

## **Influence of Organizational Culture on Strategic Change Implementation in the County Government of Kakamega, Kenya**

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**Abstract:** The study sought to investigate the influence of organizational culture on strategic change implementation in the County Government of Kakamega. This study was anchored on Hofstede's theory of Organization Culture. The study adopted a descriptive survey research design. The target population of the study was 548 top level and middle level managers. Sampling frame consisted of Agriculture, Public Service, Social Services, Education, Health Services, ICT, Lands & Housing, Trade & Industrialization, Roads, Public Works & Energy, Finance and Economic Planning. Purposive and stratified sampling techniques were chosen and used to select the sample population of 232 respondents according to Yamane recommendation. Structured questionnaire pre tested for validity and reliability was the main primary data collection tool. The primary data was analyzed using both descriptive and inferential statistics with SPSS as the analysis tool. The correlation findings indicated that there existed a significant relationship between organization culture and strategic change implementation ( $P=0.502$ ,  $P=0.000$ ). Simple linear regression analysis revealed that organizational culture accounted up to 25.2% variation in strategic change implementation ( $R^2=0.252$ ) The study concluded that organization culture influenced strategic change implementation in the County Government of Kakamega. The study recommended for the need to enhance participative culture to improve strategic change implementation.

**Keywords:** Organization culture, County Government, Kakamega, Strategic Change implementation

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### **I. Introduction**

In current dynamic environment, an organization can survive and grow only when it continuously and quickly adapts to the changing environment (Jain, Trehan & Trehan, 2015). As a response to this, organizations develop strategies to gain advantage over other players in the market. However, in order to be successful, organizations need to effectively implement their strategies to enhance their performance. According to Kihara, Bwisa and Kihoro (2016) the strategic change implementation process determines whether an organization excels, survives or dies depending on the manner in which it is undertaken by the stakeholders. Dobni, Klassen and Sands (2016) defined strategy as nothing more than simple rules about being different. A well-understood strategy allows management to design the right architecture, and directs employees to align their behaviors to execute the strategy (Dobni et al., 2016). McKay and Chia (2013) assert that organizational life is not characterized by deterministic natural selection or strategic choice, but by a process of creative evolution, in which strategic choice interacts with environmental forces to produce positive and/or negative consequences that have completely unexpected influences on the firm's results. Jaynes (2015) argues that strategy becomes the lens through which all aspects of the functioning of the organization are refracted. The author further notes that strategy works as a discourse that makes up the organization and its environment and preconditions the possibilities for action.

Strategic change implementation does not occur in a vacuum. It occurs within the internal and external environment of an organization (Akinyi, 2015). The environment is composed of various factors among them the prevailing organizational culture. The prevailing organizational culture can either support or undermine implementation of change strategies hence the need for strategy-cultural fit in any organization. Today's organizations are not static; they keep changing in order to remain relevant. Some changes are not predictable and it is only organizations that are able to adjust spontaneously that will successfully implement their strategies (Abass, Munga & Were, 2017).

Otsu and Otsupius (2016) notes that during periods of organizational strategic change, most attention focus on the organization in terms of structure, processes, tools, measurements, policies, and procedures. However, for the transition to be successful, individual interests, values, and competencies must be effectively aligned with the organization's vision, culture, and capabilities. Kakucha, Simba and Anwar (2018) concluded in

their publication that organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which also has to do with the skills and competencies of the respective managers. Riccaboni and Leone (2010) established that one of the key elements of the successful implementation of sustainable strategies is the integration of sustainable strategies with the traditional planning and control system to allow breaking-down of sustainability targets and objectives for the organization as a whole into targets and objectives which are meaningful.

Kakamega County is one of the forty seven (47) devolved units established and their functions provided for in the CoK, 2010. According to the First County Integrated Development Plan (CIDP) (2013-2017), Kakamega County borders Vihiga County to the South, Busia and Siaya Counties to the West, Bungoma and Trans Nzoia County to the North, Uasin Gishu to the North East and Nandi County to the East. It covers an area of approximately 3050.3Km<sup>2</sup>. Administratively the County has 12 Sub- Counties and 60 Wards. According to the 2009 Population and Housing Census, the County population stood at 1,660,651 with an estimated population growth rate of 2.5 %.

Since the devolution of the governance structure; the country has undergone various changes. Organizational transformation impacts on the performance of an organization during the period of rethinking and uncertainty that precedes radical organizational transformation. Irmer, Jimmieson, Prashait and Restubog (2011) observed that organizations may change strategy and processes, undergo mergers and acquisitions, restructure or downsize in the quest for a competitive edge in a global market place.

The County Government of Kakamega has had its fair share of challenges during the implementation of the new form of governance which required a change of strategy. For instance there was a sharp decline in the local revenue collection during the first three quarters of the FY 2013/14. Consequently in the FY 2014/15, the total County revenue collection from local sources stood at Kshs. 516.89 Million a figure far much lower of the budgeted target of Kshs. 903.5 Million (Annual County Governments Budget Implementation Review Report (ACGBIRR), 2015). This challenge in revenue collection could probably be attributed to emerging culture in the County. Revenue being one of the most important aspect for strategy implementation and service delivery in Kakamega County, it is necessary to relook at the factors that influence implementation of strategy/strategies as a whole during change process among County Governments so as to avert devolution failure.

### **1.1 Statement of the Problem**

Devolution represents a strategic change in the form of governance in Kenya (CoK, 2010). Since assuming office in 2013, the performance of Kakamega County Government compared to the defunct Local Authority has experienced its fair share of challenges. Among issues observed during the transition period is the decline in revenue collection as per (ACGBIRR, 2015) which could be attributed to decline in employee performance and resistance to the strategic change. Such a situation calls for appropriate organizational values, beliefs and norms are provided for in its vision and mission.

Although Stensacker et al. 2014 suggested that leadership was the most important factor during strategic change implementation as compared to other factors; it cannot be the only factor influencing strategic change in the County Government of Kakamega as other factors including communication, culture and staff training also play an important role during strategic change process. The late disbursement of funds to Counties which does not conform to provisions of section 17(6) of the PFM Act worsens the situation. The above mentioned factors have not been researched comprehensively among County Governments in Kenya, and therefore this study sought to find out the influence of culture on strategic change implementation among County Governments in Kenya- context of County Government of Kakamega and fill this research gap.

### **1.2 Research Objective**

The specific objective of the study was to establish the influence of organizational culture on strategic change implementation in the County Government of Kakamega.

### **1.3 Research Hypothesis**

**H<sub>0</sub>** There is no significant relationship between organizational culture and strategic change implementation in the County Government of Kakamega

## **II. Literature Review**

### **2. 1 Organizational Culture Theory**

Michael Pacanowsky and Nick O'Donnell-Trujillo introduced this theory in 1982. Theory was a way to understand the independent actions of an organization's members and how they contribute to form that organization's culture (Pacanowsky & Trujillo, 1982). Organizational Culture Theory aims to understand an organization's values, stories, goals, practices, and philosophies (West & Turner, 2010). This theory states the following assumptions: organizational members create and maintain a shared sense of organizational reality, resulting in a better understanding of the values of an organization; use and interpretation of symbols are critical

to an organization's culture; cultures vary across organizations, and the interpretations of actions within these cultures are diverse (West & Turner, 2010).

The assumption one discusses the fact that individuals in an organization contribute to creating and maintaining their reality (West & Turner, 2010). All individuals do this, no matter what status they hold within the organization, and the values of an organization are determined by all members. The second assumption of Organizational Cultural Theory has to do with the symbols used in a particular organization. Verbal symbols include things like jokes, jargon, myths, nicknames and history metaphors. Non-verbal symbols contain physical and behavioral symbols. Physical symbols can range from art and designs, logos and dress to buildings and material objects like yard and house decor. Behavioral symbols include ceremonies, traditions, customs, and even rewards and punishments. The third assumption focuses on the fact that there are differences in culture between different organizations. However, even though differences between members mean that there is more knowledge and experience to draw from, this can also be a detriment. If the leadership on a team or in an organization does not constantly keep an eye on how the whole group is doing those differences can create chaos instead of unity. This theory recommend that coaches provide a way for the team members to understand and find value in their different cultures and then work together to pull the best from each culture to unify the team. This may be in the form of an activity or dialogue to find the differences. Nevertheless, the theory is critiqued that in terms of logical consistency, it relies too heavily on shared meaning among organizational members (Eisenberg & Goodall, 2004). The theory does not provide prediction. Organizational Culture Theory therefore is critical to this research in terms of evaluating how organizational culture influences strategic change implementation.

## **2.2 Organization Culture and Strategic Change Implementation**

Chepkemoi and Makori (2015) define organizational culture as the world view and behavioural patterns shared by the members of the same organisation. Tankovic (2013) notes that vision presents an organization's desired future state projection and the mission explains the purpose and the reason of the organization's present existence. The author further states that since strategy is designed and formed according to the organizational needs, the particularities in vision and mission defining during the period of crisis are sought. According to Desson and Clouthier (2010), there are five basic features of organizational culture: a shared understanding of the organization's mission; values that guide decision-making and activity at all levels in the organization; the focus and management style of senior officers; how employees think of their relationships with management, one-another, partner organizations, and clients; and how an organization conducts its day-to-day business. The mission and vision statements can mirror the business situation especially in times of crisis and can use the vision and mission statements to define strategy as well as to predict the future organization's actions (Tankovic, 2013).

Chepkemoi and Makori (2015) allude that when people within an organization interact and share experiences with one another over a long period of time they construct a joint understanding of the world around them. This shared belief system becomes emotionally charged as it encompasses the values and norms of the organizational members. As such organizational culture can strongly influence everything from how to behave during meetings to what is viewed as ethical behaviour. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can implement changes swiftly and easily. However, if the firm's climate is not supportive, strategic changes may be ineffective or even counterproductive (Chepkemoi & Makori, 2015).

A team is a small number of people with complementary skills, set to achieve a common goal in their collaborative work. Fakhari (2016) suggest that teams members with different cultures, tend to have low correlation compared to those with a homogeneous culture. This suggestion imply that for a successful strategic change implementation to be realized in a given organization set up, then employees associated with certain teams must exhibit a similar culture.

Chepkemoi and Makori (2015) in their study on challenges hindering effective strategic change management in Nairobi County, established that to a great extent employee norms and beliefs affected adoption of change process in the organization; employees are willing to leave their long time practices to adopt new changes; members are hard to leave their long time organizational dress, tools, layout; all changes are not well received by all stakeholders. Independent variables include; strategy implementation, culture, leadership and resource allocation while strategic change management was the dependent variable. Descriptive survey research design was adopted, where a sample size of 70 was selected using stratified sampling from a target population of 700 employees from different departments. Primary data was collected through questionnaires while correlation and regression analysis were adopted to determine strength and direction of the relationship of the variables under study.

Abass, Munga and Were (2017) in their study on the relationship between strategy implementation and performance in Wajir County Government, conclude that there is statistically significant association between

(organizational structure; leadership styles; organizational culture) and organizational performance while resource availability statistically insignificant. They recommended that County governments in Kenya must put in place strong organizational cultures by having set of shared beliefs, values and norms. Independent variables include; organization structure, leadership styles, organization culture and resource availability while organization performance was the dependent variable. A mixture of three designs which include descriptive, qualitative and quantitative research design was adopted to increase validity of the outcome. The study targeted 166 employees and selected stratified random sampling to come up with a sample size of 86 respondents. Primary data was collected with the help of a questionnaire while descriptive and inferential statistics were used to analyze information generated from respondents.

On the other hand, Kakucha et al. (2018) research work on effects of organizational culture on strategic change management in Mombasa County Government, found out that there exist a positive and significant relationship between organizational culture and strategic change management. The authors recommended that the policy makers should come up with the policies that support the culture of involving all employees and stakeholders as part and parcel of the strategic change process (Kakucha et al, 2018). Organization culture was the independent variable characterized by involvement, consistency, adaptability, mission and vision while the dependent variable was strategic change management. The research adopted a descriptive research. The target population was 4102 employees, 38 among them were senior managers. Simple random sampling was used to sample the junior staff with Yamane (1967) formula used to calculate its sample size to be 364 employees. 12 key informants were picked using convenience sampling method. Descriptive statistics was used in formulating frequency tables, graphs and charts. Relationship between the organizational culture and the strategic change management was established using multiple linear regression models.

### III. Research Methodology

The study adopted a descriptive research design. In this study the target population of 548 was drawn from top and middle level management across ten (10) ministries in the County Government of Kakamega. Sampling frame consisted of county ministries of Agriculture, Public Service, Social Services, Education, Health Services, ICT, Lands & Housing, Trade & Industrialization, Roads, Public Works & Energy, Finance and Economic Planning. The study sampled 232 respondents as recommended by Yamane (1967). Primary data was collected using structured five point Likert Scale Questionnaires consisting of closed ended questions. Content validity was used as a measure of the degree to which the data collected using the questionnaire represents the objective of the study. The data gathered from the pilot test was subjected to Cronbach's alpha a coefficient of reliability that gave an alpha value of 0.815 which was acceptable in social sciences. Quantitative data obtained was analyzed using both descriptive and inferential statistics. The descriptive statistics used included means, frequency and standard deviation. Inferential statistics involved Pearson correlation while linear simple regression was used to test the relationship between independent and dependent variables with significance level of 0.05 (95.0% confidence level).

### IV. Findings and Discussions

#### 4.1 Descriptive Statistics

The sampled respondents were presented with 11 statements on the organizational culture in relation to strategic change management. The study sought to find out their level of agreement from Strongly Disagree-1, Disagree-2, Neutral-3, Agree-4 and Strongly Agree-5. The pertinent results are shown in Table 1.

**Table 1: Descriptive Results for Organizational Culture**

Statement	1	2	3	4	5	Mean	SDV
The County Government has a strategic vision and mission	0.0%	1.53% (3)	1.53% (3)	25.51% (50)	71.43% (140)	4.64	0.71
Most employees have internalized the vision and mission	3.06% (6)	22.96% (45)	31.63% (62)	32.65% (64)	9.69% (19)	3.23	1.00
Employees understand what is expected of them in the strategic change implementation	1.53% (3)	13.78% (27)	33.67% (66)	38.78% (76)	12.24% (24)	3.46	0.93
Most employees have internalized the beliefs and norms of the County Government	4.59% (9)	19.9% (39)	34.18% (67)	28.57% (56)	12.76% (25)	3.25	1.05
Beliefs and norms have enhanced team work during strategic change	7.65% (15)	10.71% (21)	18.88% (37)	53.57% (105)	7.65% (15)	3.47	1.08
It is easy to implement strategic change because of our coercive culture	6.12% (12)	13.78% (27)	25.51% (50)	39.29% (77)	13.78% (27)	3.45	1.12
There is participative decision making on issues affecting performance	1.53% (3)	16.84% (33)	26.53% (52)	38.27% (75)	15.31% (30)	3.54	1.04
The culture has made it effective in addressing challenges faced during	6.12% (12)	9.18% (18)	35.2% (69)	35.2% (69)	12.76% (25)	3.44	1.07

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devolution implementation							
Our internal policies and procedures are key enablers of good strategy implementation.	1.53% (3)	6.12% (12)	15.82% (31)	46.94% (92)	28.06% (55)	3.98	0.94
Kakamega County Government is an equal employer that is, two thirds of employees are from within the County and a third from other Counties	10.71% (21)	4.59% (9)	21.43% (42)	41.84% (82)	19.9% (39)	3.60	1.21
The County Government upholds the gender rule during employment	10.71% (21)	6.12% (12)	17.35% (34)	47.45% (93)	16.84% (33)	3.58	1.20
<b>Overall</b>						<b>3.6</b>	<b>1.03</b>

From Table 1, the results revealed that 96.94% (190) of the sampled respondents agreed that the County Government has a strategic vision and mission with a mean of 4.64 and standard deviation of 0.714. This implies that there is some deviation from the mean. This agrees with Orangi (2013) who indicated Kisii County has a well stated vision and mission that focus on the country’s vision 2030. Stakeholders such as the electorate, the county executive, professional and civic leaders are involved in the strategic planning and implementation process. On the other hand, few of the respondents as shown by 46.34% (83) agreed that most employees have internalized the vision and mission with a mean of 3.23 and standard deviation of 1.009. The results further revealed 50.02% (100) agreed that employees understand what is expected of them in the strategic change implementation with a mean of 3.46 and standard deviation of 0.930. Brinkschröder (2014) asserted that it’s important for employee to understand strategic plan of an organization as employees are aware of what is expected from them according to the new strategy.

Most employees have internalized the beliefs and norms of the County Government agreed as shown by 41.33% (81) of the sample respondents who agreed with a mean of 3.25 and standard deviation of 1.05. Ekwutosi and Moses (2013) discovered that in order to achieve control through organizational culture, it is necessary to be able to influence (internalize) the processes that create, sustain and change the individual elements of organizational culture. The results further revealed that more than half of the respondents 61.22% (120) agreed that beliefs and norms have enhanced team work during strategic change. Ghorbanhosseini (2013) indicated that organizational culture should be improved by improving beliefs, norms and values of the organization and also improving teamwork during change management. In regard to coercive culture, 53.07% (104) of the respondents agreed that it is easy to implement strategic change because of our coercive culture. Similarly, 53.58% (105) of the sampled respondents agreed that there is participative decision making on issues affecting performance with a mean of 3.54 and standard deviation of 1.04.

In regard to challenges, 47.96% (94) of the sampled respondents agreed that the culture has made it effective in addressing challenges faced during devolution implementation with a mean of 3.44 and standard deviation of 1.072. Culture can be a barrier to strategy implementation (Madegwa, 2013). Lack of synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change. The results further revealed that 75% (147) of the sampled respondents agreed that internal policies and procedures are key enablers of good strategy implementation with a mean of 3.98 and standard deviation of 0.942. According to Thompson and Strickland (2011), the cornerstones of strategy implementation is instituting supportive internal policies and procedures, creating a strategy supportive working environment while inducing motivation in people to meet the needs of strategic change.

Similarly, 71.74% (121) of the respondents agreed that Kakamega County Government is an equal employer that is; two thirds of employees are from within the County and a third from other Counties. This is contrary to audit report by the National Cohesion and Integration Commission (2012) where more than half of Kenya’s ethnic communities have insignificant presence in the public service; just 20 out of the about 43 Kenyan ethnic communities have noticeable presence, with the rest of the 23 having below 1% representation. Lastly, 64.29% (126) agreed that the County Government upholds the gender rule during employment with a mean of 3.58 and standard deviation of 1.202. Kyalo (2015) revealed that state agencies and private institutions are working towards implementing what has come to be referred to as a third gender rule. However, most counties have failed to implement third gender rule in Kenya. The overall mean was 3.6 with standard deviation of 1.035 which implies that there is great deviation from the mean.

**Table 2: Descriptive Results for Strategic Change Implementation**

Statement	1	2	3	4	5	Mean	SDV
All stakeholders are taken into consideration before implementing strategic change	9.18% (18)	10.71% (21)	30.61% (60)	33.67% (66)	15.82% (31)	3.36	1.14
Employees are involved in arriving at strategies to be implemented	9.18% (18)	20.41% (40)	26.53% (52)	33.16% (65)	10.71% (21)	3.16	1.14
Priority projects are identified through public participation	3.06% (6)	9.18% (18)	6.63% (13)	44.9% (88)	36.22% (71)	4.02	1.03

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Budget estimates are prepared in time to facilitate devolution programs	3.06% (6)	6.12% (12)	12.76% (25)	49.49% (97)	28.57% (56)	3.94	.967
The cost of the projects does not go beyond the budgeted cost	4.59% (9)	23.98% (47)	12.24% (24)	41.84% (82)	17.35% (34)	3.43	1.16
The scope of the works do not change during project implementation	9.18% (18)	31.63% (62)	21.94% (43)	26.53% (52)	10.71% (21)	2.98	1.17
Funds are disbursed on time from the National Government	44.39% (87)	22.45% (44)	8.16% (16)	14.29% (28)	10.71% (21)	2.24	1.41
Success has been achieved during the devolution process	1.53% (3)	4.59% (9)	32.14% (63)	40.31% (79)	21.43% (42)	3.76	0.89
Projects undertaken are completed on schedule	11.22% (22)	24.49% (48)	32.14% (63)	24.49% (48)	7.65% (15)	2.93	1.11
Projects undertaken meet customer satisfaction	4.59% (9)	10.71% (21)	42.35% (83)	29.59% (58)	12.76% (25)	3.35	.989
Revenue collected from the County is at least 10% of the estimated County budget	12.24% (24)	31.12% (61)	26.53% (52)	25.51% (50)	4.59% (9)	2.79	1.09
Kakamega County Government upholds provisions of procurement laws and other key laws during strategic change implementation	1.53% (3)	3.06% (6)	35.71% (70)	43.37% (85)	16.33% (32)	3.70	.833
<b>Overall mean</b>						<b>3.31</b>	<b>1.07</b>

From the results in Table 4.7, 49.49% (97) of the sampled respondents agreed that all stakeholders are taken into consideration before implementing strategic change with a mean of 3.36 and standard deviation of 1.149. This implies that there great deviation from mean. With a mean of 3.16 and standard deviation of 1.146, 43.87% (87) of the respondents agreed that employees are involved in arriving at strategies to be implemented. Mangala (2015) found that early involvement of employees in the strategy process helps employees in understanding goals, style, and cultural norms and also prevents them from being taken by surprise, putting all employees at the same platform, helping the employees to own the process thus ensuring better results. Majority of the respondents confirmed that priority projects are identified through public participation of which 81.12% (159) agreed with a mean of 4.02 and standard deviation of 1.038. The results further revealed that 78.06% (153) of the sampled respondents agreed that budget estimates are prepared in time to facilitate devolution programs with a mean of 3.94 and standard deviation of 0.967. Mulongo (2012) found out that, stakeholders play a central role in setting up priorities and objectives of the company change initiatives in order to ensure relevance and appropriateness.

In regard to project costs, 59.19% (116) of the respondents agreed that the cost of the projects does not go beyond the budgeted cost. However, in Meru County, Boru (2016) indicated that most county projects are delay due to cost overrun due to inflation and mismanagement of funds. On the other hand, less than half of the respondents confirmed that the scope of works does not change during project implementation as indicated by a mean of 2.98 and standard deviation of 1.177. The respondents disagreed that funds are disbursed on time from the National Government as indicated by a mean of 2.24 and as indicated by 25% (49) of the respondents who agreed with funds timely disbursement. This is in agreement with KIPPRA (2018) who indicated to delays in release of funds by the National government has resulted to low rates of capital consumptions affected absorption rates for public works, transport and housing and industrial and enterprise development functions over the period under review. The results further revealed that 61.74% (121) agreed that success has been achieved during the devolution process with a mean of 3.76 and standard deviation of 0.89. Kubai (2015) indicated that in Meru County, majority of resident felt that local resources has not been adequately mobilized to ensure successful implementation of the devolution agenda.

The results further revealed that 32.14% (63) agreed that projects undertaken are completed on schedule with 2.93 and standard deviation of 1.11. Similarly, 42.35% (83) agreed that projects undertaken meet customer satisfaction with a mean of 3.35 and standard deviation of 0.989. Kanda, Muchelule and Mamadi (2016) indicated that most county projects face problems of completion through unmet client satisfaction requirements, cost escalations beyond the budgetary limits and late delivery times. This indicates that various county projects face enormous challenges of implementation. Lastly, 59.7% (117) agreed that Kakamega County Government upholds provisions of procurement laws and other key laws during strategic change implementation with a mean of 3.70 and standard deviation of 0.833. In Machakos County, Mbae (2014) concluded that there are a number of challenges faced by the county government in the implement of procurement laws in the county which affected county integrated strategic plan. The overall mean was 3.31 and standard deviation of 1.082 which shows that there is some deviation from the mean.

#### **4.2 Inferential statistics**

Pearson correlation was used to establish the relationship between organizational culture and strategic change implementation in the County Government of Kakamega. The results are as shown in Table 3

**Table 3: Correlation between Organizational Culture and Strategic Change Implementation**

Correlation	Strategic Change Implementation
Pearson R Coefficient	0.502
Significance Level	.000

The study revealed a coefficient of correlation ( $r$ ) as 0.502\*\*,  $P < 0.01$  at 99.0% confidence level. This shows that there exist a significant strong positive relationship between organizational culture and strategic change implementation in the County Government of Kakamega. This implies that enhanced organizational culture would result to enhanced strategic change implementation in the County Government of Kakamega increases.

Simple linear regression analysis was conducted to find the proportion in the dependent variable (Strategic change implementation) which can be predicted from the independent variable (organizational culture) Table 4 shows the analysis results.

**Table 4: Regression Results of Organizational Culture and Strategic Change Implementation**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.		
.502 <sup>a</sup>	.252	.248	.656	.000		
Regression Coefficient						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.473	.239		6.152	.000
	OC	.528	.065	.502	8.092	.000

The results revealed a coefficient of determination ( $r^2$ ) of 0.252 postulating that organizational culture can account up to 25.2 % of change in strategic change implementation in the County Government of Kakamega. The F test gave a value of  $(1, 195) = 65.475$ ,  $P < 0.01$ , which supports the goodness of fit of the model in explaining the variation in the strategic change implementation. It also means that organizational culture is a useful predictor of strategic change implementation in the County Government of Kakamega. The unstandardized regression coefficient ( $\beta$ ) value of organizational culture was 0.528 and significance level of  $p < .001$ . This indicated that a unit change in organizational culture would result to change in strategic change implementation by 0.528 significantly.

The null research hypothesis posited  $H_0$ : There is no significant influence of the organizational culture on strategic change implementation in the County Government of Kakamega, was rejected. From the results, organizational culture had significant positive effect on strategic change implementation with  $P < 0.01$  and it significantly accounted 25.2% variance in strategic change implementation. These findings are in agreement with Abass, Munga and Were (2017) who found out that that there is statistically significant association between organizational culture and organizational performance. The results were also similar to Kakucha et al. (2018) who found out that there exist a positive and significant relationship between organizational culture and strategic change management.

## V. Conclusion and Recommendation

Basing on the results, the study concluded that there is significant relationship between organizational culture and strategic change implementation in the County Government of Kakamega; thus the null hypothesis was rejected. Therefore, improvement in organizational culture would enhance strategic change implementation in the County Government of Kakamega. The study concluded that organizational culture influenced strategic change implementation in the County Government of Kakamega. Kakamega County Government has a strategic vision and mission. There was presence of internal policies and procedures which are key enablers of good strategy implementation and two thirds of employees are from within the County and a third from other Counties therefore, Kakamega County Government is an equal employer.

The study recommended that management should develop organization culture that would make it possible to address challenges faced during devolution implementation. The study also recommended that enhanced participative culture in decision making as would result to employees understand what is expected of them in the strategic change implementation. County government should have a tight culture strategy fit that facilitates execution of strategy, provides clear guidance on roles, responsibilities and procedures that promotes strong employee identification with and commitment to an organization's vision, performance targets and strategy. The study recommends further research on strategic responses adopted by County governments in Kenya.

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