

## Influence of Corporate Culture on the Implementation of Change Initiatives in Kirinyaga County Government, Kenya

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### ABSTRACT

*This research aimed to examine influence of corporate culture on the implementation of change initiatives in Kirinyaga County Government, Kenya. The investigation used the Kanter Theory of Change Management and Resource-Based Theory. The study adopted a descriptive survey methodology and specifically targeted a cohort of 213 individuals who were engaged in the administrative sector of Kirinyaga County. The sample size was obtained by the use of stratified random sampling, and the appropriate sample size was computed using the Yamane formula. Therefore, the study sample size was 139 respondents. The investigating methods used questionnaire. The data were collected by use of questionnaires and examined using version 26.0 of the Statistical Package for the Social Sciences (SPSS) software. The descriptive statistical analysis included the computation of percentages, frequencies, measures of central tendency, and measures of dispersion. The research used inferential statistical analysis, namely correlation and multiple regressions, to ascertain the magnitude and orientation of the relationship between the variables under investigation. The analysis was performed with a 95% confidence level. The findings demonstrated a robust and statistically significant correlation between the corporate culture and the implementation of change initiatives in the Kirinyaga County Government, Kenya. R-Squared is a statistical metric that estimates the proportion of variability in the dependent variable that can be explained by the independent variables. The study revealed that the R-squared value was 0.572, suggesting that the corporate culture, can explain 57.2% of the variability in the implementation of change initiatives in the Kirinyaga County Government, Kenya. The study highlights the need of fostering a more inclusive decision-making process by increasing engagement at lower levels of hierarchy within the firm. The research recommends that county officials should prioritize and improve communication by consistently and transparently explaining the reasons for change initiatives to all employees. The paper proposes conducting a comparative research to examine the effects of different leadership styles and change management tactics used in the county administration.*

**Keywords:** Corporate Culture, Implementation of Change Initiatives, Theory of Change Management, Resource-Based Theory

### I. INTRODUCTION

Change initiatives within organizations represent a fundamental approach to achieving transformative outcomes in the ever-evolving landscape of modern business (Cummings et al., 2020). Change initiatives are the lifeblood of organizational vitality and growth. Their potential for transformation extends beyond process optimization, encompassing cultural shifts and strategic realignments. In the context of County Government change initiatives are deliberate efforts undertaken by county governments to introduce alterations in their policies, practices, structures, or culture. These initiatives are driven by the desire to address emerging challenges, capitalize on opportunities, and promote long-term growth. They can range from minor procedural adjustments to comprehensive overhauls of administrative processes, (Quinn, 2022) change initiatives aim to create adaptive organizations capable of thriving in ever-changing environments.

In Canada, there have been ongoing efforts to implement indigenous self-government, empowering Indigenous communities with greater authority over their local affairs. This initiative aims to address historical injustices and improve the socio-economic conditions of Indigenous populations, (Tsuji 2022). Canada is renowned for its decentralized governance system, wherein provinces and territories play a significant role. Change initiatives are often influenced by regional needs and priorities, which can be both advantageous and limiting. However, the vast geographical expanse of Canada can hinder the uniform implementation of change initiatives across all provinces and territories, leading to variations in service delivery and outcomes, (Tsuji 2022)

In India, local administrations are known as "Panchayats" and "Municipalities," and they are crucial for local development. According to the Ministry of Rural Development, Government of India, 2019, the Mahatma Gandhi

National Rural employment Guarantee Act (MGNREGA) is an important endeavor that assures rural households in India get one hundred days of employment each year. The purpose of the program is to ensure the stability of livelihoods, to improve the economy of rural areas, and to develop long-term assets via the implementation of public works projects. Even if decentralization is mandated by the constitution, there are still obstacles to overcome in order to guarantee that it is effectively implemented. It is difficult for Indian county governments to successfully implement transformation initiatives since they do not have appropriate capacity-building measures and they do not have the ability to make their own budgeting decisions (Johnson, 2021).

Nigeria operates a federal system with local governments as the third tier of governance. Fiscal Federalism Nigeria has been exploring change initiatives related to fiscal federalism, seeking to redistribute revenue and resources more equitably among the federal, state, and local governments. This initiative aims to address regional disparities and promote sustainable development (Chinedu, 2023). Despite significant potential for local development, various challenges persist in implementing change initiatives. Corruption and bureaucratic inefficiency often impede the successful execution of change initiatives in Nigerian county governments

Kenya's 2010 Constitution marked a significant shift in the governance structure by devolving powers to 47 semi-autonomous County Governments. This decentralization aimed to promote local participation, equitable development, and efficient service delivery. Since then, County Governments have embarked on various change initiatives to improve governance and public service, (Kutela, 2024). Kenya follows a devolved system of governance, with county governments playing a crucial role in local development. Implementation of change initiatives is influenced by political dynamics and resource availability, (Mati, 2012). Kenya's implementation of devolution has been a significant change initiative, transferring power and resources to county governments. This process aims to enhance local governance, promote equitable development, and address regional disparities. However, frequent intergovernmental conflicts and political wrangling can delay or hinder the effective implementation of change initiatives in Kenya.

Corporate leadership stands as a potent determinant that profoundly shapes the implementation of change initiatives within county governments. As these administrative bodies grapple with the intricacies of governance and development, the approach and demeanor of their leaders can significantly influence the success or failure of transformative endeavors. Effective leadership inculcates a sense of direction, fosters employee engagement, and navigates the challenges inherent in change (Ogunyemi 2018). Effective leaders recognize that different situations demand different approaches, and their corporate leadership can either catalyze or impede change success. Navigating the complexities of change requires leaders to leverage a range of styles to effectively guide their teams towards the realization of transformative objectives.

### 1.1 Statement of the Problem

The central part of Kenya is home to Kirinyaga County, which is one of the 47 counties that make up Kenya. It has a total area of around 1,205 square kilometers and is bounded by several counties: Nyeri County to the northwest, Meru County to the northeast, Embu County to the east, Murang'a County to the southwest, and both Nyeri and Murang'a counties to the west. Kerugoya, which is a municipality, is home to the county seat, according to Anwar et al., (2018). The agricultural prosperity of Kirinyaga County may be ascribed to the county's verdant hills, rich farmland, and many rivers, notably the large tributaries Sagana, Thiba, and Ragati, which provide water that is necessary for agriculture as well as for home use. The bulk of the population is comprised of members of the Kikuyu ethnic group, and the language spoken by the majority of the people is Kikuyu. Horticultural goods, coffee, and tea are the key sources of income, and agriculture is the dominant industry in the country. Horticulture, maize cultivation, and dairy farming are all examples of agricultural activity (Shams, 2023).

Effective change implementation requires visionary leadership that can communicate a clear vision for the future and motivate stakeholders to achieve that vision. The leadership in Kirinyaga County has demonstrated commendable foresight (Kibet & Mwangi, 2022). The elected leaders have been proactive in developing strategic plans, setting ambitious goals, and involving citizens in decision-making. The county government has encouraged citizen participation through town hall meetings, public forums, and social media platforms, enhancing accountability and ensuring that policies and projects address the people's needs (Ochieng & Kimani, 2024).

According to the Controller of Budget's report for 2021, Kirinyaga County has had difficulties in achieving its income goals, leading to a significant reliance on budgetary allocations from the national government. According to the Auditor General (2021), the counties have had difficulties in effectively implementing transformation efforts. The hurdles include the intricate and significant nature of the modifications (35 percent), volatility in facility leadership (27 percent), conflicting demands (40 percent), pushback from stakeholders (49 percent), resource restrictions (86 percent), and technical problems (31 percent). In a recent 2021 poll performed by the Kenya National Bureau of Statistics (KNBS), just 34% of respondents said that their viewpoints were adequately taken into account in decision-making processes in their counties. This discovery has the potential to impede efforts to implement changes. The

absence of clear understanding about the issues that impact the execution of reform attempts by county administrations in Kenya is very noticeable.

## 1.2 Research Objectives

To determine the influence of corporate culture on the implementation of change initiatives in Kirinyaga County Government, Kenya

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Kanter Theory of Change Management

It was in 1983 that Kanter first proposed this hypothesis. Kanter's thesis asserts that the attitudes and actions of an organization's staff are the primary factors that influence how well the organization functions. According to the theory put forward by Kanter (1983), change management models are developed with the top management of an organization in mind particularly. Furthermore, according to Carroll et al. (2001), these models may be developed by both academics and experts in the field themselves. The practitioner models are intended to rely on illustrated opinions and tales, which will allow them to give managers with advice that is both reliable and well-informed. Because it recognizes that some organizations have intricate repercussions of change that are unique from those of other organizations, especially those that have a hierarchical structure, the theory is appropriate to the study because it accepts this fact.

Furthermore, these models also provide comprehensive guidance on how to undertake organizational transformation. According to (Carroll et al., 2009), transformational change may lead to employee resistance. Indeed, some workers exhibit a significant resistance to accepting change and hence strive to preserve the existing state of affairs in terms of their behavioral patterns. Furthermore, several suggested modifications were unsuccessful in confronting established work practices, organizational norms, such as procedures and staff dynamics.

The theory is applicable to the research because it acknowledges that some organizations have complicated consequences of change that are distinct from other organizations, particularly those that have a hierarchical structure. Indeed, the probability of success is contingent upon factors such as the ability to consider diverse viewpoints, the quality of execution, and the degree of support garnered from key individuals of the organization, as well as the soundness of guiding principles that drive change. This suggests that good and transformational change has a significant effect on both public sector companies and their workers. Kanter's Theory offers useful insights into the determinants that impact people's behavior inside businesses, and these insights may be effectively used in the execution of change projects. Organizations may provide a favorable environment for the implementation of change by focusing on empowerment, organizational structures, leadership, interpersonal interactions, and incentive systems Klein, (2000).

#### 2.1.2 Resource Based Theory

According to Ketchen et al, (2011) a large number of academics have conducted considerable study on a variety of strategic management topics, which has brought about major contributions to the development of this theory. The origin of this concept can be traced back to a research that was conducted by Penrose in 1959. This study highlighted the significance of an organization's internal resources in aiding the development of the organization. The growth of businesses is said to be more dependent on the resources that are available inside the company as opposed to the resources that are available to the management. As stated by (Lockett et al., 2004), organizations have the ability to make use of their limited, one-of-a-kind, and irreplaceable resources in order to improve their performance and strengthen their competitive edge.

Setiawan et al. (2019) propose that resource-based theory categorizes organizational resources into four primary groups: internal knowledge or information, firm-owned assets, and firm-specific attributes. The resource-based approach asserts that only certain resources qualify as strategic resources. According to this perspective, firms possessing strategic resources are more likely to sustain a competitive advantage over those lacking such resources (Warnier et al, 2013). Strategic resources are characterized as scarce, difficult to imitate, not easily substitutable, and valuable (Mweru & Maina, 2016).

The Resource-Based View posits that organizations should focus on maximizing their internal resources to create and control future opportunities, rather than primarily aligning with the external environment (Saqib et al., 2023). This notion aimed to evaluate whether county governments were effectively supporting and developing their workforce to achieve exceptional performance compared to other counties. The study integrated this theory to emphasize the internal component of organizations, highlighting the prioritization of county human resources aimed at delivering superior citizen services.

This theory holds significance in the current study as the skills of workers can substantially enhance organizational success. It is imperative for firms to prioritize the retention of talented employees as a crucial aspect of succession planning.

## 2.2 Empirical Review

### 2.2.1 Corporate Culture and Implementation of Change Initiatives

Graham et al. (2022) and other scholars provide a definition of corporate culture as an assemblage of evolved norms, conventions, assumptions, beliefs, values, and attitudes. A "norm" refers to a well-defined and authoritative criterion that dictates which behaviours are deemed permissible or unacceptable in a given society. Typical domains of concern that are governed by standards include quality, performance, adaptability, output levels, and conflict resolution. As an instrument of social control, culture may exert an impact on the conduct of individuals and communities. People, institutional frameworks, and management strategies all have an impact on the formation and maintenance of cultures. (Li, 2021)

(Liu et al., 2017) investigated the correlation between construction firms' implementation of comprehensive quality management and organizational culture. Among the six characteristics examined, organizational leadership, personnel management, and achievement criteria emerge as the most conspicuous elements within the clan culture, according to the study. In contrast, within the hierarchical culture, the cohesion and strategic priorities of the organisation are at their strongest.

(Kaya et al., 2024) carried out a research project in Turkey with the purpose of investigating the influence that organizational culture has on Turkish businesses. Several different kinds of civilizations, such as clan cultures and hierarchies, were investigated with great care. According to the results, both adhocratic culture and clan culture fostered the sharing of information and expertise, which ultimately led to an improvement in the effectiveness of the organization. Independent sub-variables included non-financial factors such as staff happiness, customer contentment, specialist treatment, quality service, and affordability. These were the variables that were considered to be independent. It was not feasible to extrapolate the results of the research since the different sub-variables created different outcomes, which made it impossible to extrapolate the findings.

Tseng (2019) conducted research on the relationship between changes in information and corporate culture and the level of organizational productivity in the setting of a Chinese corporation. The research conducted an in-depth investigation of the connection between the culture of adhocracy and the changes in information, as well as the following influence these changes have on performance. It has been discovered that an adhocracy culture may improve the conversion of information and the productivity of employees, therefore encouraging staff members to pursue objectives via inventive approaches.

(Zhang et al., 2018) performed a research that spanned nine different locations in China. The purpose of the study was to investigate the prevalence of four different kinds of cultures in business organizations. These cultures are as follows: hierarchical culture, market culture, and clan culture. According to the findings of their study, which included twenty-five different commercial firms, the adoption of an adhocracy culture resulted in a considerable increase in productivity, notably in terms of sales turnover. The market climate was competitive, and the culture of the clan had a favorable impact on the attitudes and actions of the employees.

Mutai (2015) focused on Airtel in Kenya, studying how organizational culture influences telecommunications companies. The findings highlighted culture's pivotal role in facilitating effective policy implementation at Airtel Kenya. The study underscored the importance of strong cultural frameworks in aligning operations across sectors and emphasized the critical role of communication systems in ensuring successful project execution.

Nongo & Ikyanyon (2017), in a Kenyan study, unveiled a notable correlation between strategy implementation and adhocracy culture in professional organizations. They emphasized the need for proactive frameworks integrating adhocracy culture throughout organizations, urging both business and operational management to foster such environments. The study stressed the importance of leadership commitment to involving employees in strategy implementation within an adhocracy framework.

Kahuari et al. (2019) identified a direct correlation between transformational leadership, organizational culture, and the effectiveness of Huduma centers in Nairobi County. Their descriptive study employed survey data analyzed through multiple regression, highlighting the critical role of technological advancements and change management strategies in organizational performance. The study emphasized the need for Huduma centers to adopt comprehensive technological initiatives and effective change management strategies to enhance competitiveness.



### III. METHODOLOGY

#### 3.1 Research Design

The research used a descriptive survey approach. Research design, as defined by Kothari (2004), refers to the systematic arrangement of data gathering and analysis methods in order to effectively align the objectives of the study with the efficiency of the research process. Descriptive survey studies aim to provide a thorough depiction of the attributes and qualities of a person or a collective of people (Kothari, 2004). Surveys collect a diverse range of data by inquiring about individuals' views, attitudes, behaviors, and beliefs in order to elucidate current situations. The extensive size of the target population facilitates the rapid, dependable, and cost-efficient collection of data.

#### 3.2 Target Population

The study's target audience had 213 respondents, including 155 county assembly workers, 10 County Executive Committee members, 13 chief executives, and 35 directors from Kirinyaga County. The target population, as defined by Tromp and Kombo (2006), refers to the whole set of persons that are considered for a certain research. Borg and Gall (2012) define the word "target population" as a comprehensive set of persons, events, or objects, whether real or imaginary, to whom a researcher aims to apply their results.

#### 3.3 Sample Size and Sampling Design

The sample size was obtained using stratified random sampling, a technique used to get a representative sample. Kothari (2004) defines a sample as a methodical strategy for choosing items from a population. Mugenda and Mugenda (2003) propose that a sample size ranging from 10% to 30% of the population is often sufficient for obtaining a reliable representation.

In order to optimize representation given the time limitations, the researcher selected a sample size of 30% from the target population, yielding a total of 65 respondents for this study. The following table demonstrates the distribution of the sample size among several strata, which was derived using random sampling.

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = required responses

e<sup>2</sup> = error limit (0.05)

N = Population under Study

$$n = \frac{213}{1 + 213(0.05^2)} = 139$$

Therefore, the study sample size was 139 respondents.

#### 3.4 Data Collection Tools

Data was obtained from specific participants via the use of structured questionnaires. These questions were specifically developed to acquire information from individuals holding positions such as County Executive Committee members, chief officers, and directors in the Kirinyaga County Assembly. The selection of this instrument was based on its optimal ability to gather data that is pertinent to the study goals. Kothari (2004) suggests that questionnaires are well-suited for gathering data from a substantial number of participants, which is applicable to this research.

The questionnaire was designed in a systematic manner to gather data that accurately corresponded to all the factors being studied. Field (2015) highlights that structured questions often provide respondents with a range of predetermined options, allowing them to choose the response that most accurately represents their perspective. The questions were meticulously designed to target certain goals and provide a variety of answer alternatives.

The data gathering included the use of a five-point Likert scale. The response options spanned from "Strongly Agree" to "Strongly Disagree," with a corresponding number scale given to each option. More precisely, the numerical scale used was as follows: 5 denoted "Strongly Agree," 4 denoted "Agree," 3 denoted "Undecided," 2 denoted "Disagree," and 1 denoted "Strongly Disagree." The questionnaire was divided into five separate sections: Part A gathered initial data, whereas Parts B, C, D, and E focused on the factors being studied. The use of a questionnaire has several advantages, including the ease of disseminating and gathering data, the simplicity of evaluating data, the consistency of questions, and the cost-efficiency. The combination of these aspects enhances the effectiveness of this technique in achieving the study goals.



### 3.5 Validity of Research Instruments

To enhance the content validity of the study, expert opinions from the field, particularly the supervisor, were sought. The questionnaire used in this study is evaluated for two types of validity: face validity and content validity. Face validity concerns the likelihood of a question being misunderstood or misinterpreted by respondents. On the other hand, content validity assesses how well a measure encompasses all aspects of a particular social phenomenon. It accurately captures the intended information, minimizing potential ambiguities and enhancing the overall quality of the data collected. This approach aligns with best practices in research methodology, facilitating more robust and reliable research findings.

### 3.6 Reliability of Research Instruments

The research's reliability was enhanced by the use of a pre-test for the questionnaire, which included using a distinct sample that was not part of the main study. The internal consistency technique used Cronbach's Alpha. Reliability pertains to the degree to which the regular use of a research instrument yields consistent results or data (Kothari, 2004). Reliability improves the researcher's ability to detect and rectify any potential errors. An inverse correlation exists between mistake and reliability. Greater dependability indicates a lower occurrence of errors, whereas a lower occurrence of errors indicates a higher level of reliability. Uniformity inside a corporation Reliability is a method used to gauge the extent to which responses to several test questions on the same topic exhibit consistency. Greater alpha values are favored. According to Kothari (2004), dependability of 0.70 or above, achieved by a large sample size, is considered acceptable.

### 3.7 Data Analysis and Presentation

The information gathered for this investigation was quantitative and qualitative. Quantitative was evaluated using descriptive statistics and the Statistical Package for Social Sciences (SPSS). The research used descriptive and inferential statistics. Percentages, frequencies, measures of central tendency (mean), and measures of dispersion was used in descriptive statistics (standard deviation).

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where: Y = Implementation of change initiatives in Kirinyaga County Government

$\beta_0$  = Constant Term;

$X_1$  = Coefficients of the independent variables

$X_1$  = Corporate Culture

## IV. FINDINGS & DISCUSSIONS

### 4.1 Impact of Corporate Culture on the Implementation of Change Initiatives

The purpose of this study was to ascertain the degree of consensus on the influence of corporate culture on the implementation of change initiatives within the Kirinyaga County Government.

**Table 1**

*Impact of Corporate Culture on the Implementation of Change Initiatives*

Descriptive Statistics					
Statement	N	Min	Max	Mean	Std. Dev.
The corporate culture in the County Government promotes flexibility and openness to change	98	1.00	5.00	3.755	1.122
Employees in the County Government are encouraged to adapt to new processes and technologies	98	1.00	5.00	3.846	1.169
The prevailing beliefs and habits within the organization support the successful implementation of change initiatives	98	1.00	5.00	4.030	1.125
The existing habits within the organization contribute positively to the implementation of change initiatives	98	1.00	5.00	3.816	1.187
Employees in the County Government feel engaged and involved in the decision-making processes related to change initiatives	98	1.00	5.00	3.959	1.192
The corporate culture fosters a sense of ownership and commitment among employees towards change goals	98	1.00	5.00	3.928	1.177
Employees are provided with the necessary resources and support to actively participate in the implementation of change initiatives	98	1.00	5.00	3.632	1.319

The survey results from the county government workers provide a comprehensive analysis of several elements of corporate culture and change management. The business culture's emphasis on promoting flexibility and openness



to change was rated well, with a mean score of 3.755 and a standard deviation of 1.122, suggesting moderate variability. The employees demonstrated a willingness to embrace and adjust to new procedures and technologies, as seen by a mean score of 3.846 and a standard deviation of 1.169, indicating a small degree of variability. The consensus was high on the dominant attitudes and practices that contribute to effective change efforts, with a mean value of 4.030 and a standard deviation of 1.125. The average beneficial impact of existing habits on change attempts was 3.816, with a standard deviation of 1.187, indicating a consistent perspective with some level of variation. The average employee participation in decision-making linked to change efforts was 3.959, with a standard deviation of 1.192. This indicates a general consensus among employees, although with significant variation. The corporate culture, which promotes a sense of ownership and dedication to change, had an average score of 3.928 and a standard deviation of 1.177. This suggests that there is a generally good opinion of the culture, with a modest amount of variability. Finally, the allocation of essential resources and assistance for active engagement in change efforts received the lowest average score of 3.632 and the largest level of dispersion with a standard deviation of 1.319, suggesting a greater diversity of opinions among workers. The results are consistent with the research conducted by Kung'u (2019), which investigated the influence of corporate leadership on the process of change management in several categories of Kenyan enterprises. She journeyed to the Kenyan counties of Kiambu, Nairobi, Machakos, and Kajiado. The study found that the adoption of transformational leadership had a substantial impact on the way firms managed change. The study findings on impact of corporate culture on the execution of change initiatives in Kirinyaga county government were supported by the following respondents:

*“The corporate culture within Kirinyaga County Government significantly impacts the acceptance of change initiatives. Leaders leverage the corporate culture by aligning change initiatives with core values and effectively communicating benefits. “The communication style shaped by corporate culture affects the clarity of change initiatives. Transparent and regular communication helps employees understand and align with goals, reducing confusion and misinformation.*

#### 4.2 Implementation of Change Initiatives

The researcher sought to determine level of agreement on implementation of change initiatives in Kirinyaga County Government, Kenya.

**Table 2**  
*Implementation of Change Initiatives*

Descriptive Statistics					
Statements	N	Min	Max	Mean	Std. Dev.
The implemented changes has improved service delivery in the county	98	1.00	5.00	4.000	1.121
The community has experienced a positive change in their quality of life due to the implemented initiative	98	1.00	5.00	3.877	1.270
The objectives set for the change initiatives have been successfully achieved	98	1.00	5.00	3.898	1.196
The implemented changes align with the county's long-term vision and goals	98	1.00	5.00	3.979	1.192
Delays in the implementation of change initiatives were minimal	98	1.00	5.00	3.846	1.133
The change initiatives were completed within the predetermined timeframes	98	1.00	5.00	3.846	1.295
The change management process has improved the governance system through involvement of all stakeholders	98	1.00	5.00	3.836	1.207

According to the findings of the survey, the majority of the population that was sampled agreed that the modifications that were made had enhanced service delivery in the county with a mean score of 4.000 and a standard deviation of 1.121. In addition to this, the majority of those who participated in the survey felt that the community had seen a positive impact in their quality of life as a result of the project that was put into place (mean = 3.877; standard deviation = 1.270). A majority of the respondents (mean = 3.898; standard deviation = 1.196) agreed that the goals that were established for the change efforts had been effectively accomplished. With a mean score of 3.979 and a standard deviation of 1.192, the respondents were in agreement that the changes that were done are in line with the long-term vision and objectives of the county. The respondents were in agreement that there were very little delays in the execution of change efforts, with a mean score of 3.846 and a standard deviation of 1.133. The majority of respondents (mean = 3.863; standard deviation = 1.295) agreed with the statement that the change efforts were finished within the timeframes that were initially established. In conclusion, the respondents were in agreement (mean = 3.836; standard deviation = 1.207) that the change management process has resulted in an improvement to the governance structure by including all of the stakeholders

### 4.3 Regression Model Summary

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables.

**Table 2**

*Regression Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.7563	0.57199	0.52761	2.56741

The findings show change management of hospitality industry is 57.2% % as explained by the independent variables under this study while 42.8% is the variation due to other factors which have not been covered in this study.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

The researcher concluded that the survey responses from Kirinyaga County Government employees reveal various aspects of corporate culture and change management. Employees generally perceive the corporate culture as promoting flexibility and openness to change, feeling encouraged to adapt to new processes and technologies. There is strong agreement that prevailing beliefs and habits support successful change initiatives, and employees consistently view these habits as positively contributing to change efforts. While employee engagement in decision-making related to change initiatives is viewed positively, perceptions show notable variability. The corporate culture fosters ownership and commitment towards change, though perceptions vary moderately. The provision of necessary resources and support for active participation in change initiatives shows the most varied perception among employees.

### 5.2 Recommendations

The study recommends that to capitalize on the perceived flexibility and openness to change within the corporate culture, the county leadership should further encourage and institutionalize adaptive behaviors through continuous communication and training. In addition, addressing the variability in employee engagement in decision-making by implementing structured feedback mechanisms and empowering employees at all levels to participate actively in change initiatives can foster greater ownership and commitment.

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