicted value scatter plot is the most common method, with a horizontal band of points indicates linearity.

## FINDINGS

### Response Rate

A study conducted on 233 questionnaires among probation and prison officers in Murang'a County yielded a response rate of 94.4%. This was attributed to active engagement, frequent reminders, easy survey access, and strong rapport. Only 13.6% of non-respondents did not respond. Although the response rate was below 100% due to time constraints, the high response rate demonstrates the significance of the answers for drawing meaningful conclusions. The study response rate is illustrated in Table 3.

response rate of 60% and an outstanding response rate of 70%.

### Descriptive Statistics for Virtual Space Initiatives

The study evaluated the influence of virtual space initiatives on the efficiency and effectiveness of organizational performance of correctional

services officers in Murang'a County, using data presented in Table 4.

**Table 4: Descriptive Statistics for Virtual Space Initiatives**

Statements	N	Mean	Std. Deviation	Skewness	Kurtosis
There exists a policy on virtual space initiatives	220	3.9862	1.2349	-1.203	3.087
Institution's access to technology advancement influences performance of correctional services	220	3.9404	.99358	-1.245	3.193
The virtual technologies have increased both the availability of data and the accountability of governmental services	220	4.1233	.86117	-.806	2.659
The correctional officers reach their clients through virtual space	220	3.8889	1.1439	-1.210	3.070
There are online resources that enhance performance of correctional services	220	4.1290	.86170	-1.267	3.335
My institution embraces virtual space to influence the high level of service delivery	220	4.0228	.94550	-1.426	2.593
There exists data security measures in organization	220	4.1963	.93002	-1.144	3.119
There is use of remote interviews, online cases to facilitate service delivery and productivity	220	4.0320	1.1062	-1.356	3.241
Valid N (listwise)	220				

Results in Table 4 revealed that the majority of the respondents strongly supported virtual space initiatives, with mean score rating of each statement between 3.9 and 4.2. The statements' mean was consistently lower than the standard deviation (0.8 to 1.2), indicates a strong adherence to the mean score. Skewness results showed negative values around (-1) that indicated a left-skewed distribution within a near symmetry, which is typically accepted within a range of -1 to +1.

While, kurtosis results had the most values at around 3, this indicated a normal distribution.

**Descriptive Statistics for organizational performance of correctional Services**

The study evaluated the organizational performance of correctional services in Murang'a County using a 5-point Likert scale, with officers rating statements. The collected data was analyzed and presented in Table 5.

**Table 5: Descriptive Statistics**

Statement	N	Mean	Std. Deviation	Skewness	Kurtosis
There is job satisfaction amongst employees	220	3.981	1.252	-1.231	3.392
Correctional services performance outcome meets the required standards	220	3.995	.883	-1.369	2.979
Correctional services officers operate within the required code of ethics	220	4.148	.866	-1.202	2.984
Most employees have improved in their work outputs	220	4.134	.894	-1.136	3.046
The organization has achieved desired customer satisfaction	220	4.101	.914	-1.309	3.004
Most employees meet their performance targets	220	4.166	.964	-1.345	2.511
Generally, there is marked improvement in the performance of correctional service	220	4.148	1.087	-1.109	2.657
Valid N (listwise)	220				

Results in Table 7 revealed positive responses from correctional officers regarding the current status of the organizational performance of correctional services in Murang'a County. All statements obtained a mean rating of 3.9 to 4.2 on a scale of 1 to 5, and a lower standard deviation (0.8 to 1.2) indicates robust adherence to mean scores. The findings implied that majority of respondents strongly agreed with each statement on organizational performance of correctional services in Murang'a County. Skewness results

showed negative values around (1) that indicated a left-skewed distribution within a near symmetry, which is typically accepted within a range of -1 to +1. While, kurtosis results had the most values at around 3, this indicated a normal distribution.

### Correlational Analysis

The Pearson correlation was used to establish a correlational effect between virtual space initiatives and organizational performance of correctional services, with the results presented in Table 6.

**Table 6: Correlational Analysis**

Pearson Correlation		Virtual Space Initiative	Organizational performance
Virtual Space Initiative	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	220	
Organizational performance	Pearson Correlation	.735**	1
	Sig. (2-tailed)	.000	
	N	220	220

The correlation coefficients were considered statistically significant at a 95% confidence level, defined as a significance level of 0.05, where p is less than 0.05. The findings revealed a strong positive association between virtual space initiatives and organizational performance of correctional services in Murang'a county as denoted by  $r=.735^{**}$ ,  $p<.05$ . The findings indicated

that virtual space initiatives played a crucial role in improving organizational performance of correctional services in Murang'a County.

### Linear Regression Model

A linear regression model for virtual space initiatives and organization performance of correctional service was tested, see Table 7.

**Table 7: Model Summary for Virtual Space Initiatives**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735 <sup>a</sup>	.540	.538	.59027

a. Predictors: (Constant), Virtual Space Initiative

The model summary demonstrates that there exists a positive relationship between virtual space initiatives and organizational performance of correctional services, as denoted by  $r=.735^a$ . The R-Square of 0.540 indicated that virtual space initiatives explained 54% of the organizational performance of correctional services, while other factors explained 46%. Furthermore, an adjusted R-

squared value of 0.538 equals 53.8% accurately predicted organizational performance in correctional services in Murang'a County.

Further, ANOVA analysis was utilized to determine the regression model significance of virtual space initiatives on organizational performance of correctional services, as shown in Table 8.

**Table 8: ANOVA Statistics for Virtual Space Initiatives**

Model		ANOVA <sup>a</sup>				Sig.
		Sum of Squares	df	Mean Square	F	
1	Regression	87.135	1	87.135	250.082	.000 <sup>b</sup>
	Residual	74.214	219	.348		
	Total	161.349	220			

a. Dependent Variable: Organizational Performance of Correctional Services  
b. Predictors: (Constant), Virtual Space Initiative

Results in Table 10 found that the model's goodness of fit was statistically significant as denoted by (F statistics (1,220) = 250.082, P-value of .000<sup>b</sup>, p<0.05). The model results were considered highly reliable, with a 95% confidence level and significance level of p-value P, <.05. Therefore, the model was considered significant for further statistical analysis.

Further, regression coefficients were calculated to determine the extent to which changes in the dependent variable (organizational performance of correctional services) can be attributed to variations in the independent variable (virtual space initiatives) see Table 9.

**Table 9: Linear Regression Coefficients for Virtual Space Initiatives**

Model		Coefficients <sup>a</sup>				Sig.
		Unstandardized Coefficients		Standardized Coefficients	T	
		B	Std. Error	Beta		
1	(Constant)	1.135	.204		5.556	.000
	Virtual Space Initiative	.742	.047	.735	15.814	.000

a. Dependent Variable: Organizational performance of Correctional Services

The linear coefficients in Table 9 revealed that a positive relationship between virtual space initiatives and organizational performance of correctional services, as denoted by ( $\beta=0.742$ , P Value of 0.000, p<0.05). The results implied that as positive coefficients of virtual space initiatives increase, so do the positive coefficients of organizational performance of correctional services. Therefore, with a unit increase in virtual space initiatives, there is an increase in organizational correctional services performance by 0.742 in Murang'a County.

The study found that virtual space initiatives positively impacted the organizational performance of correctional services in Murang'a County. Descriptive statistics showed that most officers agreed, and correlation analysis showed strong positive coefficients. Linear ANOVA analysis

revealed a statistically significant relationship between virtual space initiatives and organizational performance. Overall, the study concluded that virtual space initiatives were a significant model for predicting the organizational performance of correctional services in Murang'a County.

### Discussion

Descriptive findings for virtual space initiatives reflect those of Kao (2014) and Surva (2016), who established that organizations flourish when their articulated objectives, vision, and values are more than mere rhetoric. Companies can leverage these elements to gain a competitive advantage. On contrary, many corporate executives are unaware of the potential of a company's purpose as an underutilized tool for improving organizational performance. Linear regression findings for virtual space initiatives are supported by Saputra et al.

(2020) that virtual spaces enhance service delivery effectiveness, accountability, and transparency, emphasizing the importance of employee IT training in delivering exceptional services.

The virtual space not only influences the job satisfaction of employees but also serves as a catalyst for them to offer improved services. On the other hand, the findings contradicted Mwakazi (2020) that due to early expenditures and underfunding, technology in Africa and Kenya's correctional systems is constrained and underutilized. Further, contradicts Global Prison Trends, (2021) that probation officers in Kenya face a number of obstacles, including a lack of laptops, slow internet, and trouble communicating with clients for instance, some of whom had no access to phones at all and others who were being prisoners who are awaiting trial in jails had to line up to take part in teleconference.

## CONCLUSION AND RECOMMENDATIONS

The study concluded that implementation of virtual space initiatives had a positive relationship with organizational performance of correctional services in Murang'a County. A one-unit increase in the positive coefficients of virtual space initiatives

resulted in a statistical improvement in the organizational performance of correctional services in Murang'a County. Therefore, independent variable (virtual space initiatives) played a crucial role in improving the organizational performance of correctional services in Murang'a County.

The study recommended that the national government should adopt a virtual space policy to improve correctional services by enhancing data availability, accountability, and efficiency through online resources, data security measures, and remote interviews.

## Suggestion of Further Studies

The research examined how virtual space affects the organizational performance of correctional services. This study suggests the need for further investigation of other variables not included in this research to determine how they affect the performance of correctional services in Murang'a County. The study employed a descriptive survey design to investigate how virtual space initiatives affect the organizational performance of correctional services in Murang'a County. Hence, thus, other research designs can be utilized to investigate the phenomena and to compare outcomes in Murang'a County.

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