

# Organization Culture and Implementation of County Integrated Development Plans in Western Counties, Kenya

ANIM KOLI ABDALLA<sup>1</sup>, JOSHUA ABUYA<sup>2</sup>, SIRAI CHEBET SYLVIA<sup>3</sup>  
<sup>1, 2, 3</sup> *Department of Business Administration and Management, Kibabii University*

**Abstract-** *This study examines the role of organizational culture in the implementation of County Integrated Development Plans (CIDPs) in Western Kenya counties. Using a descriptive research design, data was collected from 300 county government employees across Kakamega, Bungoma, Busia and Vihiga counties. Multiple regression analysis revealed that leadership culture, communication culture, and employee empowerment all had significant positive relationships with CIDP implementation. The findings highlight the importance of fostering supportive organizational cultures to enhance the successful execution of development plans in Kenyan counties.*

**Indexed Terms-** *Organization, Culture, Implementation*

## I. INTRODUCTION

### 1.1 Background of the Study

County Integrated Development Plans (CIDPs) are crucial strategic documents that guide the social, economic, and environmental development of counties in Kenya over a five-year period. These plans, mandated by the County Governments Act of 2012, are intended to align county-level development initiatives with national objectives and provide a framework for the efficient allocation of resources.

However, the implementation of CIDPs has faced numerous challenges across counties in Western Kenya over the past decade. The Auditor General's reports for 2019/2020 and 2020/2021 highlighted several issues hindering effective CIDP implementation. These include delays in fund disbursements, inadequate institutional structures and capacity, insufficient data and information, limited resources, gaps in legal and policy frameworks, and poor coordination between government agencies.

For instance, in Trans Nzoia County, challenges such as delays in exchequer disbursements, lack of institutional structures, and inadequate data hampered the implementation of the 2013-2017 CIDP. Kakamega County faced issues with over-ambitious plans, unreliable payment systems, and stringent procurement regulations. Vihiga County struggled with late procurement funding, limited public-private partnerships, and inadequate community involvement in their 2018-2022 CIDP implementation.

To address these implementation challenges, county governments need to adopt appropriate organizational practices and cultures that can facilitate the successful execution of development plans. Organizational culture, comprising elements like leadership approaches, communication norms, and employee empowerment, can significantly influence how effectively strategic plans are implemented (Waterman, 1982).

Leadership culture, as defined by Kotter (1996), refers to the shared values, beliefs, behaviors, and practices that shape the leadership style and environment within an organization. Effective leadership culture can drive vision alignment, decision-making processes, and accountability in CIDP implementation.

Communication culture, according to Borisoff & Victor (1998), encompasses the learned and shared patterns of beliefs, values, norms, and behaviors concerning communication within a social group. A strong communication culture can enhance stakeholder engagement, information sharing, and coordination in CIDP implementation processes.

Employee empowerment, as described by Ilesanmi (2020), refers to a work environment that promotes employee ownership, decision-making authority, and contribution to organizational success. Empowered

employees are more likely to take initiative and actively participate in the implementation of development plans.

### 1.2 Statement of the Problem

Despite the existence of CIDPs across all 47 counties in Kenya, their implementation has been problematic, as evidenced by various Auditor General reports. There is a significant gap between the well-crafted plans on paper and the actual realization of planned targets on the ground. The 2021/2022 Auditor General's report highlighted instances where projects were incomplete or delayed despite full payment, indicating inefficiencies in implementation processes. The unimplemented and incomplete county projects across Western Kenya counties indicate real challenges in policy implementation within county governments. These implementation gaps not only result in wasted resources but also hinder the achievement of development goals and the improvement of citizens' quality of life.

While previous studies have examined various aspects of CIDP implementation, there is limited research on the role of organizational culture in facilitating or hindering the execution of these plans, particularly in the context of Western Kenya counties. This study therefore seeks to analyze the role of organizational culture, specifically focusing on leadership culture, communication culture, and employee empowerment, in CIDP implementation in Western Kenya counties.

### 1.3 Research Objectives

The main objective of this study is to analyze the role of organizational culture on implementation of county integrated development plans in devolved units of Western region Kenya.

The specific objectives are:

1. To determine the effect of leadership culture on implementation of CIDP in Western region counties.
2. To examine the effect of communication culture on implementation of CIDP in Western region counties.
3. To establish the effect of employee empowerment on implementation of CIDP in Western region counties.

### 1.4 Research Hypotheses

Based on the research objectives, the following null hypotheses were formulated:

H01: There is no significant relationship between leadership culture and implementation of CIDP in devolved units of Western region counties.

H02: There is no significant relationship between communication culture and implementation of CIDP in devolved units of Western region counties.

H03: There is no significant relationship between employee empowerment and implementation of CIDP in devolved units of Western region counties.

### 1.5 Significance of the Study

This study is expected to contribute significantly to both theory and practice in the field of public administration and development planning.

Theoretically, the study will add to the body of knowledge on the role of organizational culture in the implementation of development plans, particularly in the context of devolved governance systems. It will provide empirical evidence on how leadership culture, communication culture, and employee empowerment influence the execution of strategic plans at the county level.

Practically, the findings of this study will be valuable to several stakeholders:

1. County Governments: The results will provide insights into how organizational culture can be leveraged to enhance CIDP implementation. This can guide county leadership in fostering cultures that support effective plan execution.
2. Policy Makers: The study's recommendations can inform policy formulation aimed at improving the implementation of development plans in devolved units.
3. Employees in County Governments: The findings will highlight the importance of employee empowerment and engagement in the successful implementation of development plans.
4. Researchers and Scholars: This study will serve as a reference point for future research on organizational culture and development plan implementation in devolved governance systems.

By addressing the gap in understanding how organizational culture influences CIDP implementation, this study aims to contribute to more

effective development planning and execution in Kenya's county governments, ultimately leading to improved service delivery and development outcomes for citizens.

## II. LITERATURE REVIEW

### 2.1 Theoretical Framework

This study is anchored on two main theories: the Balanced Scorecard Theory and the Empowerment Theory. These theories provide a foundation for understanding the role of organizational culture in the implementation of County Integrated Development Plans (CIDPs).

#### 2.1.1 Balanced Scorecard Theory

The Balanced Scorecard (BSC) theory, developed by Kaplan and Norton (2001), provides a comprehensive framework for measuring organizational performance across multiple dimensions. The BSC theory posits that a holistic evaluation of organizational performance requires consideration of four key perspectives: financial, customer, internal business processes, and learning and growth.

Key assumptions of the BSC theory include:

1. Organizational success is contingent upon aligning day-to-day activities with overall strategic direction.
2. There are causal relationships between different performance perspectives.
3. Non-financial measures are as crucial as financial measures in assessing organizational performance.

In the context of CIDP implementation, the BSC theory is particularly relevant. It emphasizes the importance of translating strategic visions (like those outlined in CIDPs) into specific, measurable objectives that guide employee behavior and decision-making. The theory's multi-dimensional approach aligns well with the complex nature of county development plans, which encompass various sectors and stakeholders.

The BSC theory underpins this study's examination of leadership culture by highlighting the critical role of leadership in communicating strategy, setting performance targets, and fostering a culture of continuous improvement. It also supports the investigation of communication culture, emphasizing

the need for clear articulation of strategic objectives and performance measures across all levels of the organization.

However, critics argue that the BSC can be complex to implement and may lead to an excessive focus on measurement at the expense of addressing underlying issues (Huotari & Iivonen, 2010). Despite these criticisms, the BSC remains a valuable framework for understanding the multifaceted nature of organizational performance and strategy implementation.

#### 2.1.2 Empowerment Theory

Kanter's (1993) Empowerment Theory provides another crucial theoretical foundation for this study. This theory focuses on the organizational conditions that foster empowerment, defined as the ability to mobilize resources and achieve goals.

Key assumptions of Empowerment Theory include:

1. Empowerment is facilitated by organizational structures, policies, and practices.
2. Access to information, support, resources, and opportunities for growth are critical for empowerment.
3. Empowered employees are more likely to achieve organizational goals.

Empowerment Theory is particularly relevant to this study's examination of employee empowerment in CIDP implementation. It suggests that when employees have access to information, resources, and decision-making authority, they are more likely to take ownership of their work and contribute effectively to organizational goals.

The theory also aligns with the study's focus on leadership and communication culture. It posits that leaders play a crucial role in creating empowering environments, and that open communication channels are essential for fostering empowerment.

Critics of Empowerment Theory argue that it may oversimplify the complex power dynamics within organizations and that empowerment initiatives can sometimes be more rhetoric than reality (Spreitzer, 2008). Nevertheless, the theory provides valuable insights into how organizational structures and

practices can enhance employee engagement and performance.

## 2.2 Empirical Review

### 2.2.1 Leadership Culture and CIDP Implementation

Several studies have examined the role of leadership culture in the implementation of development plans. DeChurch et al. (2010), in their study of U.S. organizations, found that a positive leadership culture characterized by supportive and participatory behaviors contributes to greater employee engagement and motivation. This, in turn, enhances the implementation of strategic plans and improves overall organizational performance.

In the African context, Ilesanmi (2020) conducted a comparative study of leadership styles and Integrated Development Planning (IDP) implementation in South Africa, Kenya, and Ghana. The study found that transformational and democratic leadership styles were most effective in promoting successful IDP implementation. Transformational leaders were found to inspire and motivate communities to work together towards achieving development goals, while democratic leaders facilitated stakeholder engagement and collaboration.

Githiri and Odundo (2016) conducted a comparative study in East Africa, focusing on the impact of leadership style on the implementation of development projects, including IDPs. They identified four leadership styles: authoritarian, participative, delegative, and laissez-faire. The study found that participative leadership was most effective in promoting successful implementation of development projects. Participative leaders encouraged involvement from stakeholders and community members, leading to greater community support for the projects.

However, these studies have limitations. DeChurch et al.'s (2010) study was conducted in a developed country context, which may not fully apply to the Kenyan situation. Ilesanmi's (2020) and Githiri and Odundo's (2016) studies, while more relevant to the African context, did not specifically focus on the Western Kenya region or on CIDPs.

### 2.2.2 Communication Culture and CIDP Implementation

Research has consistently highlighted the importance of communication culture in the successful implementation of development plans. Ilesanmi (2020), in a study of South African municipalities, found that a communication culture valuing transparency, inclusivity, and community engagement was more likely to lead to successful implementation of integrated development plans. The study identified several factors influencing communication culture, including historical and cultural factors, political context, and organizational structure.

Nyerere (2019) conducted a comparative study of Tanzania and Uganda, focusing on the effect of communication culture on the implementation of integrated development plans in East African municipalities. The study established that communication culture is a critical factor in promoting successful implementation, with a culture that values transparency, inclusivity, and community engagement being most effective.

In the Kenyan context, Mbogo and Omwenga (2019) examined the influence of communication culture on CIDP implementation in four counties: Nairobi, Mombasa, Kisumu, and Nakuru. They found that counties with communication cultures characterized by a lack of transparency, poor stakeholder engagement, and a top-down approach to decision-making tended to have less successful implementation of CIDPs.

These studies collectively emphasize the crucial role of effective communication in development plan implementation. However, they also reveal gaps in understanding the specific communication challenges and best practices in Western Kenya counties.

### 2.2.3 Employee Empowerment and CIDP Implementation

The role of employee empowerment in the implementation of development plans has been the subject of several studies. Ayeni (2019) investigated the relationship between employee empowerment and the implementation of integrated development plans in South African municipalities. The study found that employee empowerment is a significant factor in

successful implementation, with empowered employees more likely to take ownership of plans and be proactive in their implementation.

Rwehumbiza (2017) examined how employee empowerment affects service delivery in local governments in East Africa, focusing on the implementation of integrated development plans. The study found that employee empowerment is a critical factor in successful implementation, contributing to improved service delivery and development outcomes. In Kenya, Mwenda (2018) studied the effect of employee empowerment culture on CIDP implementation. The study established that employee empowerment is an important factor in promoting successful implementation of CIDPs. It emphasized the need for county governments to prioritize employee empowerment to achieve their development goals and improve service delivery.

While these studies provide valuable insights into the role of employee empowerment in development plan implementation, they do not fully address the specific context of Western Kenya counties or the interplay between empowerment and other aspects of organizational culture.

### 2.3 Conceptual Framework

Based on the theoretical and empirical literature reviewed, the following conceptual framework is proposed for this study:

[Insert Figure 1: Conceptual Framework]

The conceptual framework illustrates the hypothesized relationships between the independent variables (leadership culture, communication culture, and employee empowerment) and the dependent variable (CIDP implementation). The framework suggests that these three aspects of organizational culture collectively influence the successful implementation of CIDPs in Western Kenya counties.

This conceptual framework guides the study's methodology and provides a structure for analyzing the collected data. It allows for the examination of both the individual and combined effects of the three cultural elements on CIDP implementation, potentially revealing important insights into how organizational culture can be leveraged to enhance

development outcomes in Kenya's devolved governance system.

## III. METHODOLOGY

### 3.1 Research Design

This study employed a descriptive research design to investigate the role of organizational culture in the implementation of County Integrated Development Plans (CIDPs) in Western Kenya counties. A descriptive design was chosen as it allows for the measurement of variables as they occur in actual organizational settings, providing a comprehensive understanding of the relationships between organizational culture and CIDP implementation (Kothari, 1999).

The descriptive approach enabled the researcher to gather detailed information about leadership culture, communication culture, and employee empowerment, as well as their perceived impact on CIDP implementation. This design facilitated the collection of both quantitative and qualitative data, allowing for a nuanced understanding of the complex relationships between organizational culture variables and CIDP implementation outcomes.

### 3.2 Target Population and Sampling

The target population for this study comprised employees of county governments in the Western Kenya region, specifically focusing on Kakamega, Bungoma, Busia, and Vihiga counties. The total target population was 4,000 employees across various departments and levels within these county governments.

To determine an appropriate sample size, the Yamane formula (1967) was utilized:

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

Where: n = Sample size N = Population size (4,000) e = Level of precision (0.05)

Applying this formula, the calculated sample size was 364.

Stratified random sampling was then employed to ensure representation across different job categories and counties. The sample was stratified as follows:

Table 1: Sample Distribution

| County   | CECM | Chief Officers | Directors | Staff | Total |
|----------|------|----------------|-----------|-------|-------|
| Kakamega | 1    | 2              | 3         | 95    | 101   |
| Bungoma  | 1    | 1              | 2         | 91    | 95    |
| Busia    | 1    | 1              | 2         | 82    | 86    |
| Vihiga   | 1    | 1              | 2         | 78    | 82    |
| Total    | 4    | 5              | 9         | 346   | 364   |

This sampling strategy ensured that the study captured perspectives from various levels of county government employees, from top management to frontline staff, across all four counties.

### 3.3 Data Collection Instruments

The primary data collection instrument for this study was a structured questionnaire. The questionnaire was designed to capture information on the three independent variables (leadership culture, communication culture, and employee empowerment) and the dependent variable (CIDP implementation).

The questionnaire consisted of five main sections:

1. Demographic Information: This section gathered data on respondents' gender, age, education level, job designation, and years of experience.
2. Leadership Culture: This section used Likert-scale items to assess respondents' perceptions of leadership vision, decision-making processes, accountability, and performance management within their county governments.
3. Communication Culture: Likert-scale items in this section measured respondents' views on communication norms, transparency, stakeholder engagement, and information sharing practices.
4. Employee Empowerment: This section used Likert-scale items to evaluate respondents' perceptions of decision-making authority, access to information, skill development opportunities, and recognition practices.
5. CIDP Implementation: The final section assessed respondents' views on the effectiveness of CIDP implementation in their counties, focusing on goal achievement, resource allocation, and stakeholder involvement, and monitoring and evaluation processes.

The Likert-scale items were designed on a 5-point scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

To ensure the validity of the research instrument, expert opinion was sought from the research supervisor and other academics in the field of public administration. The questionnaire was also pilot-tested with a small group of county employees not included in the final sample to identify and address any ambiguities or issues with the questions.

Reliability of the instrument was assessed using the split-half technique, where scores from one part of the questionnaire were correlated with scores from the second part, thus eliminating chances of error due to differing test conditions.

### 3.4 Data Analysis Techniques

Both descriptive and inferential statistical techniques were employed to analyze the collected data. The Statistical Package for Social Sciences (SPSS) latest version was used for data analysis.

Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to provide a summary of the respondents' characteristics and their responses to the Likert-scale items.

For inferential analysis, multiple regression was used to examine the relationships between the independent variables (leadership culture, communication culture, and employee empowerment) and the dependent variable (CIDP implementation). The following multiple linear regression model was utilized:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where: Y = CIDP Implementation X1 = Leadership Culture X2 = Communication Culture X3 = Employee Empowerment  $\beta_0$  = Constant  $\beta_1, \beta_2, \beta_3$  = Regression coefficients  $\epsilon$  = Error term

Before conducting the regression analysis, several diagnostic tests were performed to ensure the data met the assumptions of multiple regression:

1. Normality Test: The Shapiro-Wilk test was used to check for normal distribution of variables.
2. Linearity Test: Scatter plots were used to assess the linearity of relationships between variables.

3. Multicollinearity Test: Variance Inflation Factors (VIF) were calculated to check for multicollinearity among independent variables.

The regression analysis was conducted at a 95% confidence level to test the study's hypotheses and determine the statistical significance of the relationships between the independent and dependent variables.

This comprehensive methodology was designed to ensure the collection of reliable and valid data, and to facilitate a thorough analysis of the role of organizational culture in CIDP implementation in Western Kenya counties.

#### IV. RESULTS AND DISCUSSION

##### 4.1 Response Rate

Out of the 364 questionnaires distributed, 300 were properly filled and returned, representing an 82.42% response rate. This response rate is considered satisfactory for analysis and reporting as it surpasses the recommended threshold of 75% (Nachimias, 2005).

Table 2: Questionnaire Return Rate

| County   | Delivered | Returned | Not Returned | Return Rate (%) |
|----------|-----------|----------|--------------|-----------------|
| Bungoma  | 91        | 78       | 13           | 85.71           |
| Kakamega | 95        | 95       | 0            | 100.00          |
| Busia    | 82        | 66       | 16           | 80.49           |
| Vihiga   | 78        | 61       | 17           | 78.21           |
| Total    | 364       | 300      | 64           | 82.42           |

##### 4.2 Demographic Characteristics of Respondents

Gender: The sample comprised 57% male and 43% female respondents, indicating a slight gender imbalance in county government employment.

Age: The age distribution showed that 33.3% of respondents were below 25 years, 21.7% were 25-30 years, 22.7% were 31-35 years, 12% were 36-40 years, and 10.3% were above 40 years. This suggests a relatively young workforce in the county governments.

Education: In terms of academic qualifications, 64% held bachelor's degrees, 15.3% had master's degrees, 12% had diplomas, and 8.7% had certificates. This indicates a well-educated workforce in the county governments.

Job Designation: The majority of respondents (80.3%) were county staff, 17% were directors, and 1.3% each were Chief Officers and County Executive Committee Members (CECMs).

Work Experience: 44.3% of respondents had less than 1 year of experience, 39.7% had 1-3 years, 13% had 3-5 years, and 3% had 5-11 years of experience. This suggests a relatively high turnover or recent recruitment in the counties.

##### 4.3 Descriptive Statistics

###### 4.3.1 Leadership Culture

The majority of respondents (76.3%) agreed or strongly agreed that leadership culture serves a great function in CIDP implementation (mean = 3.83, SD = 1.19). Additionally, 70% agreed or strongly agreed that the county's vision and values have assisted in solving problems in CIDP implementation (mean = 3.65, SD = 1.13).

###### 4.3.2 Communication Culture

Results showed that 51.7% of respondents believed communication beliefs are reliable in CIDP implementation (mean = 3.43, SD = 1.05). Furthermore, 70% agreed or strongly agreed that communication norms lead to timely implementation of CIDPs (mean = 3.83, SD = 1.11).

###### 4.3.3 Employee Empowerment

A significant majority (76.7%) agreed or strongly agreed that employee involvement in decision-making enhances CIDP implementation (mean = 4.07, SD = 1.11). Additionally, 74.4% agreed or strongly agreed that employee access to information, collaboration, and participation enhances CIDP implementation (mean = 3.92, SD = 1.03).

###### 4.3.4 CIDP Implementation

Regarding CIDP implementation measures, 77.7% of respondents indicated that goals and objectives enhance implementation to a great or very great extent (mean = 4.01, SD = 0.89). Budget allocation was seen

as enhancing implementation by 72.3% of respondents to a great or very great extent (mean = 3.85, SD = 1.07).

4.4 Inferential Statistics

4.4.1 Correlation Analysis

| Variable                 | 1     | 2     | 3     | 4     |
|--------------------------|-------|-------|-------|-------|
| 1. CIDP Implementation   | 1.000 |       |       |       |
| 2. Leadership Culture    | 0.892 | 1.000 |       |       |
| 3. Communication Culture | 0.896 | 0.363 | 1.000 |       |
| 4. Employee Empowerment  | 0.846 | 0.352 | 0.329 | 1.000 |

All correlations are significant at  $p < 0.01$  level. The correlation analysis revealed strong positive relationships between all independent variables and CIDP implementation. Leadership culture ( $r = 0.892$ ), communication culture ( $r = 0.896$ ), and employee empowerment ( $r = 0.846$ ) all showed strong correlations with CIDP implementation.

4.4.2 Multiple Regression Analysis

Table 4: Multiple Regression Results

| Variable              | Coefficient ( $\beta$ ) | Std. Error | t-value | p-value |
|-----------------------|-------------------------|------------|---------|---------|
| Constant              | 2.194                   | 0.311      | 7.055   | 0.000   |
| Leadership Culture    | 0.676                   | 0.143      | 4.727   | 0.000   |
| Communication Culture | 0.791                   | 0.144      | 5.493   | 0.000   |
| Employee Empowerment  | 0.776                   | 0.141      | 5.504   | 0.000   |

$R = 0.857$ ,  $R\text{-squared} = 0.734$ ,  $F\text{-statistic} = 39.297$  ( $p < 0.001$ )

The regression model was significant ( $F = 39.297$ ,  $p < 0.001$ ) and explained 73.4% of the variance in CIDP implementation ( $R\text{-squared} = 0.734$ ). All three independent variables had significant positive relationships with CIDP implementation:

- Leadership Culture ( $\beta = 0.676$ ,  $p < 0.001$ )
- Communication Culture ( $\beta = 0.791$ ,  $p < 0.001$ )
- Employee Empowerment ( $\beta = 0.776$ ,  $p < 0.001$ )

The regression equation can be expressed as:  $CIDP\ Implementation = 2.194 + 0.676(Leadership\ Culture)$

$+ 0.791(Communication\ Culture) + 0.776(Employee\ Empowerment)$

4.5 Discussion of Findings

The findings of this study demonstrate that organizational culture plays a crucial role in the implementation of CIDPs in Western Kenya counties. All three aspects of organizational culture examined - leadership culture, communication culture, and employee empowerment - showed significant positive relationships with CIDP implementation.

**Leadership Culture:** The strong positive relationship between leadership culture and CIDP implementation ( $\beta = 0.676$ ,  $p < 0.001$ ) aligns with previous studies by DeChurch et al. (2010) and Ilesanmi (2020). This finding underscores the importance of supportive and participatory leadership in driving successful CIDP implementation. The high mean scores for leadership culture items (e.g., mean = 3.83 for leadership's role in CIDP implementation) suggest that county employees generally perceive their leadership positively in relation to CIDP implementation. However, there is still room for improvement, particularly in aligning county vision and values with CIDP implementation (mean = 3.65).

**Communication Culture:** Communication culture emerged as the strongest predictor of CIDP implementation success ( $\beta = 0.791$ ,  $p < 0.001$ ). This supports findings by Ilesanmi (2020) and Nyerere (2019) on the importance of transparent and inclusive communication in development initiatives. The relatively lower mean score for reliability of communication beliefs (mean = 3.43) suggests that while communication norms are perceived as effective for timely CIDP implementation (mean = 3.83), there might be some skepticism about the overall communication culture. This highlights an area for potential improvement in county governments.

**Employee Empowerment:** The strong positive relationship between employee empowerment and CIDP implementation ( $\beta = 0.776$ ,  $p < 0.001$ ) is consistent with studies by Ayeni (2019) and Mwenda (2018). The high mean scores for employee involvement in decision-making (mean = 4.07) and access to information (mean = 3.92) indicate that county employees feel relatively empowered. This



empowerment translates into more effective CIDP implementation, likely due to increased ownership and engagement in the process.

**CIDP Implementation:** The high mean scores for CIDP implementation measures, particularly for goals and objectives (mean = 4.01) and budget allocation (mean = 3.85), suggest that respondents perceive these aspects of CIDP implementation positively. However, the slightly lower scores for stakeholder engagement and monitoring and evaluation indicate areas where implementation could be strengthened.

The strong correlations and significant regression coefficients for all three independent variables underscore the interconnected nature of these cultural aspects in influencing CIDP implementation. This aligns with the Balanced Scorecard Theory's emphasis on aligning various organizational elements for effective strategy implementation.

The findings also support Kanter's Empowerment Theory, highlighting how structures that promote employee empowerment (such as involvement in decision-making and access to information) contribute to more effective implementation of strategic plans like CIDPs.

However, it's important to note some limitations. The cross-sectional nature of the study doesn't allow for causal inferences, and the reliance on self-reported data may introduce some bias. Additionally, while the study focused on Western Kenya counties, the findings may not be fully generalizable to other regions with different cultural contexts.

In conclusion, these findings emphasize the critical role of organizational culture in CIDP implementation. They suggest that county governments could significantly improve their CIDP implementation by fostering supportive leadership cultures, enhancing communication practices, and promoting employee empowerment. Future research could explore the specific mechanisms through which these cultural elements influence CIDP implementation and investigate potential moderating factors.

## V. CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

This study set out to analyze the role of organizational culture in the implementation of County Integrated Development Plans (CIDPs) in Western Kenya counties. Focusing on three key aspects of organizational culture - leadership culture, communication culture, and employee empowerment - the research has yielded several important findings.

Firstly, the study concludes that organizational culture plays a significant role in CIDP implementation. All three cultural elements examined showed strong positive relationships with CIDP implementation, collectively explaining 73.4% of the variance in implementation effectiveness. This underscores the importance of fostering a supportive organizational culture to enhance the successful execution of development plans in Kenya's devolved governance system.

Secondly, communication culture emerged as the strongest predictor of CIDP implementation success. This highlights the critical importance of transparent, inclusive, and effective communication practices in translating development plans into tangible outcomes. The findings suggest that counties with more open, participatory communication cultures are likely to be more successful in implementing their CIDPs.

Thirdly, leadership culture was found to have a significant positive impact on CIDP implementation. This reinforces the crucial role that county leadership plays in setting the tone for development initiatives, aligning organizational goals with CIDP objectives, and fostering an environment conducive to effective plan execution.

Fourthly, employee empowerment was also identified as a key factor in successful CIDP implementation. Counties that provide their employees with decision-making authority, access to information, and opportunities for skill development are more likely to see effective implementation of their development plans.

Finally, while the study found generally positive perceptions of CIDP implementation among county employees, it also identified areas for improvement, particularly in stakeholder engagement and monitoring and evaluation processes.

These findings contribute to the existing body of knowledge on organizational culture and development plan implementation in devolved governance systems. They provide empirical evidence from the Kenyan context that supports and extends previous research in this area.

### 5.2 Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. **Enhance Communication Practices:** County governments should prioritize the development of open, transparent, and inclusive communication cultures. This could involve:
  - Implementing regular town hall meetings to engage staff and stakeholders
  - Developing clear communication strategies for CIDP implementation
  - Utilizing diverse communication channels to ensure widespread information dissemination
2. **Strengthen Leadership Development:** Counties should invest in leadership development programs that focus on:
  - Visionary and participatory leadership styles
  - Effective decision-making processes
  - Accountability and performance management in the context of CIDP implementation
3. **Promote Employee Empowerment:** County governments should create structures and policies that enhance employee empowerment, such as:
  - Implementing decentralized decision-making processes
  - Providing regular training and skill development opportunities
  - Establishing recognition and reward systems for innovative ideas and exceptional performance in CIDP implementation
4. **Improve Stakeholder Engagement:** Counties should develop more robust mechanisms for stakeholder engagement in CIDP implementation, including:

- Regular consultative forums with community members and local organizations
  - Participatory monitoring and evaluation processes
  - Feedback mechanisms to incorporate stakeholder input into ongoing implementation efforts
5. **Enhance Monitoring and Evaluation:** Counties should strengthen their monitoring and evaluation systems for CIDP implementation by:
    - Developing clear, measurable performance indicators
    - Implementing regular review processes
    - Utilizing technology for real-time tracking of CIDP implementation progress
  6. **Foster a Culture of Continuous Improvement:** Counties should encourage a culture of learning and adaptation in CIDP implementation by:
    - Regularly reviewing and updating implementation strategies based on feedback and outcomes
    - Encouraging innovation and creative problem-solving among staff
    - Sharing best practices and lessons learned across departments and with other counties
  7. **Align Organizational Structures with CIDP Objectives:** Counties should review and adjust their organizational structures to ensure they support effective CIDP implementation, potentially including:
    - Creating dedicated CIDP implementation units
    - Aligning departmental goals and performance metrics with CIDP objectives
    - Establishing cross-functional teams to address complex development challenges

### REFERENCES

- [1] Ayeni, A. (2019). The effect of employee empowerment on the implementation of integrated development plans in local government in South Africa. *Journal of Public Administration and Governance*, 31(4), 1318-1330.
- [2] Borisoff, D., & Victor, D. A. (1998). *Conflict management: A communication skills approach*. Allyn and Bacon.
- [3] DeChurch, L. A., Hiller, N. J., Murase, T., Doty, D., & Salas, E. (2010). Leadership across levels: Levels of leaders and their levels of impact. *The Leadership Quarterly*, 21(6), 1069-1085.

- [4] Githiri, E. M., & Odundo, P. A. (2016). Leadership styles and implementation of development projects in East African municipalities. *International Journal of Business and Social Science*, 12(2), 123-131.
- [5] Huotari, M. L., & Iivonen, M. (2010). The critical success factors for knowledge management in public organizations. In *Proceedings of the 43rd Hawaii International Conference on System Sciences* (pp. 1-10). IEEE.
- [6] Ilesanmi, O. O. (2020). Leadership style and integrated development planning (IDP) implementation in African municipalities: Evidence from South Africa, Kenya, and Ghana. *Journal of Public Administration and Governance*, 45(8), 605-619.
- [7] Kanter, R. M. (1993). *Men and women of the corporation* (2nd ed.). Basic Books.
- [8] Kaplan, R. S., & Norton, D. P. (2001). *The strategy-focused organization: How balanced scorecard companies thrive in the new business environment*. Harvard Business Press.
- [9] Kipchumba, S., & Korir, J. (2019). The role of leadership culture in county integrated development plan implementation: A case study of Kericho County, Kenya. *Journal of Public Administration and Governance*, 9(3), 1-15.
- [10] Kothari, C. R. (1999). *Research methodology: Methods and techniques* (2nd ed.). New Age International.
- [11] Kotter, J. P. (1996). *Leading change*. Harvard Business School Press.
- [12] Mbogo, R. W., & Omwenga, J. Q. (2019). The influence of communication culture on county integrated development plan implementation in Kenyan municipalities. *Journal of African Studies and Development*, 3(1), 331-339.
- [13] Mwenda, L. K. (2018). The role of employee empowerment in enhancing service delivery in the county governments of Kenya. *International Journal of Public Administration and Management Research*, 4(4), 1-10.
- [14] Nachimias, C. F., & Nachimias, D. (2005). *Research methods in the social sciences* (5th ed.). Arnold.
- [15] Nyerere, M. (2019). The influence of communication culture on the implementation of integrated development plans in municipalities: A comparative study of Tanzania and Uganda. *Journal of Public Administration and Governance*, 5(1), 1-15.
- [16] Rwehumbiza, D. (2017). Assessment of employee empowerment and its influence on service delivery in local governments in East Africa. *International Journal of Public Administration in Africa*, 2(1), 45-60.
- [17] Spreitzer, G. M. (2008). Taking stock: A review of more than twenty years of research on empowerment at work. In J. Barling & C. L. Cooper (Eds.), *Handbook of organizational behavior* (pp. 54-72). Sage.
- [18] Waterman, R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. *Business Horizons*, 23(3), 14-26.
- [19] Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.