EFFECT OF CULTURE BUILDING COMPETENCE ON THE PERFORMANCE OF COUNTY GOVERNMENTS IN THE NORTH RIFT REGION, KENYA

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Abstract

Counties are streamlined under government polices where evaluation is done and planned early in the policy development cycle and embedded into all policies. This involves: ensuring policies have clearly specified performance objectives, targets, milestones and program logic to provide the baseline for future monitoring and evaluation; developing indicators to measure performance against these objectives and simple systems to capture relevant information; and identifying a preliminary evaluation strategy that is appropriate for the size, risk and priority of the policy. The objectives of the study was to determine the effect of culture building competence on performance of county governments in North Rift region, Kenya. The study adopted explanatory research design. The target population was 539 employees of county governments. A sample size of 230 employees was selected by using stratified random sampling technique method. The main study instrument was self-administered questionnaire and interview guide. Validity was

determined by population and content validity. Reliability of instruments was tested by use of Cronbach's alpha. Both descriptive statistics and inferential statistics were employed. To test hypotheses, simple linear regression was used. Data was presented in the form of tables and figures. The study found out that there is a positive and significant relationship between culture building competence (r=0.331) on performance of county government. The study also found out that culture building competence 11% accounts for the performance of the county government. Therefore, the study recommends that county government need to invest more resources in culture competencies for their improved performance.

Keywords: Culture building competence, performance, county governments, Kenya

INTRODUCTION

Strategic leadership is the ability of influencing others to voluntarily make decisions that enhance the prospects for the organization's long-term success while maintaining long-term financial stability and performance (Paine, 2015). Globally the business world is changing more rapidly and more dramatically than ever before; technology, globalization, and competition have fundamentally reshaped the business environment. To deal with such a complex and dynamic environment, organizations need experienced people with well-developed leadership abilities and acumen (Ministry of state for planning and National Development, 2014).

In developing countries in Africa, leaders who are constitutionally assigned to manage the public sector and ensure the government performs as per the electorate expectation formulate the organization's goals and strategies, develop structures, processes, communication and core competencies, manage multiple constituencies, choose key executives, groom the next generation of executives, provide direction with respect to the public sector strategies, maintain an effective culture building competence and serve as the representative of the organization to government and other organizations and constituencies as well as negotiate with them (Collins, 2015). Such strategic leadership must be able to deal with ambiguity, complexity, and information overload requiring adaptability and a sense of timing (Bonoff and Zimmerman, 2014).

In the Kenyan context, the strategic leadership capability emphasis on the new constitution promulgated on 27th August, 2010. For instance, the appointment to senior positions in the government requires one to have personal integrity, competence and suitability (RoK, 2012). Other challenges include lack of strategic planning skills, budgeting, staffing, governing structure, growth and change management among others (Oloo, 2016). It is evident

that people who do not know what the problem is and how to deal with it cannot address these challenges. Hence the need for strategic leadership thus the need for this study

The primary focus of Transformational Leadership Theory, Schein's Theory, Dynamic Capability Model and The Higgins's Eight (8) S Model is the fact that the counties should interact with their environment as much as it is necessary. Within the frame of the four theories, organizational needs to access environmental resources, emerge as a vital issue for the survival (Michelle and Duffy, 2014). Counties are considered as an open system that is dependent on the national government for the provision of important resources (Ndegwa, 2014). It is assumed that the performance of the counties is based on their abilities to provide and control the internal and external resources.

Statement of the Problem

County governments in the North Rift Region of Kenya after devolution are still left behind in-terms of undertaking major infrastructural projects and serving the general public well a reason that can only be associated with poor leadership. This is after having a five-year county integrated development plan in place. The challenge has resulted to a standstill in development, something that has left many people doubting the usefulness of devolution (Koigi, 2014). Counties in the North Rift experience strategic leadership challenges as a result of inability of inexperienced, senior leaders who lack wisdom and vision to create and execute plans and make consequential decisions in the volatile, uncertain, complex and ambiguous strategic environment (Muia, 2015).

The researcher notes that government polices influence the performance of the counties which is attributed to insufficient amount of funding, disbursement period of the funds which is bureaucratic, and funds takes time to get to the county accounts as well as some counties being densely populated thus the funds allocated are not sufficient as well. This influenced the leadership of the North Rift counties, which poses the tougher more time-consuming management, challenge and practitioners are emphatic in saying that it is a whole lot easier to develop a sound strategic plan than it is to 'make it happen'. Enormous time, energy, and resources go to policy implementation, but the counties in the North Rift have little to show for the effort, largely due to poor implementation as noted in local studies by Kibua and Mwabu (2016) Mwangi (2014) and Mutuiri (2015).

Strategic leadership in devolution is a relatively new development in the country. Empirical studies on the behavior of this phenomenon both at the national and county levels are yet to be initiated. This lacks authentic empirical evidence to enhance management of public affairs in era of the new constitutional dispensation in Kenya. However, concerns are beginning

to be registered raising the need for the study relating to strategic leadership in devolution from an academic point of view. Thus, the purpose of this study is to establish the effect of culture building competence on the performance of county governments in the North Rift Region, Kenya

Specific Objective and hypothesis

The specific objective of the study was to;

Determine the effect of Culture Building Competence on the Performance of county Governments in the North Rift Region, Kenya

H0: There is no significant effect of culture building competence on performance of county governments in North Rift Region, Kenya

Scope of the Study

The study was carried out in the North Rift region. The study evaluated for the four years that the county governments have been operational between the year 2013-2016. The study was carried out between the month of June 2016 and April 2018. The study focused on Turkana, Uasin Gishu, Nandi, Elgeyo Marakwet, West Pokot, Baringo and Trans Nzioa counties respectively. The target population included; Governors, Deputy Governors, CECs and Cos and Directors.

LITERATURE REVIEW

Schein's Theory

The second theory that underpins the study is Schein's Theory by Edgar Schein which was compiled in 1992. According to Schein (1992) the organizational culture has a direct and indirect mechanisms effect within an organization. The organizational culture model is directly influenced by direct mechanisms that include the status of the staffs, behavior, opinions among other aspects. Schein's model of culture building competence was not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction (Finkelstein, Linchtensteui and Bannel, 2014).

This theory was used to affix the second variable of the study that was culture-building competence. The theory mainly consists of three domains: basic underlying assumptions, espoused values and artifacts. Peltola (2013) distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there was a certain hierarchy between these domains. Visible behaviour influences and was influenced by unobservable assumptions through rules and standards. Artifacts are the surface level of an organizational

culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies. Espoused beliefs and values are the next level of culture building competence, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders (Neely, Gregory and Platt's, 2014). Basic underlying assumptions are the base level of culture building competence, and are the deeply embedded, unconscious, taken for granted assumptions that are shared with others. Any challenge of these assumptions result in anxiety and defensiveness (Ahmed, 2013).

The Johnson (2015) study evaluating the cultural aspects in the Malaysian county government shows that there are two setbacks affecting the county government as a result of the cultural elements (norms and systems in place). The first one being the growth, survival and adaptation in their environment. The second one is the internal integration that permits daily functioning and the ability to adapt and learn. The same is supported by the findings of Ojo (2013) in Rwanda which shows that both problems are social unit problems which reflect the macro cultural context in which they operate and from which are derived broader and deeper basic assumptions

Kenya counties were formed and adopted from the 2010 constitution with an aim of culture change to enhance the performance of the 47 units to benefit the public. However a study by Muia (2015), focusing on Machakos County, shows that culture perpetuates and reproduces itself through the socialization of new employees within the county set up. The socialization process really begins with recruitment and selection is likely to look for new employees who already have the right set of values, beliefs and assumptions. If the county can find such pre-socialized members, it is therefore important to have less formal socialization, acculturation training. Similarly, it is important to recognize that even espoused beliefs and values may only reflect the aspirations of a culture, and not the actuality as shown by the theory, which fits, to the current study.

Organizational Culture

The concept of culture has principally stemmed from the study of ethnic and national differences in the disciplines of sociology, anthropology and social psychology. A good summary of the many definitions for culture developed in each of these disciplines was given by the cultural geographer (Hubbard, Samuel and Heaps, 2014). Culture describes patterns of behaviour that form a durable template by which ideas and images can be transferred from one generation to another or from one group to another. The corporate culture of the county government determines its overall direction in terms of its general attitude towards growth and management

of its various businesses and product lines. Organizational culture includes the shared beliefs, norms and values within the county which sets the foundation for strategy (Johnson, 2015).

Three aspects of this definition need further explanation. First, the transfer of behaviour does not take place through genetics but instead takes place through the social interaction between members of a group. Second, according to Finkelstein and Hambrick (2013), the various elements of a culture tend to form a relatively stable harmonious system and therefore any cultural template is durable and slow to change. Third, the ideas and images of culture provide a guide for the conduct of acceptable behaviour. As such, many aspects of the culture are embodied in rules of various sorts; some are laws (example against stealing) which are backed by official punishment for deviation; others are social norms (example about what clothes to wear) which are backed by social disapproval and rejection of deviates (Ojo, 2013).

Initially, within strategic leadership theory, scholars used the culture concept as a metaphor to study county government as forums in which meanings are constructed and expressed through social interactions (Harrington, 2014). But as it became part of the vocabulary of management thinking, more and more researchers began to employ culture as a variable rather than as a root metaphor, something the county government had versus something it was. Some of the earliest references to the concept of culture as an internal organisational variable are found in the literature of county government development. Thus, culture became a mechanism with which to achieve managerial effectiveness and control (Bourgeois and Bodwin, 2015).

Strategic leadership capability ensures that the public sector has organization culture that values collaboration and trust as a foundation for improved performance (Kibua and Mwabu, 2016). Leaders responsible in management share the same goal, for instance, improving performance at all levels that they are entitled, may it be the national or county government. It also emphasizes adoption, experience and insight to ensure that there is improved operational performance and stakeholder's satisfaction (Mwenda, 2015).

According to Howel and Avolio (2014), in a study conducted in Lebanon shows that organizational culture is a shared phenomenon. Culture, in this sense, is a learned product of county government management experience and is, therefore, only to be found where there is a definable group with a significant history. The group does not necessarily have to be the whole management team. County government management can have multiple cultures or subcultures usually associated with different functional or geographic groupings. Mitullah (2014) believe that there are two levels of culture, the visible level and the deeper, less visible level. O'Toole and Bennis (2014) view is that the term culture should only relate to the "deeper" less visible level, although he does use visible evidence to understand and describe different cultures. The visible

aspects encompass behaviour patterns, the physical and social environment and the written and spoken language used by the group.

According to Stogdill and Coons (2015) in Puerto Rico, a process of cultural socialization arises informally from the existing county employees and formally through induction training programmes. Bass (2011) study in Maldives explained that if an individual enters the county government where employees work in an environment of strong group and peer pressure, the individual adopts the employees' norms. Whereas, when the group pressures are weak, the individual is likely to accept the norms encouraged by management. There is therefore no guarantee that the service personnel interacting with the members of the public adopt or communicate the content of the county government service delivery chatter.

Turnbull (2014) in a study in Yemen explained that culture evolves as a result of the turnover of group members, changes in the county government political environment and general changes in society. Macy (2015) quoted a number of examples of county government in Peru claiming to experience great distress because the culture could not be changed or because its members would not change fast enough. Developing these elements into a definition results in organizational culture being defined as the visible and less visible norms, values and behaviour that are shared by a group of county employees which shape the group's sense of what is acceptable and valid. These are generally slow to change and new group members learn them through both an informal and formal socialization process.

Michelle and Duffy (2014) in Cyprus assert that a county's culture can promote strategy execution, when its values are strategy-supportive and its practices and behavioural norms add to the national government strategy execution efforts. A county government culture should encourage strategy thinking and dialogue, which helps to develop a strategically more aware workforce that is also more open to necessary strategy changes. It is the task of the county managers to foster a corporate culture that paves the way for the effective leadership strategies (Pearce and Robinson, 2013).The claim that cooperate culture is linked to leadership strategies is founded on the perceived role that culture can play in generating competitive advantage in the county government.

Waldman et al., (2014) study in Morocco observed the connection between corporate culture and the way firms perceive their environment in their research. To improve corporate performance, transformation of organizational culture to fit into the county government operations is viewed as of utmost necessity. The degree to which the county government values match the values of an individual who works for the county determines whether a person is a good match for the county management and operations (Schein, 2014).

According to Finkelstein et al., (2014) study in Namibia, the collective rules by which a county operates define its culture. These rules are formed by shared behaviours, values and beliefs. Culture forms the basis for how individuals operate within the context of the county government operations (Chandler, 2013). The way a group or individual behaves, defines what is normal and sanctions what is not normal is determined by his or her culture. Vision statements, mission statements and statements of values are often formalized to describe the county culture. An organization's culture determines the way in which employees are rewarded. Procter and Parry (2014) posit that in counties the management tends to focus on a dominant source of motivation, such as pay, status, or opportunity for personal growth and achievement.

Muia (2015) in a study in Machakos County suggested that, organizational culture may create successful strategy execution by defining the boundaries of the county in a manner that facilitates individual interaction and/or by limiting the scope of information processing to appropriate levels. Similarly, it is argued that widely shared and strongly held values enable county leadership to predict employee reactions to certain strategy options thereby minimizing the scope for undesired consequences (Ndegwa, 2014). To this end, it is argued that the 'uniqueness quality' of county government culture makes it a potentially powerful source of generating advantage over competitors (Mboga, 2013). Indeed, many commentators have advised county governments and researchers to exploit the multiple advantages which could be offered by cooperate culture and leadership rather than focusing on the more tangible side of the county government performance (Schein, 2014).

According to Mutuiri (2015) in his study conducted in Embu County, strategic leadership capability does not mean just having leaders at the top but it is about creating leaders throughout the public sector particularly at the front line where people and core processes create value for the public. On the other hand, organization culture understands the economic, political and social as the environmental forces. County leaders learn the perspectives, tastes of stakeholders, trend and technologies of many other cultures, work simultaneous within people from many cultures, to adapt to living and communicate to other cultures (Mwangi, 2014). Leaders learn to relate to people from other culture from a position of equality rather than cultural superiority. Strategic leadership needs to be skilled in creating trans-cultural visions.

Koigi (2014) study in Kirinyaga County notes that, organizational culture affects county government management effectiveness such as; productivity, performance, commitment, self-confidence, and ethical behaviour. Similarly, O'Sullivan and Abella (2015) study in Kwale County show that organizational culture impacts significantly on the county governments' employees' behaviour and motivations and, ultimately the county government overall performance.

METHODOLOGY

Research Design

This study adopted explanatory and descriptive cross-sectional survey design. Explanatory design is based on the fact that through probability sampling biasing is minimized and reliability of data collected is maximized. The design is also appropriate as it allows for use of questionnaires

Target Population

According to Kothari (2008), postulated that target population is a set of elements identified for investigation based on the evaluation of research objectives, feasibility and cost-effectiveness. In essence, a target population is a specified group of people or objects for which questions can be asked or observations made to obtain required data structures and information. Governors and their Deputies, County Secretaries and their Deputies, County Public Secretaries, County Executive Committee (CEC) from each county, County Officers (COs) and Directors in the seven counties were selected for the study totaling to 539.

Sampling Design

A sample is the part of the population picked to be involved in a study. According to Mugenda and Mugenda (2008) sampling is the process of selecting items, persons and objects from a target population so that it is representative. Sampling was done in two stages where in the first stage stratified sampling was used. The study adopted Israel (2000) formula. A 95% confidence level and P = 0.05 was chosen in view of social science nature of the study.

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

Where n = Sample size

N = Population

e = Level of significance

$539/[1+539(0.05)]^2 = 230$

According to Yin (2003) a sample of 30 would be desirable to ensure adequate data that would allow for performance of bivariate and multivariate analysis. For this study a sample of 230 was arrived at. The researcher used stratified random sampling technique to select the study participants. This means that every individual within each stratum in the target population had an equal chance of being selected. The population in the study area was stratified into various categories to enable the gathering of data. A simple random sampling procedure where every respondent, or object or subject has chance of representation was used in each stratum within this study. The sample distribution is as shown in Table 1.

Table 1: Sample Distribution

Description	Population	Sample
Governors/Deputy governors	7	7
CPSBs	14	6
CECs	70	30
Cos	75	33
County Public Secretaries	85	36
Directors	280	119
Total	539	230

* Adjusted in accordance with stratified random sampling

Source: HR offices of the North Rift Counties (2017)

The governors or their deputies were purposively selected while the rest of the study respondents were selected using simple random sampling technique.

Data Collection Instrument and Procedure

Data Collection Procedures

The research instruments were designed to meet all the intended objectives of the study. To achieve this, literature was reviewed in areas related to the study and consultation made with experts. The researcher sought research permit from National Commission for Science, Technology and Innovation. Four research assistants were identified and trained. Drop and pick later method was used. Participants were given a period of 2 months to complete the questionnaire. This was done during the regular break times in the day of 1-2pm and 4-6 pm. The exercise was expected to take a period of one month in order to collect the needed data.

Follow-up telephone calls were made so as to remind the respondents. Weekly meeting between the researcher and research assistants were scheduled so as to assess progress and iron out any issue that arose during the exercise. Once the data collection exercise was over all research instruments were checked for completeness before data was entered into the computer for analysis.

Validity and Reliability of the Instruments

Pre-testing was done using 23 respondents which is 10% of the sample of 230 respondents and this was done in Counties based in the selected Western Kenya that included; Kakamega,

Vihiga, Bungoma and Busia so as not to contaminate findings. Responses were inspected to ascertain the extent to which they measure the desired phenomena. The researcher sought expert opinion on the same where feedback was used to review and adjust the research instruments accordingly. According to Cooper and Schilder (2006), researchers should apply thumb rule of 10% of the sample size in order to calculate the number of respondents to be used for a pilot study. The reliability of the instruments was determined by use of Cronbach's alpha coefficient value of 0.812 which is greater than the threshold of 0.7 hence the instruments were accepted.

Data Analysis and Presentation

Data was analysed by use of descriptive and inferential statistics. This involved the calculation of frequency distribution, percentages, Mean, skewness and kurtosis. Inferential statistical analysis was conducted using simple, Pearson correlation analysis was also conducted (Chandran, 2003). To ensure further triangulation in data analysis a number of statistical methods were applied which include; correlation analysis and regression analysis.

RESULTS AND DISCUSSIONS
Culture Building Competence and performance

The research asked the respondents to state whether they value culture and if it has an impact on county government performance.

Table 2: Extent to which cultural aspects affect county government performance

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational structure and power structure	206	3.4126	-.442	.169	-.177	.337
Management committee to change and style	206	3.2476	-.145	.169	-.409	.337
Language	206	3.2233	-.268	.169	-.491	.337
Public focus	206	3.2136	-.298	.169	-.133	.337
Organizations strategic direction, intent, Goals and objectives and vision	206	3.1942	.033	.169	-.373	.337
Coordination/integration	206	3.1699	-.056	.169	-.252	.337
Organizational history	206	3.1408	-.166	.169	-.166	.337
Belief system	206	3.0680	.015	.169	-.456	.337

The results in Table 2 show that the respondents to a moderate extent agreed that organizations strategic direction and intent, goals and objectives and vision were fairly achieved. Also with the public focus, the respondents to a moderate extent agreed with the way the county government handles the public. As far as coordination, belief system, management commitment, organizational history, language and organizational structure are concerned, respondents also moderately agreed that they are present in the North Rift Counties. In general, employees in the county governments are satisfied with how the organization handles culture building competence in their work station.

The data collected in relation to establishing the effect of leadership capacity practices on performance of county government in the North Rift Region, Kenya was normally distributed since it had skewness values between -0.015 and -0.442 and kurtosis values between -0.166 and -0.491. The extent of the respondents responses regarding culture building competence practices were moderately practiced in the North Rift Counties. The study shows that the respondents were satisfied with the way the county government handles culture. Culture building capacity is a necessary tool in any organization, especially in county governments, it is important to address culture carefully. The extent to which county government addresses culture is average and employees are satisfied.

The interview conducted by the researcher to the governor reveals several aspects of culture that are practiced by the people of North Rift Counties. One of the governors interviewed said:

> "Our people still have a strong belief in traditional cultures and to some extent practice them in their job station thus affecting their performance either positively or negatively depending on their objectives. The cultural aspects includes and are not limited to: language barrier, gender imbalance, religion, community enlightenment, political dynasties and political superiority, male chauvinism, inadequate women empowerment, ethnicity, gender inferiority of females, ethnic intolerance (negative ethnicity), cattle rustling, early marriages, kingship system, women degradation 'cultural practices like circumcision, inter-tribal clashes, intermarriages and wife inheritance".

Table 3: Culture building competence practices in the county government

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
County provided easily accessible services irrespective of cultural orientation of citizens	206	3.4563	-.201	.169	.083	.337
County has promoted social of the citizens	206	3.3398	-.333	.169	-.230	.337
County demonstrates its values, beliefs, attitudes as a practice	206	3.3350	-.278	.169	-.128	.337
Communities participate in the planning and implementation of development projects	206	3.3058	-.314	.169	-.538	.337
County facilitated culture of public service and accountability in county service board	206	3.2718	-.278	.169	.255	.337
Social interactions in the county is facilitated by a strong value system	206	3.2670	-.241	.169	-.112	.337
Culture influences actions of employees to support the current devolved governance strategy	206	3.1893	-.290	.169	-.443	.337
Culture of the county is a barrier to institutionalization of devolved governance strategy	206	2.8010	11.320	.169	149.524	.337
Valid N (listwise)	206					

In order to measure the culture building competence in county government, respondents were asked to answer questions that gauged their perceptions towards the achievement of culture in the organization. The results were presented in the Table 4.2. Mean scores tests that were performed on the indicators of culture building capacity practices were all having moderate extent (mean<3.5) according to the perception of the respondents in the organization. This shows evidence of enhanced culture building practices which in turn affected the organizational performance. The data was also normally distributed as indicated by the results of the Skewness and Kurtosis tests (lie between -1 and +1). The results indicate that most respondents were to a moderate extent in agreement that social interaction in the county is facilitated by a strong value system, also the respondents moderately agreed that county demonstrates its values, beliefs, attitudes as a practice. This had enabled the county governments to meet the required culture needed in the organization.

They had also noted that, culture influences actions of employees to support the current devolved governance strategy moderately. County has provided easily accessible services irrespective of cultural orientation of citizens, county has promoted social wants of the citizens,

communities participate in the planning and implementation of development projects, county has facilitated a culture of public service and accountability in the county public service and culture of the county is a barrier to institutionalization of devolved governance strategy were moderately to some extent. This shows that county government has utilized culture fairly in the organization. These results concurs with past studies conducted by Michelle and Duffy (2014) in Cyprus assertion that a county's culture can promote strategy execution, when its values are strategy-supportive and its practices and behavioural norms add to the national government strategy execution efforts.

Relationship between culture building competence on the performance of county governments

Table 4 shows the correlation between culture building competences on the performance of county governments. The table was used to answer the second study objective, that is, to determine the effect of culture building competence on the performance of county governments in the North Rift Region, Kenya.

Table 4: Relationship between culture building competence on
the performance of county governments

		Culture building Competence	County Government Performance
Culture building Competence	Pearson Correlation	1	.331[**]
	Sig. (2-tailed)		.000
	N	206	206

**. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4 show that there is a moderate positive and significant relationship between culture building capacity on the performance of county governments at 99% confidence level (r=0.331, α=0.000 and p-value=0.01 thus α<p-value). The results can be interpreted that counties that appreciate its culture report increase in performance. These results are in agreement with past studies conducted by Michelle and Duffy (2014) in Cyprus assertion that a county's culture can promote strategy execution, when its values are strategy-supportive and its practices and behavioural norms add to the national government strategy execution efforts.

Regression analysis on culture building competence and county government performance

Table 5: Regression results on culture building competence
and county government performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.331[a]	.110	.105	.68113	1.765

a. Predictors: (Constant), Culture building Competence

b. Dependent Variable: County Government Performance

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	11.673	1	11.673	25.160	.000[b]
1	Residual	94.644	204	.464		
	Total	106.317	205			

a. Dependent Variable: County Government Performance

b. Predictors: (Constant), Culture building Competence

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.392	.219		10.925	.000
1	Culture building Competence	.330	.066	.331	5.016	.000

a. Dependent Variable: County Government Performance

Table 5 results on model summary show R-Square is 0.110 indicating that culture building competence accounts for 11% of the variability in county government performance. The results also show that there is a positive influence of culture building competence on county government performance (r=0.331).

The results on ANOVA show that F=25.160, α=.000 which is less that p-value of 0.05. The results reveal that the overall regression model was significant in determining the applicability of the model to measure the study variables. This means that there is a satisfactory

goodness of fit between culture building competence and county government performance. The use of regression model to either accept or reject the research hypothesis is thus justified.

The study results show regression coefficient that reveals to what extent culture building competence predicts county government performance. Based on the results, the equation for linear regression model can be written as; Y=2.392+0.330X2+e. Where Y represents county government performance and X2 represents culture building competence and e represents error term. A beta of 0.330 means that every 0.330 units of use of culture building competence contribute to a corresponding 1 unit in county government performance. The results also show that culture building competence is statistically significant (α=0.000 and p-value=0.05 thus α<p-value) in explaining county government performance in North Rift Counties, Kenya.

The results of the regression in Table 5 used regression coefficient to test the second research hypothesis, **"Ho**: There is no significant effect of culture building competence and performance of County Governments in North Rift Region, Kenya". The null hypothesis of the study was therefore rejected at 0.05 significant level since the beta value t-statistics was significant (α=0.000) hence the study concluded that there is a significant effect of culture building competence and performance of County Governments in North Rift Region, Kenya. These results are in agreement with past studies conducted by Michelle and Duffy (2014) in Cyprus assertion that a county's culture can promote strategy execution, when its values are strategy-supportive and its practices and behavioural norms add to the national government strategy execution efforts.

SUMMARY, CONCLUSION AND RECOMMENDATIONS
Culture building competence and performance of county government
The results of the study show that the respondents to a moderate extent agreed that organizations strategic direction and intent, goals and objectives and vision were fairly achieved. Also with the public focus, the respondents to moderate extent agreed with the way the county government handle the public. As far as coordination, belief system, management commitment, organizational history, language and organizational structure are concerned, respondents also moderately agreed that they are present in the North Rift Counties.

In general, employees in the county governments are satisfied with how the organization handles culture building competence in their work station. The extent of the respondents' responses regarding culture building competence practices were moderately practiced in the North Rift Counties. The study shows that the respondents were satisfied with the way the county government handles culture. Culture building capacity is a necessary tool in any

organization especially in county governments, it is important to address culture carefully. The extent to which county government addresses culture is average and employees are satisfied.

The interview conducted by the researcher to the governor reveals several aspects of culture that are practiced by the people of North Rift Counties. The governors interviewed said that their people still have a strong believe in traditional cultures and to some extent practices them in their job station thus affecting their performance either positively or negatively depending on their objectives. the cultural aspects includes and are not limited to: language barrier, gender imbalance, religion, community enlightenment, political dynasties and political superiority, male chauvinism, inadequate women empowerment, ethnicity, gender inferiority of female, ethnic intolerance (negative ethnicity), cattle rustling, early marriages, kingship system , women degradation (male chauvinism), cultural practices like circumcision, inter-tribal classes, intermarriages and wife inheritance.

The study descriptive analysis indicated that culture building capacity practices were all having moderate extent (mean<3.5) according to the perception of the respondents in the organization. This shows an evidence that enhanced culture building practices in turn affected the organizational performance. The results indicate that most respondents were to a moderate extent in agreement that social interaction in the county is facilitated by a strong value system, also the respondents moderately agreed to some extent that a county demonstrates its values, beliefs, attitudes as a practice. This had enabled the county governments to meet the required culture needed in the organization.

They also noted that, culture influences actions of employees to support the current devolved governance strategy moderately. County government has: provided easily accessible services irrespective of cultural orientation of citizens;   has promoted social wants of the citizens, communities participate in the planning and implementation of development projects; has facilitated a culture of public service and accountability in the county public service and culture of the county as a barrier to institutionalization of devolved governance strategy to a moderate extent. This shows that county government has utilized culture fairly in the organization. The study correlational results show that there is a moderate positive and significant relationship between culture building capacity and the performance of county governments at 99% confidence level.

The results can be interpreted as; counties that appreciate its culture report increase in performance. Model summary R-Square indicated that culture building competence accounts for 11% of the variability in county government performance. 89% may be accounted for by other factors. The results also showed that there is a positive influence of culture building competence on county government performance. The ANOVA results revealed that the overall regression

model was significant in determining the applicability of the model to measure the study variables. This means that there is a satisfactory goodness of fit between culture building competence and county government performance.

The study regression coefficient results revealed that for every 0.330 units of use of culture building competence, there is a corresponding 1 unit in county government performance. The results also showed that culture building competence is statistically significant in explaining county government performance. The researcher thus rejected the study null hypothesis at 0.05 significant level since the beta value t-statistics was significant (α=0.000) concluding that there is a significant effect of culture building competence on performance of County Governments in the 'North Rift Region, Kenya.

Culture building competence and performance of county government

The results of the study show that the respondents to a moderate extent agreed that the study concluded that employees in the county governments are satisfied with how the county government handles culture building competence in their work station because county strategic direction and intent, goals and objectives and vision were fairly achieved; public members were also handled fairly; coordination, belief system, management commitment, organizational history, language and organizational structure were also considered.

The study concluded that culture building practices affect the organizational performance because social interaction in the county is facilitated by a strong value system, the county also demonstrates its values, beliefs, attitudes as a practice. This had enabled the county governments to meet the required culture needed in the organization. It can also be concluded that culture influences actions of employees to support the current devolved governance strategy, the county has also provided easy accessible services irrespective of cultural orientation of citizens, county has promoted social wants of the citizens, communities participate in the planning and implementation of development projects, county has facilitated a culture of public service and accountability in the county public service and culture of the county is a barrier to institutionalization of devolved governance strategy. This shows that county government has utilized culture fairly in the organization.

From the correlational results, the study concluded that there is a moderate positive and significant relationship between culture building capacity on the performance of county governments at 99% confidence level hence counties that appreciate its culture report increase in performance. The results also showed that culture building competence is statistically significant in explaining county government performance. The researcher thus rejected the study null hypothesis at 0.05 significant level since the beta value t-statistics was significant

concluding that there is a significant effect of culture building competence and performance of County Governments in North Rift Region, Kenya.

The study recommends that a further study could be done in areas of strategic communication competence, leadership capacity and government policy and how this affects the performance of county governments.

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