

# ROLE OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF DEVOLVED GOVERNMENT IN KENYA: A CASE OF LAIKIPIA COUNTY GOVERNMENT

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**Abstract:** Organization's culture has a strong effect on all of those who are attached with the organization. It is considered that culture is invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look in to. This research sought to study the role of organizational culture on performance of devolved government in Kenya a case of Laikipia County. Specifically, the study sought to; determine the role of rational management, induction, code of conduct and organizational diversity on enhancing performance of devolved government. Descriptive research design was used for this study whose target population was the employees of Laikipia County Government. A sample of 4 top level management, 20 middle level management and 80 lower level management that total up to 104 respondents were picked from the eight department of the County government using systematic cluster sampling method. Primary data was collected using a questionnaire. Secondary data was also used. Analysis was done using SPSS version 23. The findings of this study was of importance to the management of Laikipia County Government in understanding the success and challenges of organizational culture that enhance performance of devolved government in Kenya. This contributes to improvement in enhancing performance of the employees and the management in the counties. The study will also be of value to the academicians and future researchers as it add knowledge to the field of organizational culture and give an understanding on the relationship between organizational culture and performance of devolved government. Other than adding value to the body of knowledge, the study acts as a basis for further research on various aspects under study. The findings revealed that culture supplementing rational management positively influences the performance of devolved government. County Government of Laikipia management does training of employees as a type of rational management. The employees do not have a common conviction in decision-making. The employees are not inducted in to the system and the new employees socialization with other employees is enhanced by the managers through team work. The leaders integrate the new employees into the system and new employees do not understand the organization's employment philosophy. The findings showed that there were no norms prevailing among employees and the management was not committed to the most experienced staff. The code of conduct facilitates the transition from traditional business and there are no standards prevailing that promote creativity and innovation. It was found out that subculture enhancing organizational diversity influences the performance of devolved government positively. Setting of goals was not an aspect of organization diversity that the county management practices. The study recommends that the management to come up with programs of enhancing staff induction, rational management, employees code of conduct and organizational diversity.

**Keywords:** Role, Performance & Devolved Government.

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## 1. INTRODUCTION

### Background to the Study:

A growing body of evidence demonstrates that culture affects the process of decision making in organizations in many ways. The evidence suggests that in a specific cultural context a particular form of participative decision making is more appropriate than others (Sagie and Aycan, 2003; Dorfman et al., 2004), some sources of guidance are preferred in event performance (Smith, 2002), and some conflict performance approaches favored over others. Understanding such relationships may help to increase organizational effectiveness and employee commitment by encouraging the adoption of culturally appropriate organizational processes and practices.

An organizational culture poses a threat to the changes. However, organizational culture can also be advantageous in the application of e-performance. Managing organizational culture is critical for bringing organizational values, beliefs, regulatory norms and organizational expectations to life, supporting the implementation of its strategies, promoting adaptation, goal attainment and sustainability (Cooke, 2002). Organization culture is referred to as the behaviors that contribute to unique social and psychological environment of an organization. It includes the organization's expectations, experiences, philosophy, and values that holds it together. It is expressed in its inner workings, its self-image, interaction with the outside world, and future expectations. It is based on shared attitudes, custom and norms, beliefs and values (Cooke, 2002). Peterson et al., (2003) propose that societal culture shapes the context of group decision making in organizations.

In Kenya, this was after years of the post-independence approach of Local Governments which embraced a strong centralized governance structure and which had been meant to resolve the regional development challenges but apparently failed. This is evidenced by the challenges Kenya have mainly associated with like bureaucratic inefficiencies, lack of accountability and transparency, unequal distribution of national resources and minimal community participation in local development, amongst others. The Constitution of Kenya 2010 upon promulgation and enactment changed the Governance structure from a centralized unit to devolved sub-units known as the County Governments (Mitullah, 2010). It was expected that the onset of these devolved governments after the 2013 Elections and enactment of subsidiary laws would address these development challenges of the centralized governance that Kenya has faced since independence.

The devolution thematic area deals with all matters relating to the operationalization of the constitutional provisions on devolved government as provided for in Chapter Eleven of the Constitution. This includes the development of new policies legislation and administrative procedures and, in some cases, the review of existing policies, legislation and administrative procedures required to implement the devolved system of government. The thematic area monitors the status and progress made in the development of legislation, policies and administrative procedures required to implement devolution (Nyanyom, 2011).

A list of legislation required for implementing devolution and the time frames within which the legislation must be passed is given in the Fifth Schedule of the Constitution. CIC has, however, identified additional legislation required for the effective implementation of the devolved system of government. These were not listed in the Fifth Schedule. CIC has also revised the time frame for the enactment of these pieces of legislation (Bosire, 2010). In this regard the convener of the devolution thematic area works with the Ministry of Local Government which is responsible for the initiation and development of policies, legislation and administrative procedures required to implement devolution including the Commission for the Implementation of the Constitution establishment of county governments. However because the country operates a devolved system of government, virtually every function of government including those functions that are assigned to the national government, all Ministries are required to address those areas of their mandate that will be affected by devolution. In this regard Ministries have to determine the nature of the relationship between national level functions and how the performance of such functions will affect and be affected by devolution.

Ministries also have to determine how the two levels of government will work together for effective implementation of devolution. The devolution thematic team also works with non- state actors including civil society organizations to facilitate the implementation of devolution (Kangu, 2012). In view of the fact that devolution is new, it is necessary to establish new structures especially at the county government level. The convener of this thematic area is responsible for developing work plans for the thematic area and for advising CIC on all matters relating to the timely and efficient implementation of devolution.

**Problem Statement:**

Organizational culture in the county Government necessitated tools to facilitate and encourage everybody to adhere to it. Such tools include the formulation of the rules of conduct and sectoral committees to review the performance of each department at every stage of the implementation of the performance or development plan. But more importantly accountability is strengthened by stringent measures. The release of funds to individual officers and departments is according to the work plans that must be submitted and audited on quarterly basis. If there are unsatisfactory issues, then further funds are not released until the issue is clearly explained. Thus the culture here makes it clear to everybody about the moral and ethical underpinnings within the organization and the requirements for achieving them. It is very clear on issues of performance which as a result of good accountability, timely reporting and supervisory mechanisms as well as the sanctions for breach of any of the requirements.

The Laikipia baseline survey for customer satisfaction on county performance of 2014/2015 has formed the importance of this study, with a 75% of targeted population in the county citing poor performance of the county integrated development plan, mismanagement of finances as reported by the auditor general pointing some counties and impeachment of governors across the counties is an indicator, of a real challenge in policy implementation within the counties (Nyanyom, 2011). Despite this importance of culture we have very few studies in Kenya that have studied role of culture in management especially in devolved government. This study aimed at establishing the role of organizational culture on performance of devolved government in Kenya a case of Laikipia County.

**2. LITERATURE REVIEW****Organizational Culture Theory:**

Organizational Culture Theory by Pacanowsky and O'Donnell-Trujillo. Organizational Culture Theory has become a major theoretical rallying point. The theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization but their behaviors, activities, and stories.

Organizational Culture Theory may view organizational life as too unique. Pacanowsky and O'Donnell-Trujillo argue that organizational cultures differ because the interactions within those cultures differ, so generalizing about life in organizations is nearly impossible. Consider Fran Callahan, for instance. Researchers using a symbolic-interpretive perspective in studying the organizational culture of Grace's Jewelers may also be interested in studying the corporate culture of Jewelry Plus. As our examples have shown, each is a unique organization with unique organizational environments. Because ethnography requires thick description of each, it may be difficult if not impossible to point out the similarities for generalization purposes. As Stephen Littlejohn (2002) argues, the theory presupposes that organizations must be studied independently, and in doing so, generalizing across organizations is difficult.

The appeal of Organizational Culture Theory has been far and wide, resulting in a heuristic theory. The theory has been used to study the stories of undergraduate students and their perceptions of "fitting in" at a college or university (Kramer & Berman, 2001).

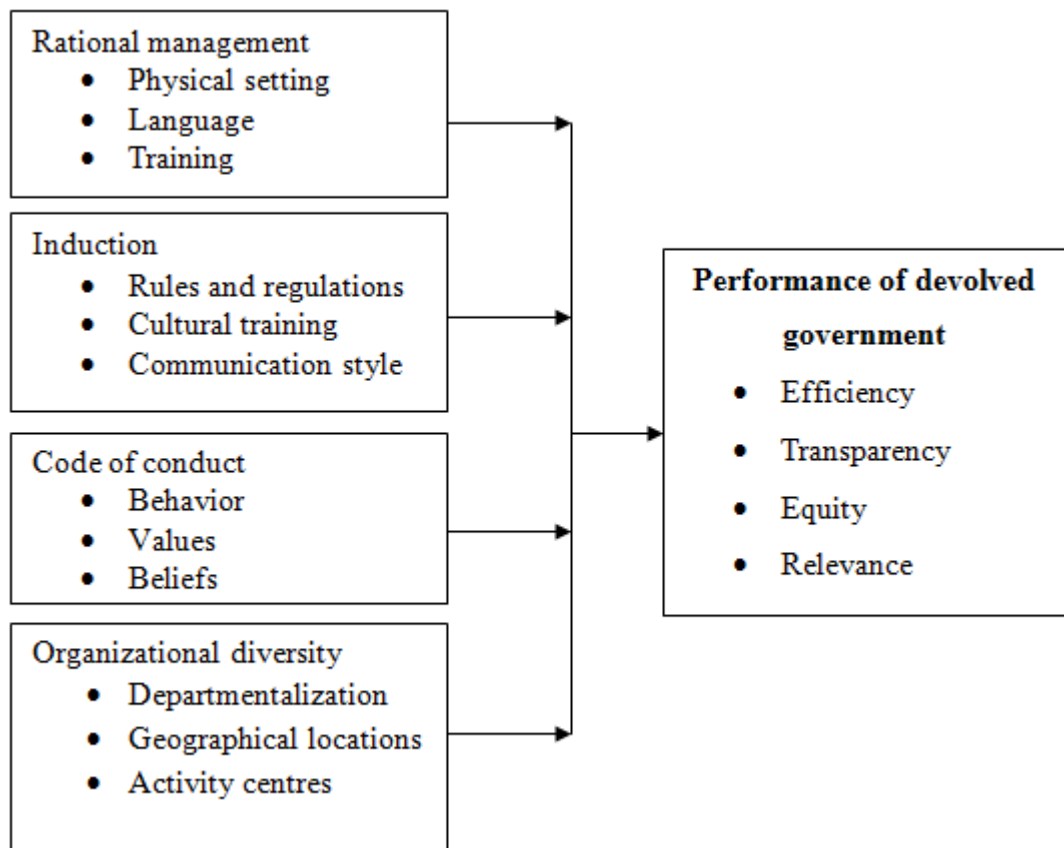
The approach is also useful because much of the information from the theory (symbols, stories, rituals) has direct relevance to many different types of organizations and their employees. Because the theorists' work is based on real organizations with real employees, the researchers have made the theory more useful and practical.

From the outset, Pacanowsky and O'Donnell-Trujillo did not stray from their belief that the organization's culture is rich and diverse; listening to the communicative performances of organizational members is where we must begin in understanding corporate culture. This is the basis from which much of the theory gained momentum. The appeal of the theory is tempered by its criticisms. First, Eric Eisenberg and Goodall (2003) observe that Organizational Culture Theory relies heavily on the shared meaning among organizational members. They comment that "most cultures show considerably more alignment in practice than they do in the attitudes, opinions, or beliefs of individual members" (p. 152). Second, Organizational Culture Theory suffers from expansive boundaries. For instance, cultural performances constitute a critical part of an organization's culture, and when you consider that performances may address almost any topic, the vastness (and potential vagueness) of the theory becomes apparent. This theory can be related to organization diversity that an organization can possess that influences its performance. This means that if a firm is located at a prime place or has well defined departments, it will either positively or negatively influence its performance.

**Personality Trait Theory:**

For trait theory, individual behavior is the result of inherited or acquired traits. Trait theorists subscribe to the premise that certain traits will be disposed to react to a given situation in a certain way. Trait research has provided relative stable and predictable outcomes (Kidder, 2005). For example, an individual with the personality traits shows the qualities of dependability, carefulness and responsibility (Ones, Chockalingam & Schmidt, 2003). This theory can be related to the code of conduct of employees in an organization the influences the performance of the firm.

In terms of criticism, trait theory has been questioned on its research design and on its ignorance of situational variables (Davis-Blake & Pfeffer, 1986; McKenna, 1994). Furthermore, research by McAdams (1992) has pinpointed the limitations of personality trait theory, namely its inability to predict behavior, its failure to provide causal explanations of behavior, its disregard of the contextual and conditional nature of the human experience.

**CONCEPTUAL FRAMEWORK:****Research Gaps:**

The previous studies indicated that organizational culture enhances performance of governments especially the devolved government. For example a study by Stewart (2010), stated that organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered by him that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look.

A study by Al Hunaiyyan (2008) found out that collective cultures are interdependent and mainly focus on group identity, self-restraint and hierarchical control. This collective culture is less flexible to change. This collective culture collides indirectly with emerging trends and the growth in technology. The technology growth has to match with their culture so that they can welcome it. This study does not relate culture to performance which this study will focus on.

A study by Reed (2012) found out that over 40% of the employees consider employee orientation program as an effective medium to convey good-work practices to the new joiners and beneficial in developing realistic job expectations, reveals a poll conducted by studies. This research did not focus on the relationship between induction and performance of the firm which this study is interested on.

### 3. RESEARCH FINDINGS AND DISCUSSIONS

#### Response Rate:

Out of the total of 104 respondents sampled, 100 questionnaires were returned and appropriately filled to be used for the study. This represented a 97.11% response rate, which is considered satisfactory to make conclusions for the study. According to Mugenda and Mugenda (1999) a 50% response rate is adequate, 60% good and above 70% rated very good. This implies that the response rate in this case of 97.11% is very good.

#### Response rate

Response	Responses	Percentages
Responded	101	97.11%
Not responded	4	2.89%
<b>Total</b>	<b>104</b>	<b>100%</b>

#### Demographic Information

In order to achieve the main aim of the study it was found important to seek demographic information of the respondents, the information sought included gender, age bracket, highest education level, length of working experience and the department of the county government the respondents were based.

#### Gender of respondents

Gender	Frequency	Percentages
Male	54	55%
Female	47	45%
<b>Total</b>	<b>101</b>	<b>100%</b>

According to the study findings majority 54 (55%) of the respondents were male while 47 (45%) were female. This implies that most of the employees in Laikipia County were male. It also means that the finding on the role of organizational culture on performance of devolved government in Laikipia County is from both genders. The study probed the respondents' age group; the findings are tabulated as in Table.

#### Ages bracket of respondents

Age brackets	Frequency	Percentages
18-29	12	12%
30-39	53	54%
40-49	21	21%
50-59	10	10%
60 and above	5	5%
<b>Total</b>	<b>101</b>	<b>100%</b>

The findings indicates majority 53 (54%) of the respondents were aged between 30-39 years, followed by 21 (21%) who were aged between 40-49 years, while 12 (12%) were aged between 18-29 years and only 10 (10%) were aged between 50-59 years. It implies that the county is youth dominated and the response was from a variety of respondents.

Having, established the age bracket the study probed on the level of education and the study findings were summarized in Table.

#### Level of Education of the Respondents

Level of education	Frequency	Percentages
Adult Education	10	10%
Primary	1	1%
Secondary	4	4%

Certificate	12	12%
Diploma	23	23%
Degree and above	51	52%
<b>Total</b>	<b>101</b>	<b>100%</b>

Majority of the respondents 51 (52%) had degree and above as their highest level of education. They were followed by 23 (23%) who had diploma as their highest level. The rest 12 (12%) had certificate level. This implies that the officers were qualified to understand the role of organizational culture on performance of devolved government. The findings concurred with Brown and Duguid (2003) who found that highly skilled personnel enhance production of high quality outcomes and effective quality improvement in an organization.

The study probed the duration that the respondents had worked at Laikipia County. The results are presented in Table

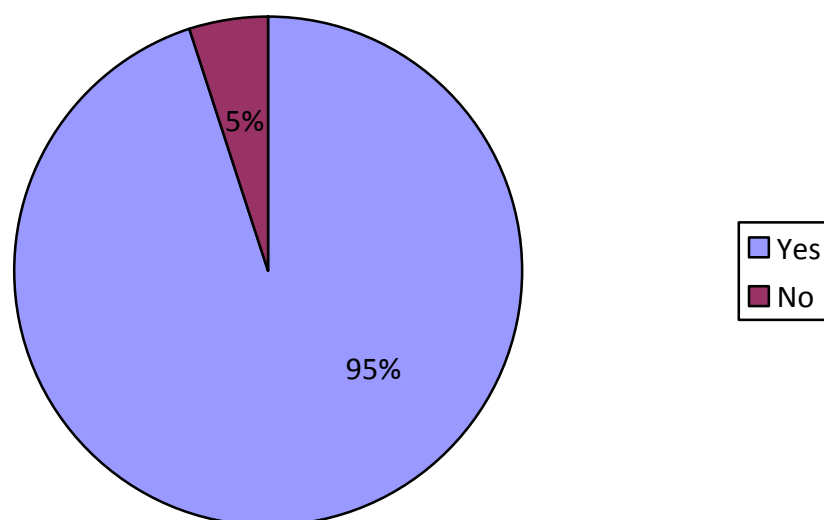
#### Duration Worked at Laikipia County

Length of worked	Frequency	Percentages
Less than 1 year	10	10%
1-2 years	29	29%
2-3 years	42	41%
More than 3 years	26	26%
<b>Total</b>	<b>101</b>	<b>100%</b>

From the Table 4.6 above, many of the respondents 42 (41%) had worked for a period of 2-3 years they are followed by 29 (29%) who had worked for between 1-2 years. From this it can be deduced majority of officers had been at the county for duration of over a year. This implies that officers involved would provide relevant information on the role of organizational culture on performance of devolved government in Laikipia County.

#### Effect of Culture Supplementing Rational Management on Performance of Devolved Government

This study examined how culture supplements rational management on performance of devolved government by investigating the type of rational management that the county mostly practiced. This study also probed the various aspects of rational management that influences performance of devolved government in Laikipia County. Rational management having influence on the performance of devolved government.



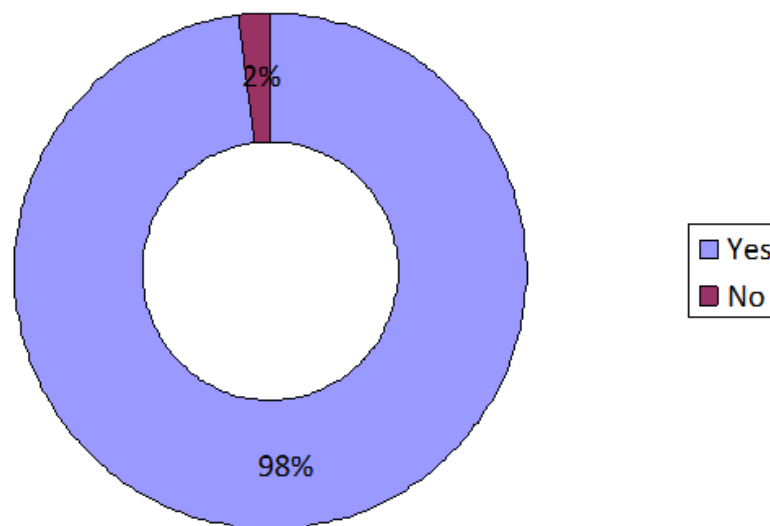
Majority 94 (95%) of the respondents agreed that rational management as a factor under organizational culture influences performance of devolved government while a few 5 (6%) disagreed. The respondents explained that rational management help in maintaining the focus among the employees and thus positively influences the performance at work.

Rational Processes constitute an explicit, logical system that can have a far-reaching impact within an organization (Sangmook, 2005). But this system cannot be introduced by halfheartedly sprinkling a few ideas and suggestions among a random mix of the organization's people in the hope that something good will happen.

#### Effect of Culture Facilitating Induction on Performance of Devolved Government

The study probed the effect of culture facilitating induction on performance of devolved government. This was done by examining if the respondents view on induction having influence on performance, the type of induction the management practices and studying various aspects of induction.

#### Induction having influence on the performance of devolved government



Majority 97 (98%) of the respondents indicated that induction as a factor under organizational culture influences performance of devolved government while a few 3 (2%) disagreed. The respondents explained that the inducted employees are able to understand the way of the organization and hence better the performance.

A new entrant should culturally fit in an organization. Interaction at this stage shapes an individual's disposition and outlook for work and motivation levels. The importance of induction cannot be underestimated. Induction training is absolutely vital for new starters. Good induction training ensures new starters are retained and then settled in quickly and happily to a productive role (Coleman, 2002). It is during induction that a new recruit gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture and values in the business process.

#### Type of Induction procedure that the management mostly focuses on

Code of conduct	Frequency	Percentage
Rules and regulations	81	81
Cultural training	4	3
Communication style	16	16
<b>Total</b>	<b>101</b>	<b>100</b>

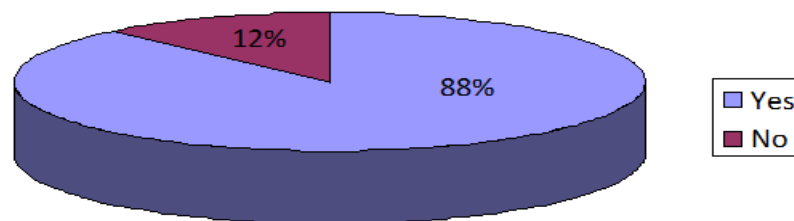
Majority 81 (81%) of the respondents indicated that the management mostly focused on rules and regulations as an aspect of induction while 16 (16%) focused on communication style. A few 4 (3%) indicated that the management focused on culture training. The rules and regulations are able to convey good practices to the new employees and therefore positively influence the performance of the employees.

A study by Reed (2012) indicated that over 40% of the employees consider employee orientation program as an effective medium to convey good-work practices to the new joiners and beneficial in developing realistic job expectations, reveals a poll conducted by studies. As assessed by nearly 30% of HR managers agreed that orientation programs help in controlling attrition rates by developing positive outlook towards work and organization.

#### **Extent to which Culture Promote Code of Conduct on Performance of Devolved Government**

This study investigated the extent to which culture promotes code of conduct and its influence on performance of devolved government. This was done by studying the rank of type of code of conduct that the management mostly focuses on and examining the various aspects of code of conduct that influences performance.

#### **4.3: Influence of code of conduct on performance of devolved government**



Majority (88%) of the respondents agreed that code of conduct as a factor under organizational culture influences performance of devolved government while a few (12%) disagreed. The way the employees carry themselves at work influences the way they do their work. A work place with a good conduct of employees improves the performance of the employees.

The efficient and effective leadership can be a strong weapon only if it is on ethical footings. It is the responsibility of the leaders to express the utmost moral and ethical behavior in their daily conversations, dealings, judgments, and meetings in order to become a mirror for the followers. Spiritual people, scholars and the theorists from the past have been stressing upon the substantial effect of ethics for the followers and the leaders to control the supremacy in organization. Though ethics has been a burning question for the world, still it is like a hot cake to be explored for the researchers and business society. One apparent cause for the augmented awareness in the field of ethics is the ethical contravention which has been discovered in the modern corporate humiliation (Manz et al., 2008; Revell, 2003; Mehta, 2003; Treviño and Brown, 2004). In this world, there are leaders, called “lethal leaders” who search out the loopholes in the administration system, and use them for their personal benefit at the cost of the company and its workers (Padilla et al., 2007).

#### **Influence of Subcultures in Enhancing Organizational Diversity on Performance of Devolved Government**

The study probed the influence of subcultures in enhancing organizational diversity on performance of devolved government by studying the influence of various aspects of organization diversity on performance of devolved government.

#### **4.4: Influence of organizational diversity on performance of devolved government**

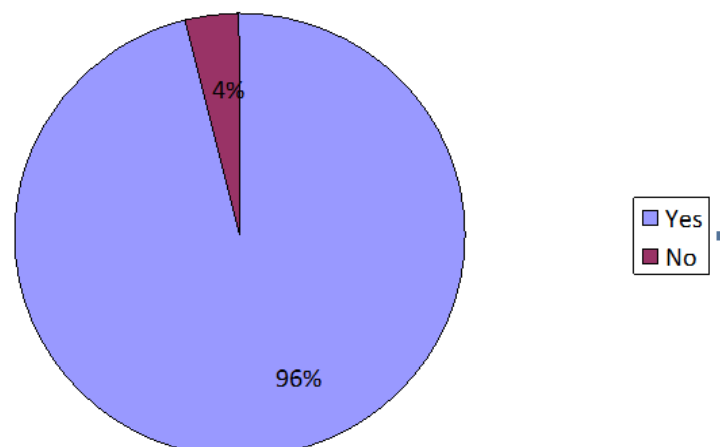




Figure 4.3 indicates that majority 96 (96%) of the respondents agreed that organizational diversity as a factor under organizational culture influenced performance of devolved government while a few 3 (4%) disagreed. The employees explained that organization diversity helps them to have various ways of performing their work, this better their performance.

Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences. Second, managers must recognize their own cultural biases and prejudices (Koonce, 2001). Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. Finally, managers must be willing to change the organization if necessary (Koonce, 2001). Organizations need to learn how to manage diversity in the workplace to be successful in the future (Flagg, 2002).

### Performance of Devolved Government

The study investigated the performance of devolved government. This was done by examining the various measures of performance that included efficiency, transparency, equity and relevance.

### Performance of County government of Laikipia

Statements	Very low	Low	Neutral	High	Very high
Efficiency	71 (71%)	13 (13%)	5 (4%)	4 (4%)	8 (8%)
Transparency	65 (64%)	21 (21%)	7 (7%)	2 (2%)	6 (6%)
Equity	62 (61%)	16 (16%)	2 (2%)	10 (10%)	11 (11%)
Relevance	21 (21%)	57 (56%)	7 (7%)	10 (10%)	6 (6%)

### Summary of Research Findings

The findings indicated that culture supplementing rational management positively influences the performance of devolved government. The Laikipia government management does training of employees as a type of rational management. The employees do not a common conviction in decision-making.

Findings on the culture facilitating induction showed that induction positively influenced the performance of the devolved government. The employees are not inducted in to the system and the new employees socialization with other employees is enhance by the managers through team work. The leaders integrate the new employees into the system and new employees do not understand the organization's employment philosophy.

The findings on the culture promoting code of conduct indicated that it positively influences devolved government performance. The findings showed that there were no norms prevailing among employees and the management was not committed to the most experienced staff. The code of conduct facilitates the transition from traditional business and there are no standards prevailing that promote creativity and innovation. The staff is committed to standards and opens up new prospects and the managers do not look to the error as a source of learning.

It was revealed that organizational diversity influences the performance of devolved government positively. Setting of goals was not an aspect of organization diversity that the county management practices. Employees were found to work within a given framework and there was departmentalization of various sections. Targets were set by the management but there was no evaluation of achievement and employees setting their individual goals.

## 4. SUMMARY, CONCLUSIONS AND ECOMMENDATIONS

### Extent to which Culture Supplements Rational Management on Performance of Devolved Government

Majority 94 (95%) of the respondents agreed that rational management as a factor under organizational culture influences performance of devolved government while a few 5 (6%) disagreed. Majority 61 (62%) of the respondents indicated that training of employees was the type of rational management that the management mostly focuses on while 23 (22%) indicated language used at work. A few 17 (16%) indicated it to be physical setting and working environment. The

findings in Table 4.8 indicated that majority 59 (59%) of the respondents disagreed that employees had a common conviction in decision-making. A large number 71 (71%) agreed that employees had necessary skills and abilities while 62 (62%) disagreed that incentives and benefits links on the basis employee performance. Majority 72 (72%) disagreed that administrative work had been transformed into electronic system while 58 (57%) disagreed that administrative powers granted to employees commensurate with the way business was conducted. Majority 51 (51%) disagreed that the management develops new approaches to deal with challenges.

#### **Influence of Culture Facilitating Induction on Performance of Devolved Government:**

Majority 97 (98%) of the respondents indicated that induction as a factor under organizational culture influences performance of devolved government. The findings indicates that majority 55 (55%) disagreed that employees are inducted in to the system while 67 (67%) disagreed that the new employees socialization with other employees is enhance by the managers through team work. Majority 67 (67%) of the respondents agreed that the leaders integrate the new employees into the system while 78 (78%) disagreed that the new employees understand the organization's employment philosophy. A large number 63 (63%) of the respondents disagreed that the management have programs that enhance employees to understand their physical work environment while 80 (80%) disagreed that the management ensures the employees understand their rights. Majority 66 (66%) agreed that employees are aware of their responsibilities in various departments. Majority 81 (81%) of the respondents indicated that the management mostly focused on rules and regulations as an aspect of induction while 16 (16%) focused on communication style. A few 4 (3%) indicated that the management focused on culture training.

#### **Extent to which Culture Promote Code of Conduct on Performance of Devolved Government:**

Majority (88%) of the respondents agreed that code of conduct as a factor under organizational culture influences performance of devolved government while a few (12%) disagreed. The findings indicate that majority 64 (64%) of the respondents disagreed that there were norms prevailing among employees while 61 (61%) disagreed that the management was committed to the most experienced staff. Majority 78 (78%) of the respondents agreed that code of conduct facilitates the transition from traditional business while 69 (69%) disagreed that standards prevail that promotes creativity and innovation. A large number 61 (61%) agreed that the staff is committed to standards and opens up new prospects while 58 (58%) disagreed that managers look to the error as a source of learning. Majority 66 (66%) disagreed that the prevailing norms helped to increase cooperation between the staff while 81 (81%) disagreed that the management is committed to stimulate the creative staff. Majority 86 (86%) disagreed that code of conduct prevailing among staff working on the activation of doing business electronically while 63 (63%) disagreed that the management is committed to provide employees with the necessary information and applications. A large number 52 (52%) disagreed that there was encouragement of best practices among employees while 71 (71%) disagreed that managers work to simplify and facilitate the procedures for administrative work. Majority 58 (57%) ranked behavior to be the most type of code of conduct that the management focuses on while 31 (31%) indicated it to be values. A few 12 (12%) indicated it to be beliefs.

#### **Influence of Subcultures in Enhancing Organizational Diversity on Performance of Devolved Government:**

Majority 96 (96%) of the respondents agreed that organizational diversity as a factor under organizational culture influenced performance of devolved government while. The findings reveal that majority 56 (56%) disagreed that setting of goals was an aspect of organization diversity that the county management practices. A majority 75 (74%) agreed that employees worked within a given framework while 89 (88%) agreed that there was departmentalization of various sections. A large number 72 (72%) agreed that targets were set by the management while 56 (55%) disagreed that there was evaluation of achievement. Majority 67 (66%) disagreed that employees set individual goals.

### **5. CONCLUSION**

From the findings, it can be concluded that culture supplementing rational management positively influences the performance of devolved government. The Laikipia government management does training of employees as a type of rational management. The employees do not a common conviction in decision-making.

Data on the culture facilitating induction showed that induction positively influenced the performance of the devolved government. The employees are not inducted in to the system and the new employees socialization with other employees is enhance by the managers through team work. The leaders integrate the new employees into the system and new employees do not understand the organization's employment philosophy.

The findings on the culture promoting code of conduct indicated that it positively influences devolved government performance. The findings showed that there were no norms prevailing among employees and the management was not committed to the most experienced staff. The code of conduct facilitates the transition from traditional business and there are no standards prevailing that promote creativity and innovation. The staff is committed to standards and opens up new prospects and the managers do not look to the error as a source of learning.

It can be concluded that subcultures in enhancing organizational diversity influences the performance of devolved government positively. Setting of goals was not an aspect of organization diversity that the county management practices. Employees were found to work within a given framework and there was departmentalization of various sections. Targets were set by the management but there was no evaluation of achievement and employees setting their individual goals.

## 6. RECOMMENDATIONS OF THE STUDY

The study recommends the following:

The findings on the influence of culture supplementing rational management on performance of devolved government found that the management was found not to train employees as a type of rational management. The employees do not have a common conviction in decision-making. The management should therefore train the employees in order to rationally manage the employees.

Culture facilitating induction influence on performance of devolved government indicated that employees are not inducted in to the system and the new employees' socialization with other employees is enhanced by the managers through team work. The management should therefore come up with programs of inducting the new employees.

The findings on culture promoting code of conduct showed that there were no norms prevailing among employees and the management was not committed to the most experienced staff. There are no standards prevailing that promote creativity and innovation. The management should therefore develop a culture of employees' norms and involve the experienced staff.

The effect of subcultures in enhancing organizational diversity indicated that setting of goals was not an aspect of organization diversity that the county management practices. The management should therefore be encouraged to set goals for the employees to accomplish as a form of organization diversity.

### Areas for Further Research:

Opportunities for further research still exist in this area. The study found out that organizational culture influenced performance of devolved government. Further research should be carried out on other factors under organizational culture since this study only examined the influence of four; culture supplementing rational management, culture facilitating induction, culture promoting code of conduct and subcultures in enhancing organizational diversity.

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