

**ORGANISATIONAL CULTURE - STRATEGY ALIGNMENT AND
EFFECTIVE STRATEGY IMPLEMENTATION AMONG THE COUNTY
GOVERNMENTS IN KENYA**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS,
UNIVERSITY OF NAIROBI**

DECEMBER, 2017

DECLARATION

Declaration by student

This research project is my original work and has not been presented in any other university for award of a degree.

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D61/74647/2014

Approval by Supervisor

This research project has been submitted for examination with my approval as the University Supervisor.

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ACKNOWLEDGEMENT

All praise and gratitude belongs to the almighty Allah for granting me the gift of life and for seeing me through this project until its completion.

I sincerely acknowledge Mr. Seth Odongo for guiding me throughout this project. His guidance, encouragement and contribution towards the success of this project were indeed invaluable.

I wish to express my appreciation to my respondents for sacrificing your time for the success of this work.

A special thanks to my mum who has continuously been of great support and encouragement. I thank you for believing in me.

I also express my gratitude to my family and friends for making my success their success throughout this project.

God bless you all.

DEDICATION

I dedicate this work to my late dad (Mr. Mohamed Mwadzoho), my mum (Mrs. Mwanarusi Mwachili), my lovely siblings (Mwanamisi, Rashid, Eshah and Hawaah), my nephew Islam Khamis and my in-laws, Khamis and Shulin. This is our success.

ABSTRACT

The study is about organizational culture strategy alignment and the effective strategy implementation among the county governments in Kenya. The objective of the study was to determine the effects of Organizational culture strategy alignment on the effectiveness of strategy implementation among the county governments in Kenya. Competing Value theory framework, Resource-Based View theory and Stakeholder theory guided the study and past studies were reviewed on the topic to bring out the research gap. The study employed descriptive cross-sectional survey research design. The target population of the study was 47 counties in accordance with the Constitution of Kenya (2010). The county secretaries and other county officials were identified as key respondents. Primary data was collected using structured questionnaires that were either hand delivered or emailed to the target respondents. Quantitative data obtained was cleaned, coded and analyzed using excel spreadsheet and statistical Package for Social Scientists (SPSS) software version 20. Results were summarized into tables with frequencies, percentages, mean and standard deviation. A correlation analysis was used to determine the relationship between organizational cultural orientations variables and effective strategy implementation variables and findings indicated that there was a strong statistically significant relationship between most of the variables. In light of the results, the study recommends the county governments in Kenya to make Organizational Culture-Strategy alignment a priority during strategy formulation as well as during strategy implementation. The counties should consider culture change and embrace values that are consistent with their Organizational and strategic goals. County leadership must also cast the right shadows and ensure that policies, procedures and decision rights support the advocated values. The study further recommends that counties provide for preventive measures against barriers that may arise in the course of implementation of the county plans especially during strategy formulation.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The organizational culture and the organizational strategy being implemented are expected to support and be consistent with each other at all times in an organization (Johnson & Scholes, 2002). In today's business world, organizations need to check whether their culture encourages or are flexible to fit the desired organizational strategy. Systems and structures need to be changed by managers as the organizational strategy advances to fit and strengthen organizational culture that can successfully support strategy implementation (Gupta, 2011). This is necessary because managers are the implementers of the strategies hence it is their task to create an alignment between organizational culture and the strategy and maintain it (Thompson & Strickland, 2003).

The study made use of Competing Value theory framework, Resource-Based View theory and Stakeholder theory. Competing Value framework provides that organizations concurrently pursue a number of goals which may conflict with one another at times. It's theorized in terms of the natural tension between competing demands of adaptation to the external environment against keeping up the internal socio-technical systems, and informal flexibility against formal controls to the internal power (Cameron & Quinn, 1999). The Resource based theory contends that organizations own resources which when subdivided, part of it makes the organization attain competitive advantage and the other leads to superior and sustainable performance (Barney 1991; Grant 1991; Wernerfelt 1984). Barney (1991) further asserts that in a resource based context, resources have value only if they can support efficient and effective strategy implementation. In this study, organizational culture is considered as the resource which is one of the most sustainable competitive advantages an organization can have because it's difficult to copy hence a high influence on the effectiveness of strategy implementation. Stakeholder theory is based on the fact that organizations or institutions have various stakeholders to whom the firm owes a special duty. Freedman (2003) modeled how stakeholders impacted the firm and how the firm impacts the stakeholders. Stakeholders can affect the firm directly or indirectly hence the

success of the organization is dependent on the relationship between the organization and the stakeholders.

The 47 County governments in Kenya are expected to develop County plans to guide, harmonise and facilitate development within each county as enshrined in the New Constitution of Kenya, 2010. The county plans form the basis for all budgeting and spending in all the County Governments in Kenya. The devolved governments are in early stages of operation hence stand to face many challenges in terms of effective strategy implementation because they lack experience and adequate knowledge of challenges facing strategy implementation in devolved governments. According to The Auditor general's reports 2013/2014, 2014/2015, 2015/2016 in all the 47 counties, the management and operational performance audit reveal ineffectiveness in the overall implementation of county plans. Recent studies done on county governments in Kenya and strategy implementation show that there are challenges that hinder successful implementation of county strategies (Obiga 2014 & Opano 2013).

1.1.1 Organizational Culture-Strategy alignment

Park, Ribiere and Schulter (2004) defines organizational culture as common rules applied overtime in an organization while coping and resolving challenges of external adaptation and internal integration. The common rules are usually taught to the members of the organization as the standard ways to solve the challenges. Strategy is the road map of an organization that achieves organizational advantages by configuration of resources in a challenging environment in order to meet market needs and realize stakeholders' expectations (Johnson & Scholes, 2002). Strategy is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish (Miller, 2002).

According to Thompson, Strickland and Gamble (2009), an organization with culture that is grounded on principles, practices and behaviours required for successful strategy implementation motivates employees to perform their work in line with the strategy in place and consequently achieve efficiency and effectiveness in strategy implementation. However when a conflict arises between an organizational culture and the strategy, organizational culture impedes the success of the strategy. It is noted that organizational culture is a significant characteristic known for running

outstanding organizations that have achieved the strategic fit between their strategies and culture (Roy, 1994).

Thompson, Strickland and Gamble (2009), indicates that organizational culture-strategy alignment prompts employees with emotional allegiance to the culture to feel genuinely better about their jobs, the company they work for, and the merits of what the company is trying to accomplish. There are ten steps that can be followed to integrate the organizational strategy to the organizational culture. The organization must establish a vision, agree on a mission, develop key strategies to be implemented in the organization, come up with strategic goals to be achieved and institute values to hold on to. The organization is then required to share policies and procedures within the organization and ensure that the top leadership is in support of the strategy. The goals are then deployed to the respective departments, measurements of strategy implementation with the key performance indicators and lastly reviewing progress (De Feo & Janssen, 2001).

1.1.2 Strategy Implementation

Pearce and Robinson (2006) defines Strategy implementation as a process through which a set of agreed work philosophies is translated into functional and operational targets. Strategy implementation involves a broad range of efforts which focus on the transformation of strategic intentions into actions (Miller & Dess, 1996). Kalali, Anvari, Pourrezat and Dastejerdi (2011) affirm that strategy implementation is the translation of chosen strategy into organization action so as to achieve strategic goals and objectives. Strategy implementation is concerned with translation of strategy into action which is part of strategic management analysis and choice. (Ibrahim, Sulaiman, Kahtani & Abu-Jarad, 2012).

According to Pearce and Robinson (2006), the process of implementation requires the managerial support that will ensure all members of the organization work towards achievement of the desired goals of the strategy. Effectiveness of strategy implementation begins during strategy formulation when the questions of “how to do it?” should be considered parallel to “what to do?” A strategy is said to be effective if it uses resources allocated according to the plan and delivers the expected results. This means that organizations have to continually evaluate use

of resources and performance to check if the strategy is hitting the targets or to effectively manage the organizations resource portfolio as well as sustain an effective organizational culture.

Strategy implementation success is judged based on the result/outcome of which these outcomes are based on timeliness and in line with overall strategic goals and objectives. Strategic plans can be excellent but without effective implementation they remain valueless. Once a robust strategic plan is in place, managers should avoid common implementation mistakes, Reach out to stakeholders, Measure progress in the strategic plan and monitor the strategic plan. Research has shown that effectiveness in achieving strategic goals is enhanced when reviews are constantly done (McMahon, 1984). Stevens, Beyer, and Trice (1980) also determined that strategy is better implemented when managers believe that the process to implement the strategy will be reviewed.

1.1.3 County Governments in Kenya

Kenya adopted a new system of governance in August 2010 under the new constitution. The new constitution provided for a devolved system of government that consists of both National and County governments (Ong'olo & Awino, 2013). The National government is headed by the President and 47 County Governments headed by Governors. The number of County governments in Kenya is based on the delineation of administrative districts as created under the Provinces and Districts Act of 1992.

The County Governments Act 2012 specifies County plans that are expected to guide, harmonise and facilitate development within each county. They are County Integrated Development Plans that covers atleast 5years, the County Sectoral plans that contribute towards the County Integrated Development Plans, County Spatial plans, County Urban Areas and Cities plans and County Performance Management plans. These county plans form the basis for all budgeting and spending in all the County Governments in Kenya. The plans are interrelated and deal with different aspects of development and form the basis of County Annual budgets. Effective strategy implementation of the County plans is therefore important for social and economic development success within the counties.

1.2 Research Problem

The effectiveness of culture depends largely on how well the culture aligns with the organizational strategy. It's noted that maximizing synergy and reinforcing culture leads to successful implementation of organizational strategy (Musyoka, 2011). When culture influences the action of the employees to support current strategy, implementation is strengthened. However conflict may arise between an organizational culture and the strategy, making the organizational culture a stumbling block to the success of the strategy. Korn Ferry Survey (2014) states that 72% of executives agreed that culture is extremely important to organizational performance but only 32% believed their own organizational culture is aligned to its business strategies. Thus it is important to encourage the executives in different organisations to champion the alignment between organizational culture and strategy implementation.

The endorsement of the new Kenyan constitution in 2010 brought about a new system of governance where there exists the National government headed by the President and 47 devolved governments referred to as County Governments headed by Governors. County governments are expected develop County plans to guide, harmonise and facilitate development within each county. These county plans form the basis for all budgeting as well as spending in all County Governments in Kenya. The devolved governments are in early stages of operation hence stand to face many challenges in terms of effective strategy implementation because they lack experience and adequate knowledge of challenges facing strategy implementation in devolved governments. According to The Auditor general's reports 2013/2014, 2014/2015, 2015/2016 in all the 47 counties, the management and operational performance audit reveal ineffectiveness in the overall implementation of county plans. Recent studies done on county governments in Kenya and strategy implementation show that there are challenges that hinder successful implementation of county strategies (Obiga 2014 & Opano 2013).

Past studies indicate the significance of Organizational culture on strategy implementation in different contexts. Baird, Harrison and Reeve (2007) found out that a specific strategy needs a definite organizational culture. This study was done 10 years ago in Australia hence the researcher intends to fill the gap. Akuei, Katuse and Njenga (2016) found out that organizational Leadership positively influence effective strategy implementation compared to other attributes

tested. The study focused on commercial banks in South Sudan hence the research gap. A study by Goromonzi (2016) found out that culture and strategies have a lot of importance on the performance of Commercial banks in Zimbabwe. The study focused on commercial bank performance in Zimbabwe hence the researcher intends to fill the gap by studying the effects of organizational culture - strategy alignment among County Governments in Kenya. In Kenya, Abok, Waititu, Gakure and Ragui (2013) indicates 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 current study. Isaboke (2015) 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. In light of the aforementioned study limitations this study will seek to fill the research gap identified by answering the question, “How does Organizational Culture-Strategy alignment affect the effectiveness of strategy implementation among the County Governments in Kenya?”

1.3 Research Objectives

To determine the effect of Organizational Culture-Strategy alignment on the effectiveness of strategy implementation among the County Governments in Kenya

1.4 Value of Study

Firstly, this study will contribute to the existing knowledge of strategic management specifically on organizational culture-strategy alignment and effective strategy implementation. The study is anchored on the resource based view theory which looks at Organizational culture as a resource that is not easy to copy which can make an organization have sustainable competitive advantage. This resource is valuable and when aligned well with the organization strategy leads to successful strategy implementation and superior performance.

Secondly, Researchers and Academicians will use this study as a reference point in related studies as the context is unique. The same study can be replicated in a different context other than the County Governments in Kenya.

Lastly, the study will be useful to policy makers as it will form a basis for a proper legislation or regulation regarding organizational culture-strategy alignment and the effectiveness of strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter depicts the theoretical framework relevant to this study, the empirical studies and a summary of the study under the chapter.

2.2 Theoretical Foundation

This study was based on the following theories that clearly articulate the Culture-strategy relationship; - Competing value theory framework, Resource based theory, Stakeholder theory.

2.2.1 Competing Value Theory Framework

Competing Value framework provides that organizations concurrently pursue a number of goals which may conflict with one another at times. It's theorized in terms of the natural tension between competing demands of adaptation to the external environs against keeping up the internal socio-technical systems, and informal flexibility against formal controls to the internal power (Cameron & Quinn, 1999). According to Quinn and Kimberly (1984), Competing Value theory Framework is characterized by a two-dimensional space that reflects different value orientations. The flexibility orientation verses control axis that is meant to show the degree of organizational emphasis on change or stability. The flexibility orientation reflects elasticity and spontaneity while the control orientation reveals consistency, control and order. The other dimension is the internal verses the external axis that addresses the internal and external environments of the organization. An internal orientation reflects an emphasis on the preserving and enhancing the existing organization while the external orientation stresses on the competition and adaptation to the organizational external environment.

The two dimensions relate to four cultural orientations in the organization, group culture, developmental culture, rational culture and hierarchical culture. Group culture focuses on the human relations and the internal organization and it's based on flexibility and change. Developmental culture is an open system which is flexible but with an external orientation. It

emphasizes on improvements, resource acquisition, creativeness as well as adaptation to the external environment. Rational culture is control oriented and externally focused. This kind of culture in an organization has well defined objectives and put emphasis on efficiency and effectiveness and is motivated by external competition. Hierarchical culture encourages stability in an organization and is internally focused. There is standardization, direction, internal efficiency and employees are encouraged to abide by the guidelines set.

The cultural orientations are also referred to as Clan culture, Adhocracy Culture, Market Culture and Hierarchy culture respectively (Cameron & Quinn, 1999). According to Deshpande and Webster (1989), majority of the organizations assumes more than one cultural orientation although one of them may prevail for a while. Government organizations share some characteristics such as being well-organized, secure, stable, controlled systems while financial organizations belonged to the hierarchical and market quadrant (Cameron & Quinn, 1999). This theory is therefore useful in this study because it will help the researcher find out which cultural orientation the county governments belong to hence be able to find out the culture-strategy alignment for effective implementation of their strategies.

2.2.2 Resource Based View Theory

According to Hunt and Morgan (1995) Resource Based View Theory is based on the concept of economic rent and the view of the company as a collection of capabilities. It emphasizes the firm's resources as the fundamental determinants for achieving competitive advantage (Borg & Gall, 2009). The Resource based theory contends that organizations own resources which when subdivided, part of it makes the organization attain competitive advantage and the other leads to superior and sustainable performance (Barney 1991; Grant 1991; Wernerfelt 1984).

Barney (1991) further asserts that in a resource based context, resources have value only if they can support efficient and effective strategy implementation. The resource must be able to add value, be rare, not easily copied (imitable) and non-substitutable to attain a sustainable competitive advantage. The organizational managers therefore have to identify the key resource which satisfies the criteria of potential resources in the competitive environment where the firm operates (Galbreath, 2005).

Barney (1991) put forward three types of resources that can provide competitive advantage to firms, including, physical resources, organizational resources and human resources. According to the resource-based view; physical capital resources in an organization include the plant, machinery and finances, Organizational resources include the structures and the functions of management and human resource systems while the human capital resource are the organizational skills, judgment, intelligence, history, relationships, trust and organizational culture, formal reporting structure, explicit management control systems and compensation policies (Barney, 1995; Barney & Wright, 1997). Culture as part of human capital resources justifies the application of this theory in this study since it provides a valuable way for the researcher to think about how the organizational culture-strategy alignment is useful in achieving effectiveness in strategy implementation in the county governments in Kenya.

2.2.3 Stakeholders Theory

This study also applies the stakeholder theory which tries to explain the importance of stakeholder's involvement in strategy implementation. Freeman (1984) defines a stakeholder as any group or individual who can affect or is affected by the achievement of the organization's objectives. This includes its employees, customers, suppliers, governments, competitors as well as communities and financiers and others that can affect the realization of its purpose, though mapping stakeholders in a certain organization can be complex.

Stakeholder theory is based on the fact that organizations or institutions have various stakeholders to whom the firm owes a special duty. Freedman (2003) modeled how stakeholders impacted the firm and how the firm impacts the stakeholders. Stakeholders can affect the firm directly or indirectly hence the success of the organization is dependent on the relationship between the organization and the stakeholders.

Friedman and Miles (2006) note that the organization itself should be viewed as stakeholders groupings that manage the stakeholder's needs, welfares and perceptions. The organization has a role to ensure the various groupings are at least satisfied to a certain extent. Each stakeholder has identifiable interests that must be taken into account by the manager in arriving at a responsible

and effective decision leading to the success of strategy implementation. The county governments have a special duty to its various stakeholders' groupings hence the relevance of the theory.

2.3 Empirical Literature Review

Baird et al., (2007) studied organizations in Australia and found out that a specific strategy needs a definite organizational culture. They used the modified organizational culture profile instrument and classified the six modified cultural norms (O'Reilly, Chatman & Caldwell, 1991). The cultural norms include result orientation, detail orientation, support for the people, innovativeness, team orientation and stability. The study findings showed that organizational culture was above all characterized by result orientation. Miles and Snow, (1978) four types of strategies (Prospectors, Defenders, Analyzers, and Reactors) were applied to measure the organizational strategy. The study also found out that prospector requires a culture that is oriented to results and innovativeness than defenders strategies. Organizations with defenders strategy highly values stability and detail orientation and that companies which implement a reactor strategy score the lowest in all the cultural orientation. The study was however done 10 years ago in Australia hence the researcher intention to fill the gap to address the effects of Organizational culture strategy alignment in the Kenyan context specifically in the County Governments.

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. The study targeted top and middle managers of 29 commercial banks in South Sudan. The study used Yamane (2001) to calculate a sample of 168 top and middle managers of commercial banks. Further, the study used purposive sampling technique to select the managers to be included in the sample. Primary data was collected using questionnaires and data was analyzed 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. The study recommended that organizations should exemplify mentoring, entrepreneurship mentality, innovation and risk taking attitude. In addition, the leadership of the organization should embrace a no-nonsense, aggressive, result oriented focus, and organizing smooth running efficiency. The study focused on commercial banks in South Sudan. The researcher intends to fill the gap by studying the effects of the organizational culture-strategy alignment on the effectiveness of strategy implementation among county governments in Kenya.

Goromonzi (2016) investigated the influence of culture on commercial banks performance in Zimbabwe in relation to their strategies. The researcher made use of a four factor, six dimensional organizational culture index and an eight dimensional strategy implementation index to measure the influence of culture on strategy. The study was analyzed using simple regression and descriptive statistics while data was obtained via a questionnaire. The study findings showed that culture and strategy have a lot of importance on the performance of commercial banks in Zimbabwe. This study focused on commercial bank performance in Zimbabwe. The researcher intends to fill the gap by studying the effects of the organizational culture-strategy alignment among County Governments context in Kenya.

Abok et al., (2013) studied the significance of 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.

2.4 Summary of Literature Review

Empirical studies done have shown that organizational culture and strategy alignment are essential for effective implementation of any strategy in an organization. Baird et al., (2007) found out that a specific strategy needs a definite organizational culture. Akuei et al., (2016) found out that organizational Leadership positively influenced effective strategy implementation compared to other attributes tested. Goromonzi (2016) findings showed that culture and strategy have a lot of importance on the performance of Commercial bank in Zimbabwe. Abok et al., (2013) findings indicated that organizational culture affects the implementation of the strategic plans. Isaboke (2015) found out that certain aspects of culture have a strong effect on the strategies of the universities.

Based on the review done, it is evident that the relationship between organizational culture and strategy implementation has limited studies hence the researcher's quest to fill the gap by studying the effects of organizational culture strategy alignment and effective strategy implementation among county Governments in Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter explains the research methodology. It outlines the research design and its justification, the population of the study, data collection methods and tools as well as the methods of data analysis.

3.2 Research Design

The study employed Descriptive Cross-sectional Survey research design to establish respondent's perception on the study. According to Cooper and Schindler (2014) a descriptive study tries to discover answers to the question who, what, when, which and somehow. The research design was cross-sectional in nature hence involves collecting in depth information at a point in time from the respondents without any form of manipulation (Kothari, 2004). It was a survey study hence it involved gathering opinion and beliefs from respondents in a structured manner of how things are to facilitate the comparison across the chosen sample and project the results thereof to the population (Cooper & Schindler, 2014).

3.3 Population of the study

The population of the study was all the County Governments in Kenya. According to the New Constitution of Kenya (2010), there are 47 County Governments in Kenya. (Appendix II). The number of County governments in Kenya is based on the delineation of administrative districts as created under the Provinces and Districts Act of 1992. The study was also a census survey and the survey population was all the 47 County Governments in Kenya.

3.4 Data Collection

This study utilized primary data. This is because the topic under study was not documented anywhere hence presents itself under primary investigation. The research instrument was a structured questionnaire for the purpose of acquiring uniform responses from the participants

(Cooper & Schindler, 2014). Questionnaires are easy to administer, captures a huge quantity of information and takes a short time for the respondents to fill completely and the cost of administering the questionnaire is also lower than other research instruments. The questionnaire was administered to County Secretaries and other County Officials in either arm of the County Governments as the target respondents. The respondents were either implementers or and overseers of strategy implementation success in the counties. A closed-ended questionnaire was administered via drop and pick as well as through email. The questionnaire utilized attitudinal measures using a 5-point Likert scale. The questionnaire was divided into three sections A, B and C. Section A contained general information of the respondents; Section B addressed organizational Culture-strategy alignment while section C addressed Organizational culture-strategy alignment and the effectiveness of strategy implementation.

3.5 Data Analysis

Data collected was analyzed using both Descriptive and inferential statistics. For the descriptive statistics, the study utilized frequencies, percentages, mean and standard deviation to report the findings of the data obtained (Sullivan & Artino Jr, 2003). Quantitative data obtained was cleaned, coded and analyzed using excel spreadsheet and statistical Package for Social Scientists (SPSS) software version 20.

Inferential statistics utilized correlation analysis. In particular, non-parametric Spearman's Rho was used to obtain correlation coefficients between the cultural orientation statements and effective strategy implementation. Significance threshold was set at 0.001. Presentation of the analyzed data was done using tables.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results and discussion of the research findings. It is organized into the following three major sections; response rate and the general information, organizational culture-strategy alignment statements, organizational culture-strategy alignment and the effective strategy alignment and the correlation between the two variables and discussions of findings.

4.2 Response Rate

The study comprised of 30 respondents drawn from 47 target respondents from counties across the Country. This represents 63.83% response rate which is adequate in providing the right conclusion for the study. This is in accordance with Mugenda and Mugenda (2003) that state,50% response rate is effective in analysis and providing reports,60% is good while 70% and over is most suitable response rate. Hence the response rate for this study is good.

4.3 General Information

This section presents the general information of the respondents in terms of gender, Academic qualifications, Length of Service in the County Government, whether the County implements the plans within the specified periods and the percentages of the county plans implemented so far.

4.3.1 Gender of the Respondents

The study sought to find out the gender distribution of its respondents and found out that 53.3% (16) of the respondents were male whilst the female respondents were 46.7% (14) as shown in Table 4.1. This showed that both gender was willing to participate in the study.

Table 4.1: Gender of the respondents

Gender	Frequencies	Percentage	Cumulative Percentage
Male	16	53.3	53.3
Female	14	46.7	100
Total	30	100	

Source: Research Data, 2017

4.3.2 Academic Qualifications of the Respondents

The study sought to find out the academic qualifications of the respondents as indicated in Table 4.2. 36.7% (11) of the respondents had degrees whilst the majority had post graduate qualifications which accounted for 63.3% (19). All respondents of this research has surpassed the lower academic qualifications which meant that the respondents were well educated hence understood the questionnaire and gave the correct information.

Table 4.2: Academic Qualifications of the respondents

Academic qualification	Frequencies	Percentage	Cumulative Percentage
KCSE	0	0	0
Certificate	0	0	0
Diploma	0	0	0
Degree	11	36.7	36.7
Post Graduate	19	63.3	63.3
Totals	30	100	

Source: Research Data, 2017

4.3.3 Length of Service in the County Government

This study also sought to find out the length of service of its respondents in the county governments. From table 4.3, 10% (3) of the respondents had worked for the county governments for less than a year.6.7% were between 2-3years (2) and 3-4years (2) respectively while the majority of the respondents, 76.7% (23) had served the county governments between 4-5 years.

Table 4.3: Length of Service in the County Governments

Length of Service	Frequencies	Percentage	Cumulative Percentage
Below 1 year	3	10	10
Between 1-2 years	0	0	10
Between 2-3 years	2	6.7	16.7
Between 3-4 years	2	6.7	23.3
Between 4-5 years	23	76.7	100
Totals	30	100	

Source: Research Data, 2017

4.3.4 Implementation of the County plans within the specified periods

This study also sought to find out whether the counties implemented the county plans within the specified periods as shown in Table 4.4. The study established that 43.3%(13) of the counties implemented the county plans within the specified periods while a majority of them 56.7% (17) did not implement their county plans within the periods specified. This indicated that majority of the county plans are not implemented fully as required.

Table 4.4: Implementation of the County Plans within the specified periods

	Frequencies	Percentage	Cumulative Percentage
Yes	13	43.3	43.3
No	17	56.7	100
Totals	30	100	

Source: Research Data, 2017

4.3.5 The percentage of the implemented County Plans

This study sought to find out the percentage of the county plans that had so far been implemented. Table 4.5 indicates that majority of the counties 63.33% (19) had implemented between 40%-60% their county plans. However 23.33% (7) of the counties had implemented to between 60%-80% whilst 13.33% (4) indicated that they had implemented between 80%-100% of their County plans. This showed that the counties can perform exceptionally well if implementation is given the seriousness it deserves.

Table 4.5: The Percentage of the implemented County Plans

Implemented County Plans	Frequencies	Percentage	Cumulative Percentage
0 - 20%	0	0	0
20 - 40%	0	0	0
40 - 60%	19	63.33	63.33
60 - 80%	7	23.33	86.66
80 - 100%	4	13.33	100
Totals	30	100	

Source: Research Data, 2017

4.4 Organizational Culture-Strategy Alignment

This section sought to find out the extent of agreement or disagreement with statements regarding Counties that are good at Organizational Culture-Strategy alignment. As indicated in

Table 4.6 that shows the response scores, 1=Strongly Disagree, 2=Disagree 3=Undecided 4=Agree, 5=Strongly Agree; M=Mean and SD=Standard Deviation.

Table 4.6: Organizational Culture-Strategy Alignment Response

S/No	Statements	1%	2%	3%	4%	5%	M	SD
1.	Cultural change is not done in isolation, but hardwired to the strategic goals of the organization.	13.3	23.3	20.0	30.0	13.3	3.00	1.285
2.	Do not set out to create a strong culture, but an adaptive culture because strategies evolve over time and so must cultures.	26.7	6.7	0.0	50.0	16.7	4.00	1.524
3.	Consider the use of cultural assessment tools to understand the gap between the current and the desired cultures.	6.7	6.7	23.3	46.7	16.7	4.00	1.070
4.	Formulate values that are meaningful and really do drive organizational and behavioral change.	0.0	0.0	6.7	50.0	43.3	4.00	0.615
5.	Ensure that policies, procedures and decision rights support the advocated corporate values.	0.0	0.0	6.7	73.3	20.0	4.00	0.507
6.	Culture change is impossible without demonstrable commitment and ownership from leadership and aligned behaviors. Leaders must cast the right	6.7	6.7	0.0	33.3	53.3	5.00	1.186

	shadow.							
7.	Celebrate cultural heroes who demonstrate the new values and behaviors.	13.3	26.7	13.3	23.3	23.3	3.00	1.416
8.	Ensure that values are considered in all decision-making and public actions.	6.7	30.0	13.3	43.3	6.7	3.50	1.137
9.	Identify and role-model the new behaviors required by leaders and managers and ensure that these are reinforced through incentives, processes and governance mechanisms.	6.7	20.0	26.7	33.3	13.3	3.00	1.143
10.	Use the Balanced Scorecard and strategy execution framework to drive the instilling of a strategy-aligned culture.	6.7	36.7	16.7	33.3	6.7	3.00	1.129

Source: Research Data, 2017

The results in table 4.6 indicate that 73.3% of the respondents agreed that counties ensure that policies, procedures and decision rights support the advocated corporate values. Many respondents appeared to gravitate towards ‘Agree’ in most of the statements given. However, 53.3% of the respondents strongly agree that Culture change in the counties is impossible without demonstrable commitment and ownership from leadership and aligned behaviors. Leaders cast the right shadow.

4.5 Organizational Culture-Strategy alignment and effective strategy implementation

This section details findings established from the respondents regarding Organizational cultural orientations, effective strategy implementation and the correlation between the organizational cultural orientations and the effective strategy implementation.

4.5.1 Organizational Cultural Orientations

In this section the researcher sought to find out the extent to which Organizational Cultural Orientation statements affected the effectiveness of strategy implementation in the counties. Table 4.7 shows the response scores, where 1=Low, 2=Moderately Low 3=Undecided 4=Moderately High, 5=High; M=Mean and SD=Standard Deviation.

Table 4.7: Organizational Cultural Orientations responses

S/NO	Statements	1%	2%	3%	4%	5%	M	SD
1.	The county has a controlling environment, clear lines of decision-making authority, standardized rules and procedures, and control and accountability mechanisms are valued as the keys to success.	6.7	6.7	0.0	73.3	13.3	4.00	0.997
2.	We value teamwork, employee involvement programs and corporate commitment to employees.	6.7	6.7	0.0	66.7	20.0	4.00	1.042
3.	The County is a result-oriented workplace and is in the business of increasing its competitive position.	6.7	6.7	30.0	43.3	13.3	4.00	1.042
4.	We are dynamic, entrepreneurial,	6.9	24.1	6.9	55.2	6.9	4.00	1.137

	<p>and a creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk oriented. The County is also committed to experimentation and innovation.</p>							
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Source: Research Data, 2017

Table 4.7 indicate that all 4 Organizational Cultural Orientation statements gravitated towards ‘Moderately high’ the highest response 73.3% was recorded on the statement that asserted that the county had a controlling environment, clear lines of decision making authority, standardized rules and procedures, and control and accountability mechanisms are valued as the keys to success. However the table also indicated that 30% of the respondents were ‘Undecided’ on the statement that proclaimed that the counties are result oriented workplaces and are in the business of increasing their competitive position.

4.5.2 Effective Strategy Implementation

This section required the respondent to indicate the extent of their agreement or disagreement with statements regarding effective strategy implementation. Table 4.8 shows the response scores, where; - 1=Strongly Disagree; 2=Disagree; 3=Undecided; 4=Agree; 5=Strongly Agree; M=Mean and SD=Standard Deviation.

Table 4.8: Effective Strategy Implementation responses

S/NO	Statements	1%	2%	3%	4%	5%	M	SD
1.	The County's top management is committed to the implementation process	0.0	16.7	0.0	43.3	40.0	4.00	1.048
2.	The county involves the middle managers valuable knowledge for general understanding of the strategy	0.9	16.7	0.0	70.0	13.3	4.00	0.887
3.	The county strategies are communicated to the various stakeholders	0.0	6.7	13.3	50.0	30.0	4.00	0.850
4.	The county provides an integrative point of view to allow an important scope of development in the implementation activities	0.0	13.3	23.3	50.0	13.3	4.00	0.890
5.	The county provides clear assignment of responsibilities regarding detailed implementation activities	0.0	6.7	0.0	66.7	26.7	4.00	0.730
6.	The County provides preventive measures against barriers that can arise in the course of implementation	6.7	6.7	46.7	33.3	6.7	3.00	0.944
7.	The County encourages teamwork activities throughout	0.0	13.3	0.0	73.3	13.3	4.00	0.819

	the departments							
8.	The County puts emphasis on respecting the individuals' different characters since human resource is a key success factor during implementation	0.0	6.7	30.0	30.0	33.3	4.00	0.960
9.	The County takes advantage of supportive implementation instruments	0.0	6.7	16.7	63.3	13.3	4.00	0.747
10.	The County calculates buffer time for unexpected incidents during strategy implementation.	20.0	13.3	23.3	36.7	6.7	3.00	1.273

Source: Research Data, 2017

From the table above on the extent of agreement or disagreement with statements on effective strategy implementation, majority of the respondents 'Agreed' with all the 10 statements given. The highest Agreed upon statement 73.3% indicated that the County encourages teamwork activities throughout the departments. The table however showed that 46.7% of the respondents were 'Undecided' on whether the county provides preventive measures against barriers that can arise in the course of implementation.

4.5.3 The Correlation Analysis

The researcher performed a correlation analysis of the four Organizational cultural orientations statements and the ten effective strategy implementation variables. The analysis was done using Spearman's Rho correlation coefficient with a predetermined significance threshold of 0.001 to assess the strength and direction of the variables. Table 4.9, 4.10, 4.11 and 4.12 show the four Organizational Cultural orientation statements significance levels with the ten effective strategy implementation statements.

Table 4.9 below shows that variables 2, 3, 5, 7 and 9 of effective strategy implementation had a strong positive statistically significant relationship with organizational cultural orientation statement 1. This was true because their p-values met the significant level threshold set of 0.001. Variables 1,4,6,8 and 10 had greater p-values than the significant level set.

Table 4.9: Organizational Cultural Orientation statement 1 and all Effective Strategy Implementation statements

S/NO	Statements / Variables	R	p-Value
1.	The County's top management is committed to the implementation process	.538* *	.002
2.	The county involves the middle managers valuable knowledge for general understanding of the strategy	.683	.000
3.	The county strategies are communicated to the various stakeholders	.575* *	.001
4.	The county provides an integrative point of view to allow an important scope of development in the implementation activities	.398*	.030
5.	The county provides clear assignment of responsibilities regarding detailed implementation activities	.686*	.000
6.	The County provides preventive measures against barriers that can arise in the course of implementation	.380*	.038
7.	The County encourages teamwork activities throughout the departments	.999	.000

8.	The County puts emphasis on respecting the individuals' different characters since human resource is a key success factor during implementation	.509	.004
9.	The County takes advantage of supportive implementation instruments	.687	.000
10.	The County calculates buffer time for unexpected incidents during strategy implementation.	.531	.003

Source: Research Data, 2017

Table 4.10 indicates that 9 variables of effective strategy implementation had a strong positive statistically significant relationship with organizational cultural orientation statement 2 except variable 6 which stated that the county provides preventive measures against barriers that can arise in the course of implementation. This means that the p-values of the 9 variables of effective strategy implementation met the significant level threshold set of 0.001.

Table 4.10: Organizational Cultural Orientation statement 2 and all Effective Strategy Implementation statements

S/NO	Statements / Variables	R	p-Value
1.	The County's top management is committed to the implementation process	.618* *	.000
2.	The county involves the middle managers valuable knowledge for general understanding of the strategy	.629* *	.000
3.	The county strategies are communicated to the various stakeholders	.676* *	.000
4.	The county provides an integrative point of view to allow an important scope of development in the implementation activities	.554* *	.001

5.	The county provides clear assignment of responsibilities regarding detailed implementation activities	.802* *	.000
6.	The County provides preventive measures against barriers that can arise in the course of implementation	.467* *	.009
7.	The County encourages teamwork activities throughout the departments	.894	.000
8.	The County puts emphasis on respecting the individuals' different characters since human resource is a key success factor during implementation	.594* *	.001
9.	The County takes advantage of supportive implementation instruments	.649* *	.000
10.	The County calculates buffer time for unexpected incidents during strategy implementation.	.675* *	.000

Source: Research Data, 2017

Table 4.11 shows that variables 1,3,5,7 and 9 of effective strategy implementation had a strong positive statistically significant relationship with organizational cultural orientation statement 3. Their significant levels were all less than 0.001. Variables 2,4,6,8 and 10 had greater p-values than the significant level set.

Table 4.11: Organizational Cultural Orientation statement 3 and all Effective Strategy Implementation statements

S/NO	Statements/Variables	R	p-Value
1.	The County's top management is committed to the implementation process	.611* *	.000
2.	The county involves the middle managers valuable knowledge for general understanding of the strategy	.460*	.011
3.	The county strategies are communicated to the various stakeholders	.739* *	.000
4.	The county provides an integrative point of view to allow an important scope of development in the implementation activities	.550* *	.002
5.	The county provides clear assignment of responsibilities regarding detailed implementation activities	.709* *	.000
6.	The County provides preventive measures against barriers that can arise in the course of implementation	.334	.071
7.	The County encourages teamwork activities throughout the departments	.822* *	.000
8.	The County puts emphasis on respecting the individuals' different characters since human resource is a key success factor during implementation	.339	.067
9.	The County takes advantage of supportive implementation instruments	.635* *	.000

10.	The County calculates buffer time for unexpected incidents during strategy implementation.	.512* *	.004
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Source: Research Data, 2017

From Table 4.12 there was no statistically significant relationship between Organizational cultural orientation statement 4 and the 10 variables of effective strategy implementation. This was evident because their p-values surpassed the confidence levels threshold set of 0.001. Hence the variables do not have any statistical significance.

Table 4.12: Organizational Cultural Orientation statement 4 and all Effective Strategy Implementation statements

S/NO	Statements	R	p-Value
1.	The County's top management is committed to the implementation process	.282	.131
2.	The county involves the middle managers valuable knowledge for general understanding of the strategy	.456*	.011
3.	The county strategies are communicated to the various stakeholders	.506* *	.004
4.	The county provides an integrative point of view to allow an important scope of development in the implementation activities	.020	.917
5.	The county provides clear assignment of responsibilities regarding detailed implementation activities	.148	.436
6.	The County provides preventive measures against barriers that can arise in the course of implementation	.236	.210
7.	The County encourages teamwork activities throughout the departments	.174	.357

8.	The County puts emphasis on respecting the individuals' different characters since human resource is a key success factor during implementation	.535* *	.002
9.	The County takes advantage of supportive implementation instruments	.440*	.015
10.	The County calculates buffer time for unexpected incidents during strategy implementation.	.323	.081

Source: Research Data, 2017

4.6 Discussion of findings

Study findings obtained show that Organizational Culture-Strategy alignment affects effective strategy implementation among the County governments in Kenya. An analysis of the general information indicated that most counties do not implement their plans within the specified periods and that only 63.3% of them had implemented between 40%-60% of their county plans.

The study found that counties that are good in Organizational Culture-Strategy alignment have an adaptive culture because strategies evolve overtime and so must cultures, use tools to understand the gap between the current and the desired cultures in the counties and formulates values that are meaningful and drive organizational and strategic change. On the other hand, findings showed that majority of the respondents 73.3% indicated that counties that are good in culture strategy alignment ensures that policies, procedures and decision rights support the advocated corporate values and 53.3% indicated that demonstrable commitment, ownership from the county leadership and aligned behaviors are necessary for culture change where leaders cast the right shadows.

Study findings show that 73.3% of the counties had controlling environment, clear lines of decision making authority, standardized rules and procedures, and control and accountability mechanisms were valued as the keys to success.66.7% of the counties also indicated that the counties value teamwork, employee involvement programs and corporate commitment to employees. This is in line with Cameron and Quinn (1999) Hierarchy and Clan culture

respectively and Deshpande and Webster (1989) where majority of organizations may assume more than one cultural orientation although one of them may prevail for a while.

The study found that majority of the respondents (73.3%) indicated that for effective strategy implementation to take place the counties must encourage teamwork activities throughout the departments. The counties must involve the middle managers valuable knowledge for general understanding of the strategy, provide clear assignment of responsibilities regarding detailed implementation activities and take advantage of supportive implementation instruments. This is in line Pearce and Robinson (2006) when he stated that the implementation process requires the managerial support hence all members in the counties will work towards achievement of the desired goals of the strategy.

The study further sought to understand the correlation between the 4 Organizational Cultural Orientation statements or variables and the 10 Effective Strategy Implementation statements or variables. The study found out that statement 2,3,5,7 and 9 had a strong positive statistically significant relationship with organizational cultural orientation statement 1. A strong positive statistically significant relationship was also established between 9 variables of effective strategy implementation and organizational cultural orientation statement 2. It was further found that variables 1,3,5,7 and 9 of effective strategy implementation also had a strong positive statistically significant relationship with organizational cultural orientation statement 3. All having met the significant threshold set of less than 0.001. On the other hand, there was no statistically significant relationship between Organizational cultural orientation statement 4 and the 10 variables of effective strategy implementation, the p-Values surpassed the significant threshold set.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the summary of the study findings, Conclusions, Recommendations, limitations of the study and present suggestions for further studies.

5.2 Summary of findings

The aim of the study was to determine the effects of Organizational Culture-Strategy alignment on the effectiveness of strategy implementation among the County governments in Kenya. The researcher distributed 47 questionnaires in each county in Kenya but only 30 questionnaires were returned which is equivalent to 63.83% response rate. Male respondents (53.3%) had slightly greater percentage than female (46.7%). A bigger percent 63.3% of the respondents had post graduate qualifications and most of them had served the Counties between 4-5 years (76.7%). It was also found that most counties do not implement their plans within the specified periods and that only 63.3% of them had implemented between 40%-60% of their county plans.

Findings showed that majority of the respondents 73.3% agreed that counties that are good in culture strategy alignment ensures that policies, procedures and decision rights support the advocated corporate values. However, 53.3% strongly agreed that demonstrable commitment, ownership from the county leadership and aligned behaviors are necessary for culture change where leaders cast the right shadows. Study results indicated that 73.3% of the counties agreed to have a controlling environment, clear lines of decision making authority, standardized rules and procedures, and control and accountability mechanisms were valued as the keys to success. It was also noted that 66.7% of the respondents indicated that the counties value teamwork, employee involvement programs and corporate commitment to employees.

The study found that 73.3% of the respondents were of the opinion that for effective strategy implementation to take place the counties must encourage teamwork activities throughout the departments. It was however noted that 46.7% of the respondents were undecided on whether the

counties provides preventive measures against barriers that may arise in the course of implementation. This means that they were unsure of what to say regarding the preventive measures in Counties.

The study findings further established that there was a strong positive correlation between Organizational Cultural Orientation statement 1, 2 and 3 and the 10 variables of effective strategy implementation with a significant level of less than 0.001 which met the significant threshold set. However, findings revealed no statistically significant relationship between Organizational cultural orientation statement 4 and the 10 variables of effective strategy implementation. The p-Values surpassed the significant threshold set.

5.3 Conclusion

Organizational Culture-Strategy alignment is fundamental in achieving effectiveness in strategy implementation in any organization. Counties must therefore embrace culture change or adapt a culture that befits the strategic plans they want to implement and ensure strict adherence to the periods set in each milestone during implementation. It is good practice for the county leadership to demonstrate commitment and ownership to culture change and align its behaviors for effectiveness to be achieved in strategy implementation. This can be encouraged by celebrating the cultural heroes who demonstrate the appropriate values and behaviors that are in line with the county.

Counties may embrace more than one Organizational Cultural Orientation for the purpose of achieving effectiveness in strategy implementation even though one organizational cultural orientation may prevail for a while (Deshpande & Webster,1999).

5.4 Recommendations of the study

Based on the study findings the study recommends that Counties make Organizational Culture-Strategy alignment a priority during strategy formulation as well as during strategy implementation. The counties should consider culture change and embrace values that are consistent with their Organizational and strategic goals. County leadership must also cast the

right shadows and ensure that policies, procedures and decision rights support the advocated values.

The study further recommends that counties provide for preventive measures against barriers that may arise in the course of implementation of the county plans especially during strategy formulation. This is because any looming issues that arises during strategy implementation hinders the effectiveness of the strategy implementation efforts which may give rise to low percentages of plans implemented as well as not being within the specified periods of the strategic plan objectives to be met in a given timeframe.

5.5 Limitations of the study

Due to the fact that data collection was performed just a few months away from the concluded general elections, most county officials were unavailable because they were either being replaced or had resigned from their original responsibility to contest for elective positions.

The study was quantitative in nature with 5 point Likert scale questionnaire which may have hindered respondents from explaining their opinion about certain variables in the questionnaire.

The study design was cross-sectional in nature hence data collection was done at a static point in time and so contributed to the reduced response rate to 63.83%.

5.6 Suggestions for further studies

The study suggests that a further study can be conducted to explore the counties using a different study design since this study performed descriptive cross-sectional Survey design. A similar study can also be done in other sectors in Kenya such as parastatals, government ministries, private sector or universities to gather their perspective.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear Respondent,

I am an MBA (Strategic Management) student from the University of Nairobi conducting a research on the “Influence of organizational culture - strategy alignment on the effectiveness of strategy implementation among the county governments in Kenya”. The data will be used purely for academic purposes.

SECTION A: GENERAL INFORMATION

Kindly tick [] where appropriate.

1. County of the respondent..... (Optional)

2. Gender: Male [] Female []

3. Academic Qualification: KCSE [] Certificate [] Diploma []

 Degree [] Post Graduate []

4. Length of service in the County Government?

Below 1 Year [] Between 3 – 4 Years []

Between 1 – 2 Years [] Between 4 – 5 Years []

Between 2 – 3 Years []

5. Does your county implement the County plans within the specified period?

Yes [] No []

6. What percentage of the County plans has so far been implemented?

0 - 20% [] 60% - 80% []

20% - 40% [] 80% - 100% []

40% - 60% []

SECTION B: ORGANIZATIONAL CULTURE-STRATEGY ALIGNMENT

Kindly tick [√] the appropriate box the extent of your agreement or disagreement with the statements given below on organizations that are good at organizational culture strategy alignment. The scale is 1-5 where; 1-Strongly Disagree 2- Disagree 3- Undecided 4-Agree 5- Strongly Agree.

Organizations' that are good at Organizational culture strategy alignment	1	2	3	4	5
1. We do not isolate cultural change but hardwired to the strategic goals of the county.					
2. The county does not set out to create a strong culture, but an adaptive culture because strategies evolve over time and so must cultures.					
3. We consider the use of tools to understand the gap between the current and the desired cultures in the county.					
4. The County formulates values that are meaningful and drive organizational and strategic change.					
5. The County ensures that policies, procedures and decision rights support the advocated corporate values.					
6. Culture change in the county is impossible without demonstrable commitment and ownership from leadership and aligned behaviors. Leaders cast the right shadow.					
7. The County celebrates cultural heroes who demonstrate the appropriate values and behaviors.					
8. The county ensures that values are considered in all decision-making and public actions.					
9. The County identifies and role-models the correct					

behaviors required by leaders and managers and ensure that these are reinforced through incentives, processes and governance mechanisms.					
10. The county uses the balanced scorecard and strategy execution framework to instill a strategy-aligned culture.					

SECTION C: ORGANISATIONAL CULTURE - STRATEGY ALIGNMENT AND EFFECTIVE STRATEGY IMPLEMENTATION

Kindly indicate the extent to which the following cultural orientations affect the effectiveness of strategy implementation in your county. The scale is 1-5 where; 1- Low 2- Moderately Low 3- Undecided 4- Moderately High 5- High.

Organizational Cultural Orientations	1	2	3	4	5
The county has a controlling environment, clear lines of decision-making authority, standardized rules and procedures, and control and accountability mechanisms are valued as the keys to success.					
We value teamwork, employee involvement programs and corporate commitment to employees.					
The County is a result-oriented workplace and is in the business of increasing its competitive position.					
We are dynamic, entrepreneurial, and a creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk oriented. The County is also committed to experimentation and innovation.					

Kindly tick [√] the appropriate box the extent of your agreement or disagreement with the statements on effective strategy implementation. The scale is 1-5 where; 1-Strongly Disagree 2-Disagree 3- Undecided 4-Agree 5- Strongly Agree.

Effective Strategy Implementation	1	2	3	4	5
1. The county's top management is committed to the implementation process					
2. The county involves the middle managers valuable knowledge for general understanding of the strategy					
3. The county strategies are communicated to the various stakeholders					
4. The county provides an integrative point of view to allow an important scope of development in the implementation activities					
5. The county provides clear assignment of responsibilities regarding detailed implementation activities					
6. The county provides preventive measures against barriers that can arise in the course of implementation					
7. The county encourages teamwork activities throughout the departments					
8. The county puts emphasis on respecting the individuals' different characters since human resource is a key success factor during implementation					
9. The county takes advantage of supportive implementation instruments					
10. The county calculates buffer time for unexpected incidents during strategy implementation.					

Thank you for your participation

APPENDIX II: LIST OF COUNTIES

- | | | |
|-------------------|---------------------|------------------|
| 1. Mombasa | 21. Murang'a | 41. Siaya |
| 2. Kwale | 22. Kiambu | 42. Kisumu |
| 3. Kilifi | 23. Turkana | 43. Homa Bay |
| 4. Tana River | 24. West Pokot | 44. Migori |
| 5. Lamu | 25. Samburu | 45. Kisii |
| 6. Taita/Taveta | 26. Trans Nzoia | 46. Nyamira |
| 7. Garissa | 27. Uasin Gishu | 47. Nairobi City |
| 8. Wajir | 28. Elgeyo/Marakwet | |
| 9. Mandera | 29. Nandi | |
| 10. Marsabit | 30. Baringo | |
| 11. Isiolo | 31. Laikipia | |
| 12. Meru | 32. Nakuru | |
| 13. Tharaka-Nithi | 33. Narok | |
| 14. Embu | 34. Kajiado | |
| 15. Kitui | 35. Kericho | |
| 16. Machakos | 36. Bomet | |
| 17. Makueni | 37. Kakamega | |
| 18. Nyandarua | 38. Vihiga | |
| 19. Nyeri | 39. Bungoma | |
| 20. Kirinyaga | 40. Busia | |

APPENDIX III: INTRODUCTORY LETTER



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Our Ref: D61/74647/2014

P.O. Box 99560, 80107
Mombasa, Kenya

DATE: 17TH NOVEMBER 2017

TO WHOM IT MAY CONCERN

The bearer of this letter, **Aisha Mohamed Mwachibibo** of Registration Number **D61/74647/2014** is a Master of Business Administration (MBA) student of the University of Nairobi, Mombasa Campus.

She is required to submit as part of her coursework assessment a research project report. We would like the student to do her project on **Organizational Culture – Strategic Alignment and Effective Strategy Implementation Among the County Governments in Kenya**. We would, therefore, appreciate if you assist her by allowing her to collect data within your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organization on request.

Thank you.

Zephaniah Ogero Nyagwoka
Administrative Assistant, School of Business-Mombasa Campus

