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Abstract

An effective and successful strategic planning requires engagement of all levels of management of County Government in order to generate maximum input and build employee commitment in achieving the county government's goals. The purpose of this study was to establish the influence of organizational culture on implementation of strategic plans within the County Governments of Kenya in Western region of Kenya. The study was based on the sequential thinking, adaptive and holistic theories. It employed descriptive survey research design which targeted 10 county governments, six in former Nyanza province and four in former Western Province. Proportional stratified random sampling technique was used in 10 counties where 240 study subjects was selected by simple random sampling. Further, the study incorporated merits of secondary data and then collect data using semi-structured questionnaires and interview for top managers. To test reliability and validity of the study, the pre-test item analysis was conducted at two different points in the study. The inter-item consistency or lack of it was tested using Cronbach's alpha. The quantitative data was then analyzed using descriptive statistics in form of mean, frequencies and

standard deviation with the help of ANOVA, Regression and Correlation while qualitative data was analyzed using content analysis. Data was presented in tables, charts and graphs. The results showed that the organizational culture as a good predictor of implementation of strategic plans. The study rejected the null hypothesis and adopted the alternative hypothesis that organizational culture is statistically and significant related to implementation of strategic plans in county governments of Western Kenya. The study concluded that a stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. The study recommended for the management of the county governments that are interested in changing the way the organization focus on the value-based forces underlying the organization's behaviors. These management need to carry out a culture assessments that will reveal what strategic culture characteristics exist and they can promote the strengths they find to motivate personnel and identify possibilities for immediate successes in their cultural reshaping endeavors.

Keywords: *Organizational Culture, Strategic Plans, County Governments, Kenya*

1.1 Introduction

The relationship between strategic plans and performance in organizations remains tenuous. While many have concluded that there is no consistent association between strategic plans and performance, a number of studies have suggested the process of strategic planning could be of substantial benefits to organizations (Chang, 2016; Goffin & Mitchell, 2016). Globally, organizations, today attempt to create and maintain sustainable advantage within turbulent and complex operational environments. Strategy implementation ensures that the elements of a strategic plan are actualized by the authorized execution officers within set timelines and with expected outcomes. It is therefore important that as an organization plans, and sets the agenda for the implementation of the plans. These are critical success factors and indicators of activities steered towards the desired outcomes in a long-term manner. Pearce and Robinson (2007) view implementing strategy as the process through which a set of agreed work philosophies is translated into functional and operational targets. Kotter and Best (2016) support this position when they state that implementation addresses who, where, when and how, and it is thus the tactic that drives the strategy of the company.

Successful strategic plan implementation depends on the selection and conversion of an appropriate strategy into action. Jooste and Fourie (2016) views implementations of strategy in terms of a five-step process of envision, activate, install, ensure, and recognize. He further observes that strategic plan implementation is recognized as a major management challenge with difficulty in knowing which aspects above often fail or contribute less to the implementation effectiveness (Strøm, Willumsen, Oehmen & Heck, 2018). Successful strategy implementation has been explored in the dimensions of "soft" and "hard" factors (Ansoff & McDonnell, 2015). The hard and soft elements need to fit together with the soft elements being the behaviours, while the hard elements comprise the analytical dimensions to the process of making and implementation of the strategy. He contends a strategic fit between soft and hard elements and organizational variables is paramount.

During implementation, every member must offer his or her support for the successful implementation of the strategic plan, with the top office involved right from the beginning to provide adequate leadership. This ensures a united and directed organization's efforts towards the achievement of its goals (Pearce & Robinson, 2007). A complete buy-in with positive reception

and plan implementation into daily activities greatly increases the likelihood for generalized and uniform process. Repeating the plan, its elements and ways to measure its success, creates a better opportunity for the employees to undertake its implementation as part of their daily work lives. Employees need be aware of the measurement and reward systems in event of significant achievements. Support and belief in the plan is thus increased by this positive reinforcement, which enhances belief in its possibilities and outcomes Bechtel and Michele (2015).

Through the constitution of (2010), Kenya adopted a two-tier national governance structure of a central government and 47-county governments of which ten county governments are situated in Western Kenya in the former Nyanza and Western provinces. They include Kakamega, Vihiga, Bungoma, Busia, Siaya, Homabay, Migori, Kisii, Nyamira and Kisumu. County governments have a mandate to provide basic services to the community. These are the provision of services to residents within their areas of jurisdiction; a platform for democratic governance at the local level where the community exercises their democratic rights by electing leadership to manage their affairs. The services provided include water and sanitation, health, education, general infrastructure, security, employment and other economic activities.

1.2 Problem Statement

Since the rollout of County Governments in 2013, many Kenyans were optimistic that these devolved governments would deliver on public services effectively. However, sections of Kenyan citizens have expressed dissatisfaction with the performance of the county governments. Public service delivery has been unsatisfactory to the citizens (Mwangi, Kiarie & Kiai, 2018). Among the main issues that have characterized public sector services in Kenya are delayed services, long queuing and misappropriation of resources (Mutua, 2016). The County Governments have witnessed poor performance where citizens have complained due to unsatisfactory service delivery (Abass, Munga & Were, 2017). According to the Auditor General report (2017), Western Kenya Counties misappropriated billions of shillings set aside for development projects, a good number which remain incomplete years after the expiry of the time set for construction. The report indicated that some of the projects did not commence while others stalled at the early stages despite money being allocated and paid indicating lack of adequate implementation strategies in the County Governments.

Studies done in these field present gaps; Kibicho (2015) carried out a study to evaluate the determinants of implementation of strategic plans in insurance companies in Kenya. The study variables included conceptualized determinants, namely management competence, resource strength, corporate culture and innovation. This study presents both conceptual and contextual gaps, as the current study will use organization culture and will further be conducted in County Governments. A conceptual gap is presented by the study of Mbaka and Mugambi (2014) who studied on factors affecting successful implementation of strategic plans in the water sector in Kenya. The variables used were strategy formulation process, relationship between different units or departments and departments and different strategy levels whereas the current study used organization culture. Another study on devolved governments was by Opano, *et al*, (2015), who did a study on; strategic planning and implementation practices at the Kisii County Government in Kenya. The researchers identified involvement of stakeholders and financial resources to be the main determinants of implementation of Strategic Plans in Kisii County whereas the current study used organization culture. Additionally, the current study used counties in the Western region. Therefore, this study will seek to bridge these research gaps and establish the influence of

organizational culture on the implementation of strategic plans within the context of the county governments of Kenya.

1.3 Objective of the Study

The study sought to establish the extent to which organizational culture influences implementation of strategic plans in the county governments in Western Kenya.

1.4 Research Hypothesis

H₀: There is no statistically significant relationship between organizational culture and implementation of strategic plans in the county governments in Western Kenya.

2.1 Literature Review

2.1.1 Theoretical Literature: Cognitive Consistency Theory on Organization Culture

Cognitive Consistency Theory developed by Leon Festinger and Kurt Lewin in 1951 proposes that people are motivated to change and act consistently with their beliefs, values and perceptions when there is psychological inconsistency or disagreement between two pieces of information (White, 2015). The conflict between the inconsistent factors produces dissonance. The person begins to doubt previously held rationales, beliefs or values. These doubts produce uncomfortable feelings and may interfere with the ability to act. The resolution of the dissonance occurs when one factor is seen as more attractive than the other. Prior to the resolution of the dissonance, the dilemma between the conflicting factors prevent action. When dissonance is resolved, the person is able to act in accordance with the more attractive factor because beliefs, values and perceptions agree with the behavior (Stanwick, 2014). According to Gawronski and Strack (2012), dissonance is aroused in an individual when a person possesses two cognitive elements (information) about himself or his environment and where one is the opposite of the other. While Saltzman (2010) argues that the discomfort of dissonance occurs when things fall out of alignment, which leads an individual to try to achieve a maximum practical level of consistency in his/her world. Dissonance arouses tension and motivates individuals to seek ways of reducing the dissonance. The greater the magnitude of the existing dissonance, the greater is the motivation. The more important the cognitions are, the greater the magnitude of the dissonance. Some means for reducing dissonance include behavioral change, addition to evidence justifying one's decision, changing one's attitude about one's act, and distorting the information.

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Muya & Wesonga, 2014). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity. Consistency in a firm refers to the extent to which organizational culture fits with its external environment. When an organization cannot adapt to changes in the external environment, its strong culture hampers its adjustment to the change. This in turn, results in the decay of the organization. Hence, strong culture only exerts positive impacts on organizational performance when there is consistency between organizational culture and the external environment. The theory supports the variable organization culture by postulating that when an institution has a strong culture that is consistent and well-coordinated to fit to the external environment, employees will work harder to foresee implementation of strategic plans.

2.2 Conceptual Framework

Conceptual framework is a diagrammatical representation that shows the relationship between dependent and independent variables (Kothari, 2006). The framework helps the reader to see at a glance the proposed relationships between the variables in the study graphically or diagrammatically. Figure 1 depicts the relationship between organization culture and implementation of strategic plans in the context of the county governments of Kenya.

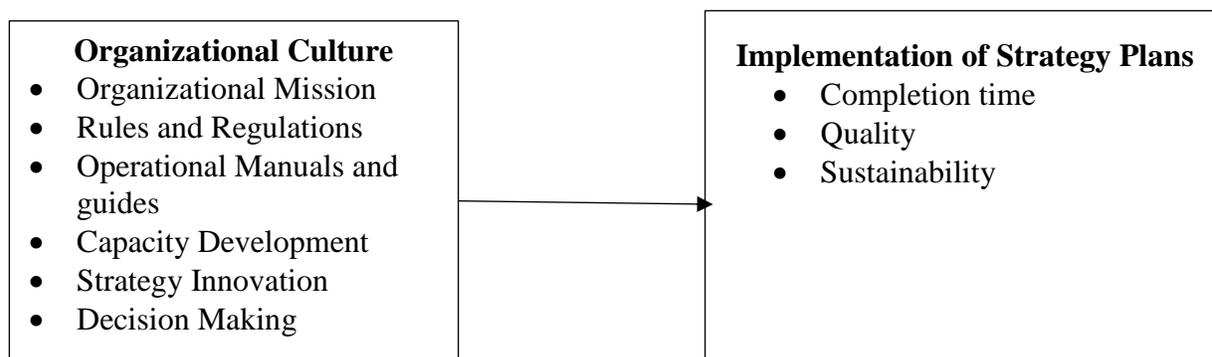


Figure 1: Conceptual Framework

Organization culture is recognized as an important factor that enhances organization's effectiveness and success (Flamholtz & Randle, 2014). According to Al-Adaileh and Al-Atawi (2016), organizational culture is one of the essential factors that affect the efficiency and productivity of a firm. Omondi (2014) emphasizes that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. If the organizational mission defines where a company wants to go, culture determines how it gets there. Culture, therefore, becomes the determinant of implementation of strategies. Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sun, 2018). It represents a complex pattern of beliefs, expectations, laws and regulations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time (De Bono, 2011). Organizational culture is also referred to as a set of important assumptions (often unstated) that members of an organization share (Salama, 2012).

According to the Onion Model, the outer layer is the most visible and is responsible for interfacing with the outside world while the inner layer determines the other layers. Whether the organization's strategies are effective, however, is determined largely by the underlying layers that tend to influence their nature. The shared assumptions (beliefs and values) among a firm's members influence opinions and actions within that firm. Organizational culture significantly affects organization decisions since it determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Janićijević, 2012). The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Rajasekar, 2014). However, poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure leads to failure in the implementation processes (Hrebiniak, 2015). By providing employees with opportunities to explore and experiment,

bounded delegation leadership creates an entrepreneurial organization culture that fosters innovative behavior (Abok, 2013). Corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation.

2.3 Empirical Review

Abok *et al.*, (2013) studied the significance of organizational culture on strategy implementation in Non-Governmental organizations. The researchers surveyed 258 Non-Governmental Organizations from a population frame of 2588 Non-Governmental Organization in Nairobi. Data collection was done using a questionnaire with both closed and open ended questions and both qualitative and quantitative data was collected. Data analysis was done using descriptive statistics and content analysis. The study findings indicated that organizational culture affects the implementation of the strategic plans. This study was however limited to the Non-governmental organizations operating in the Nairobi district hence justifies the quest to study the effects of organizational culture strategy alignment on the effectiveness of strategy implementation among the County Governments in Kenya. Isaboke (2015) carried out a study to establish the impact of culture to strategy of selected universities in Kenya and found out that certain aspects of culture have a strong effect on the strategies of the universities. The study was a descriptive in nature and used the proportionate stratified sampling method. Primary data was obtained using questionnaires. The study found out that certain aspects of culture have a strong effect on the strategies of the universities. However, the study was limited to only two universities operating in the Kenyan Coast and focused only on two cultural aspects hence the gap in knowledge.

Goromonzi (2016) conducted a study on Organizational culture, strategy implementation and commercial bank performance. Using a four factor, six dimensional organizational culture index and an eight dimensional strategy implementation index to statistically measure culture and strategy implementation impact, the study employed ordinary least regression method to quantify and econometrically model the impact of the two variables on commercial bank performance. Data collection was achieved through questionnaire administration. The results of the study showed that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance. For banks regarded as performing (both average and high), organizational culture had strong positive effect on their performance while for smaller and poor performing banks, the effect of organizational culture was nearly neutral. Strategy implementation was also found to have strong positive effect in high performing banks and between neutral to negative effect in non-performing banks. Wanjiru (2015) conducted a study on organizational culture and the implementation of strategy using a case of Nakumatt Holdings Limited in Kenya. The study identified the dominant cultures as innovative culture and clan culture. These two cultures have been very instrumental in providing a healthy work environment that drives commitment and loyalty to the implementation of strategy. The study determined that there is a direct link between organizational culture and the implementation of strategy and that there is need for managers to know and understand the underlying cultural assumptions in their organizations before embarking on any strategic initiatives. This prevents improper implementation of strategy and failures, while reducing conflict and resistance.

Akuei *et al.*, (2016) studied the role of organization culture on effective Strategy Implementation among Commercial Banks in South Sudan. The study examined the effect of various dimensions of organization culture namely; dominant characteristics, organizational leaders, management of employees, organizational glue, strategic emphases and criteria of success on effective strategy

implementation in South Sudan commercial banks. To achieve these objectives the study used both descriptive and explanatory research designs. Primary data was collected using questionnaires and data was analysed using factor analysis and multiple linear regression model. Dominant characteristics had no significant influence on effective strategy implementation. Organizational leadership was found to positively influence effective strategy implementation. Management of employees and organizational glue had no effect on effective strategy implementation. Moreover, strategic emphases had no significant relationship with effective strategy implementation. Mehta and Krishnan's (2015) found that successful companies have strong cultures that empower employees, emphasise on team orientation, and have a clear strategic direction. This unites the entire organization in pursuing a common goal. Strong cultures can however be a barrier to the strategy implementation process when the values held by organization members do not coincide with those in the strategy being adopted. They are also very difficult to change, which can make the implementation process slow and costly. (Robbins, Judge & Campbell, 2014). Weak cultures lead to a lack of commitment to the strategy implementation process as they provide little or no strategy implementation assistance that management can use as levers to mobilize commitment to executing the chosen strategy. (Hiriyappa, 2013).

A study done by Thuku, Abiero and Juma (2013) revealed that there is a relationship between organizational culture and employee performance. Moreover, it was revealed that market culture is the most dominant aspect that affects employee performance as the organization exists solely to do business and make profits with only few attention on the employee. According to Omondi (2014), some elements of culture in an organization help to encourage high employee job performance. Among them are visible cultural symbols like the size of one's office or pictures of employees placed at the entryways. The pictures make employees feel recognized as part of those who make the organization thrive, hence they put more effort in their duties. Therefore, a supportive culture as pointed out by Uddin and Luva (2013) is considered as a motivational instrument which promotes the employees to perform smoothly and ensures better productivity. According to Al-Adaileh and Al-Atawi (2015), organizational culture is one of the essential factors that affect the efficiency and productivity of a firm. Omondi (2014) emphasizes that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. If strategy defines where a company wants to go, culture determines how it gets there. Culture, therefore, becomes the determinant of organizational performance. Ndwiga (2012) affirms this fact, noting that if the culture of an organization is weak, it does not matter how great the strategy is, the execution will be adversely affected. Ndwiga (2012) further contends that it is unfortunate many organizations spend a lot of money on hardware rather than investing in creating a high-performance culture, which is basically the software that drives the business. Organizational culture is recognized as an important factor that enhances organization's effectiveness and success (Flamholtz & Randle, 2011).

According to Islam, Ahmed and Hasan (2011) organizational culture is the shared, basic assumptions that an organization learns while coping with the environment and solving problems of external adaptation and internal integration that are taught to new employees as the correct way to solve those problems. Imran (2014) defines organization culture as a set of mutual morals that assist organization members comprehend organization operative and managing organization change and review. While Tong (2014) considers culture as a framework for groups of people to work within in order to reconcile dilemmas and solves problems, which is manifested at regional or national level. According to Rehman and Nawaz (2016), the key to good employee performance

is a strong culture within the organization. He further maintains that due to differences in organizational culture, same strategies do not yield the same results for two organizations that are operating in the same industry and within the same location. A strong positive culture can make an individual who performed averagely achieve brilliant performance. Whereas culture that is negative and weak may only demotivate an outstanding employee to underperform and end up with no achievement at all. Nag (2015) contends that depending on the type of culture that is created in an organization, it can have a positive or negative effect on employee performance. Nag argues that in an organizational culture where employees are considered an integral part of the growth process of the organization, it fosters employee commitment towards the organization. They align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such organizational cultures, the employees are committed to achieving their goals and thus have a positive effect on the overall implementation of strategic goals of the organization.

3.1 Methodology

The study adopted a descriptive survey research design which, according to Kothari (2004) is structured to examine a number of logical sub-units or units of analysis within organizations. The study population shall constitute the 47 County Governments in Kenya. The study targeted collecting information that represents the guided knowledge of all the strategy executors within the parent county governments in the Western Kenya region which has ten (10) county governments. In each of the county governments, there are 10 distinct departments – under supervision of head of department, charged with varying roles in implementing various strategic plans GOK, (2017). These departments include Administration, Lands, Energy, Roads, Culture, Education, Agriculture, Trade, Finance and Health Departments. Primary sources was accomplished through adoption of semi-structured questionnaires and interview schedules. The study instrument of data collection was tested using face validity which, according to the statistical scholars, tests the suitability of an instrument to return the expected results it was designed for. Reliability on the other hand tests to see if an instrument returns what it was designed for over various environments. Diagnostics analysis included normality, linearity heteroscedasticity and Auto correlation. A simple regression analysis was used to establish the relationship between institutional factors and the implementation of strategic plans. The model used for this analysis was as follows:

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

Where:-

Y = Implementation of strategic plans

X₁ = Organization Culture

β₁ = Regression coefficient for each Independent variable

β₀ = Constant

ε = Error term

The statistical software, SPSS was used to analyze the quantitative data and the results were presented in tables to provide a clear picture of the study findings. Descriptive statistics were invaluable in describing data in such a way as to portray the typical respondent and to reveal the

general pattern of the responses regarding the topic of the study. Content analysis was used in unobtrusive qualitative data obtained from the field notes.

4.1 Results and Findings

This section contains descriptive analysis for organizational culture and implementation of strategic plans. A Likert scale of 1 to 5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree) was presented for answering by respondents.

4.1.1 Organizational Culture on Implementation of Strategic Plans

The objective of the study was to investigate the effect of organizational culture on the implementation of strategic plans in county governments of western Kenya. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 1.

Table 1: Descriptive Analysis on Organizational Culture

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D
Our organizational culture effectively guides that action of staff towards implementation of strategic plans without need for detailed instructions	0.5%	18.6%	23.7%	30.9%	26.3%	3.6	1.1
Management makes staff feel that their efforts towards implementing strategic plan are valued	1.0%	24.2%	21.6%	29.9%	23.2%	3.5	1.1
Staff gets full information on how to effectively implement strategic plan.	1.0%	26.8%	15.0%	24.7%	31.9%	3.5	1.2
As staff, we are comfortable with the old ways of doing things which has negatively affected strategic plan implementation	3.1%	25.8%	15.9%	23.2%	32.0%	3.5	1.2
Our organizational culture facilitates an effective mode of control and staff relationships for better strategic plan implementation	0.0%	21.1%	31.4%	25.8%	21.6%	3.5	1.1
Our organizational culture facilitates an effective mode of communication and decision making for better strategic plan implementation	0.5%	20.6%	25.8%	27.3%	25.8%	3.6	1.1
Top management has been ineffective in forming workable and comfortable organizational culture for effective implementation of strategic plan.	1.5%	21.1%	25.8%	23.7%	27.8%	3.6	1.2
Average						3.5	1.1

Results in Table 1 shows that majority 57.2 % (30.9% + 26.3%) agreed that organizational culture effectively guides that action of staff towards implementation of strategic plans without need for detailed instructions. 19.1% disagreed while 23.7 were neutral. The respondents were asked whether management makes staff feel that their efforts towards implementing strategic plan are valued. A majority of them agreed with 53.1% while 25.2% disagreed. Those who responded with neutral were 21%. The respondents were asked whether staff gets full information on how to effectively implement strategic plan. A majority of them agreed with 57.2% while 27.8% disagreed. Those who responded with neutral were 15%.

Further, the respondents were asked whether as staff, they are comfortable with the old ways of doing things that has negatively affected strategic plan implementation. A majority of them agreed with 55.2% while 28.9% disagreed. 15.9% of the respondent's responded with neutral. The

respondents were asked whether the organizational culture facilitates an effective mode of control and staff relationships for better strategic plan implementation. A majority of them agreed with 54% while 21% disagreed. 25% of the respondent’s responded with neutral. The respondents were asked whether the organizational culture facilitates an effective mode of communication and decision making for better strategic plan implementation. A majority of them agreed with 53% while 21.1% disagreed. Those who responded with neutral were 25.8%.

Lastly, the respondents were asked whether top management has been ineffective in forming workable and comfortable organizational culture for effective implementation of strategic plan. A majority of them agreed with 51.5% while 22.6% disagreed. 25.8% of the respondent’s responded with neutral. Overall, the average mean of the responses was 3.5 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.1 meaning that the responses were clustered around the mean response.

This study agrees with Sathe (2003) who argues that the relatively informal way that culture guides the actions of organization members. Certain times no detailed instructions exist on how to approach particular issues or problems. He adds that the mode of communication, decision-making, control, company relationships as well how the organization relates to the external environment are all a factor of culture.

4.1.2 Implementation of Strategic Plans

The general objective of this study was to undertake an assessment of critical institutional factors influencing the implementation of strategic plans within the context of the county governments of Western Kenya. In pursuing this, the respondents were requested to indicate the achieved targets of implementation of strategic plans in percentage for last five years. The results of this study are as depicted in Table 2.

Table 2: Rate of Target Achievement

Year	Less than 20%	21%-50%	51%-70%	Over 70%
2017	9%	25%	56%	10%
2016	7%	31%	51%	11%
2015	9%	28%	53%	10%
2014	15%	21%	50%	14%
2013	18%	14%	55%	13%

In the year 2013, majority of the respondents with 55% rated achievements on the attainment of strategic plans in the County between 51-70%. This was followed by less than 20% with a rate of 18%. The least was over 70% represented by 13%. In the year 2014, majority of the respondents with 50% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 21%. The least was over 70% represented by 10%. Achievements of less than 20% was rated at 15%. In the year 2015, majority of the respondents with 53% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 28%. The least was over 20% represented by 9%. Achievements of over 70% was rated at 10%. In the year 2016, majority of the respondents with 51% rated achievements of targets on the attainment of strategic plans in the

County between 51-70%. This was followed by 21-50 with a rate of 31%. The least was less than 20% represented by 7%. Achievements of over 70% was rated at 11%. Lastly, in the year 2017, majority of the respondents with 56% rated achievements of targets on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50 with a rate of 25%. The least was less than 20% represented by 9%. Achievements of over 70% was rated at 10%. The results indicated a progressive trend in targets achievement form the years 2013 to 2017.

Further, the respondents were requested to indicate the satisfaction on the attainment of strategic plans in the County. The results of this study are as depicted in Table 3.

Table 3: Rate of Satisfaction

Year	Less than 20%	21%-50%	51%-70%	Over 70%
2017	3%	21%	56%	20%
2016	8%	21%	54%	17%
2015	11%	25%	48%	16%
2014	17%	15%	59%	9%
2013	23%	26%	44%	7%

In the year 2013, majority of the respondents with 44% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 26%. The least was over 70% represented by 7%. In the year 2014, majority of the respondents with 59% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 15%. The least was over 70% represented by 9%. In the year 2015, majority of the respondents with 48% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 25%. Over 70% had a representation of 16% less than 20% with 11%. In the year 2016, majority of the respondents with 54% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 21%. Over 70% had a representation of 17% less than 20% with 8%. Lastly, in year 2016, majority of the respondents with 56% rated satisfaction on the attainment of strategic plans in the County between 51-70%. This was followed by 21-50% with a rate of 21%. Over 70% had a representation of 20% less than 20% with 3%. The results further indicated an increased rate of satisfaction on the attainment of strategic plans in the County for the period of 2013 to 2017.

4.2 Correlation Analysis

Correlation analysis was carried out to detect the association between the dependent variable, implementation of strategic plans and the independent variable of organizational culture. The mean score for each of the independent variables was calculated and the Pearson's correlation obtained using SPSS.

Table 4: Correlation Analysis

		Implementation	Organizational Culture
Implementation	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Organizational Culture	Pearson Correlation	.595**	1.000
	Sig. (2-tailed)	0.000	

The results in table 4 indicated that organizational culture was positively and significantly associated to implementation of strategic plans ($r=0.595$, $p=0.00<0.05$).

4.3 Tests for Regression Model Assumptions

4.3.1 Test for Normality of Data

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests could be assessed with the normal distribution. Singh and Masuku (2014) states that if these tests are non-normality, then the data have either outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed.

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirvov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H_0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

H_0 : The data is not normal.

H_1 : The data is normal.

Table 5 indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for the variables and thus we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). The study concluded that organizational culture and implementation of strategic plans are normal in distribution and hence subsequent analysis could be carried out.

Table 5: Test for normality

	Kolmogorov-Smirnova Statisti			Shapiro-Wilk		
	c	df	Sig.	Statistic	df	Sig.
Implementation of Strategic Plans	0.102	194	0.000	0.982	194	0.012
Organizational Culture	0.264	194	0.000	0.851	194	0.000

4.3.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of the independent variables against the dependent variable to measure if there is a straight-line relationship. The independent variables depicted a straight-line relationship with the dependent variable as shown in Figure 1.

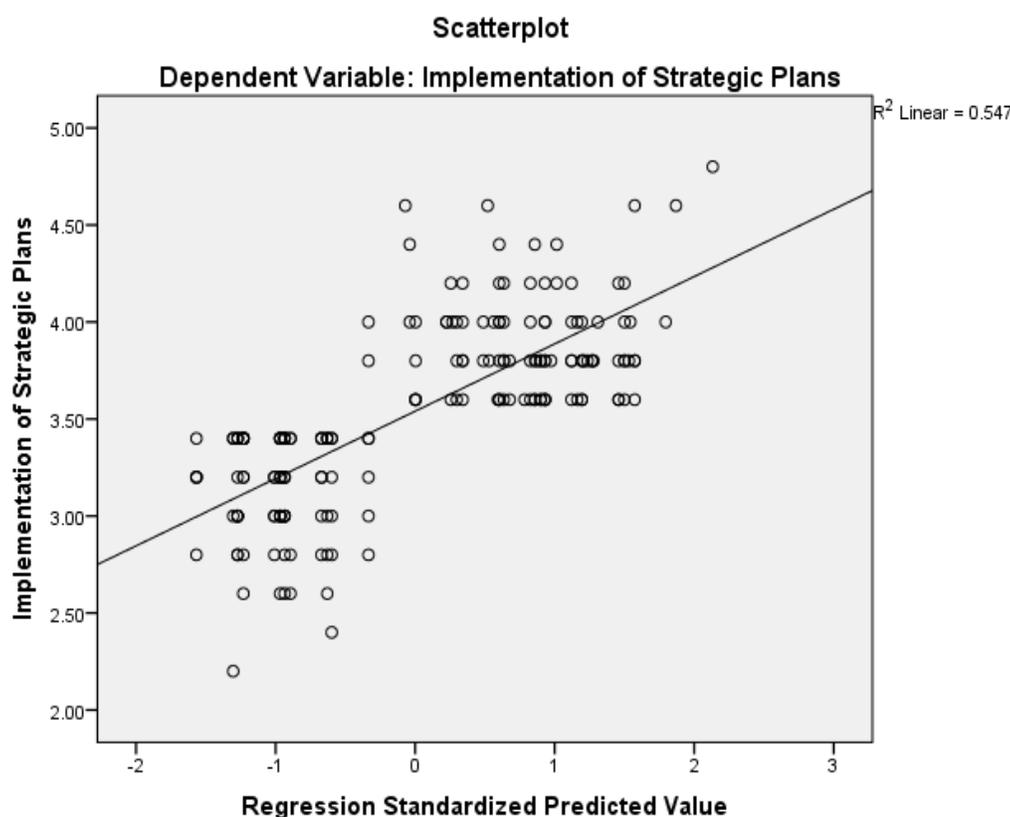


Figure 1: Scatter Diagram for Linearity

4.3.3 Test for Heteroscedasticity

The error process may be homoscedastic within cross-sectional units, but its variance may differ across units: a condition known as group wise heteroskedasticity (Stevenson, 2004). Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the cross sectional data (Long & Ervin, 2000). The null hypothesis is that the data

does not suffer from Heteroscedasticity since the p-value is greater than the 5%. The null hypothesis was not rejected at a critical p value of 0.05 since the reported value was $0.6911 > 0.05$. Thus, the data did not suffer from heteroscedasticity. The results in Table 6 indicate that the null hypothesis of constant variance is not rejected as supported by a p-value of 0.6911.

Table 6: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
Variable: fitted values of Strategic Implementation		
chi2(1)	=	0.16
Prob > chi2	=	0.6911

4.3.4 Test for Autocorrelation

Autocorrelation is a characteristic of data in which the correlation between the values of the same variables is based on related objects. It violates the assumption of instance independence, which underlies most of the conventional models. Durbin Watson test is used to check serial correlation among variables. When error terms from different (usually adjacent) time periods (or cross-section observation) are correlated, then it is said that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimator, but it affects their efficiency. To use a linear model, there should be no serial correlation among the observations.

In Table 7, the dependent variable must be independent and this was tested using Durbin-Watson (d) test which state that $d=2$ indicates that there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while between 1-1.7 indicates the residuals are interdependent whereas above 1.7 indicates that there is no autocorrelation. The results from the study presented 1.924 that indicates that the residuals have no autocorrelation.

Table 7: Durbin Watson test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739a	0.547	0.537	0.31927	1.924

4.4 Regression Analysis for Organizational Culture

Regression analysis was conducted to determine whether there was a significant relationship between organizational culture on the implementation of strategic plans. Table 8 presents the regression model on organizational culture versus implementation of strategic plans. As presented in the table, the coefficient of determination R Square is 0.354. The model indicates that organizational culture explains 35.4% of the variation in implementation of strategic plans ($R\text{-squared}=0.354$). This means 35.4% of the implementation of strategic plans is influenced by organizational culture. This implies that there exist a positive significant relationship between organizational culture on the implementation of strategic plans.

Table 8: Model Fitness for Organizational Culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595a	0.354	0.35	0.37827

The Analysis of Variance (ANOVA) results are shown in Table 9 The findings further confirm that the regression model of implementation of strategic plans on Organizational Culture index is significant and supported by $F=105.07$, $p<0.00$) since p-values was 0.00 which is less than 0.05.

Table 9: Analysis of Variance for Organizational Culture

	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.034	1	15.034	105.07	.000b
Residual	27.472	192	0.143		
Total	42.506	193			

Table 10 shows the coefficient for organizational culture. The fitted model from the result is $Y = \beta_0 + \beta_1 X_1 + \epsilon$

$$Y = 2.633 + 0.282X_1$$

This implies that a unit change in organizational culture will increase implementation of strategic plans by the rate of 0.282.

Table 10: Organizational Culture and Implementation of Strategic Plans

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	2.633	0.093		28.429	0.000
Organizational Culture	0.282	0.027	0.595	10.25	0.000

This agrees with Goromonzi (2016) who established showed that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance. Organizational culture had strong positive effect on their performance while for smaller and poor performing banks, the effect of organizational culture was nearly neutral. Strategy implementation was also found to have strong positive effect in high performing banks and between neutral to negative effect in non-performing banks. This is also in line with Abok et al., (2013) who argues that the relatively informal way that culture guides the actions of organization members. Certain times no detailed instructions exist on how to approach particular issues or problems. The study established that the mode of communication, decision-making, control, company relationships as well how the organization relates to the external environment are all a factor of culture.

4.5 Hypothesis Testing

The study hypothesis to be tested was:

H₀: There is no statistically significant relationship between organizational culture and implementation of strategic plans in the county governments in Western Kenya.

The hypothesis was tested by using simple regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀ but if it is more than 0.05, the H₀ is not rejected. Therefore, the null hypothesis is that organizational culture has no significant effect on implementation of strategic plans in the county governments in Western Kenya. Results in Table 10 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 10.25 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that there is a statistically significant relationship between organizational culture and implementation of strategic plans in the county governments in Western Kenya.

5.1 Conclusions

The study concluded that organizational culture has a positive and significant effect on implementation of strategic plans in county governments of Western Kenya. A stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. This type of corporate culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success. When culture aligns with strategy implementation, an organization is able to more efficiently operate in the global marketplace. Culture allows organizational leaders to work both individually and as teams to develop strategic initiatives within the organization.

5.2 Recommendations

The study recommends for the management of the county governments that are interested in changing the way the organization focus on the value-based forces underlying the organization's behaviors. These management need to carry out a culture assessments that will reveal what strategic culture characteristics exist and they can promote the strengths they find to motivate personnel and identify possibilities for immediate successes in their cultural reshaping endeavors.

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