



EFFECTS OF ORGANIZATIONAL CULTURE ON PERFORMANCE OF SUPPLY CHAIN FUNCTIONS IN TURKANA COUNTY GOVERNMENT

Shirley Awoi Lowalan, Eric Mutiiria & Prof. Evangeline Gichunge, PhD

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¹ Lowalan, S. A., ² Mutiiria, E., & ³ Gichunge, E.

¹ MBA Student, School of Business and Economics, Kenya Methodist University, Kenya

² Lecturer, School of Business and Economics, Kenya Methodist University, Kenya

³ Professor, School of Business and Economics, Kenya Methodist University, Kenya

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ABSTRACT

This study investigated the effects of organizational culture on the performance of supply chain functions in Turkana County. A descriptive research design was used for this study, with quantitative data being collected. The target population consisted of 137 respondents, including 10 Chief Officers, 18 County Public Service Board members, 41 County Executive Committee members, and 52 Directors in Turkana County Government offices. The sample size for this study was 102 respondents, and a structured questionnaire was developed and administered to the relevant departmental heads within the supply chain functions of the Turkana County Government. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to describe the data collected from the survey, while inferential statistics such as regression analysis and correlation analysis were used to test the hypotheses. Tables, graphs, and charts were used to present the data, enhancing clarity and ease of understanding. The findings of the study were presented in a comprehensive report. The study's hypotheses were examined by utilizing Pearson's Correlation Coefficient to determine the importance of the connections between the dependent and independent variables. The findings indicated a substantial and positive correlation between organizational culture and the effectiveness of supply chain operations in Turkana County. The study recommended that Turkana County prioritize the development of a positive organizational culture that values customer satisfaction, collaboration, continuous improvement, ethical behavior, and innovation.

Key Words: Organizational Culture, Turkana County Government, Management

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INTRODUCTION

The term "strategy implementation" refers to the process by which an organization puts its selected strategy into action with the end goal of achieving its strategic objectives. The process by which a company creates, deploys, and coordinates its assets to reach its goals is another definition of strategy implementation. For strategy implementation to be fruitful, an organization needs to have a well-defined strategy that has been conveyed to all employees (Saber, Kouhizadeh, Sarkis, & Shen, 2019). Each company's success is dependent on its leadership's ability to make choices and carry out crucial activities in a timely, accurate, and dependable manner (Govindan & Hasanagic, 2018).

Some potential benefits of successful strategic implementation include improved coordination and communication among supply chain partners, more efficient and effective operations, and increased customer satisfaction. There are many factors that can impact the success of strategy implementation, including organizational culture, structure, and processes; leadership commitment and support; and the availability of resources (Kabeyi, 2019).

According to Zhu, Feng, and Choi (2017), the ability to cooperate with others, to organize, and to motivate is crucial for the successful implementation of a strategy. By comparing actual results to projections, regularly examining how the strategy is being put into effect, and cultivating a company culture that supports the strategy, implementation techniques play a crucial role in strategy management and monitoring (Kamiri, 2018). Finding the right people, tools, and knowledge to back up your strategy, then allocating those things wisely and keeping an eye on their output, are all crucial. Therefore, in order to achieve peak performance, the company need competent and inspired management, flexible processes, and a solid framework (Lambert & Enz, 2017).

In Kenya, strategic implementation leads to the performance of supply chain functions in the county government of Kenya by ensuring that the supply chain is able to respond to the county government's

strategic objectives. This, in turn, leads to improved performance of the supply chain and the county government as a whole. Strategic implementation in the county government of Kenya leads to the performance of supply chain functions through a number of mechanisms.

The Turkana county government of Kenya has a clear strategy for the implementation of supply chain functions. This strategy includes the use of information and communication technologies (ICTs) to support the efficient and effective management of supply chain operations. The use of ICTs enables the Turkana county government to monitor the performance of its supply chain functions and to make necessary adjustments to improve performance. The county government has also established a supply chain management unit to coordinate and oversee the implementation of supply chain functions. The supply chain management unit is responsible for the development and implementation of supply chain policies and procedures, and for the monitoring and evaluation of supply chain performance. This study will be geared towards establishing the influence of organization culture, top management support, organizational structure and individual responsibility on performance of supply chain functions of Turkana County.

Strategic implementation in the county government is the process of taking the strategies and plans created by the county government and turning them into action (Klijn & Koppenjan, 2020). This involves identifying and allocating resources, developing processes and systems, and creating structures and teams to carry out and monitor the implementation of the plans. Strategic implementation is carried out by county government staff, in collaboration with local stakeholders, such as citizens, businesses, and other local governments (Liaros, 2019). This process involves setting goals and timelines, outlining roles and responsibilities, and developing metrics and reporting systems to track progress. The implementation process also includes evaluating the

effectiveness of the plans and making necessary adjustments to ensure success.

The Supply Chain Function is the set of activities that a business performs to acquire, store, and manage the flow of materials and products from the supplier to the customer (Buntin, 2020). It is the process of managing the flow of goods from the source of supply to the customer, including sourcing, production, inventory management, transportation, warehousing and customer service. The Supply Chain Function is an essential component of any business, allowing it to respond to customer needs more quickly, reduce costs, and increase profitability (Choi, & Luo, 2019).

Turkana County is located in the north-western part of Kenya, bordered by Lake Turkana to the north and Ethiopia to the north-east. It is a semi-arid county, characterized by harsh climatic conditions, low population density and poor infrastructure. In terms of population, Turkana is the fourth largest county in Kenya, with an estimated population of 1.4 million people in 2019.

Statement of the Problem

Kenya's constitution from 2010 calls for a decentralized structure of government, with counties as the basic administrative entities. There are a number of obstacles in the way that devolved finances are managed, and this has hampered the execution of crucial development plans. Since devolution is such a novel concept in Kenyan governance, county governments, like all other organizations, encounter difficulties in putting their strategies into practice (Apopa, 2018).

Turkana County are experiencing deteriorating supply chain function due to issues of strategy implementation. The supply chain function challenges faced by Turkana county include inefficient communication and coordination between different stakeholders, lack of transparency and visibility of information, and lack of standardization and integration of systems and processes. The county is also facing the lack of

adequate resources which has led to delays and errors in the supply chain operations.

Studies by various authors for instance, Njiru (2018) investigates how the structure of commercial state firms in Kenya affects their bottom line. The economic success of commercial state corporations was influenced by their organizational makeup. Corporations with a commercial focus were the primary research object. Kamaamia (2017) investigates the link between the culture of a company and its efficiency and effectiveness. Organizational effectiveness can be increased by the implementation of goal-oriented, task-oriented, employee-focused, culturally transparent, and professional metrics and practices. The research centered on a single school. Commercial banks in Kenya are the focus of Maina's 2016 research into the effects of company culture on output. The principles of commercial banking were based on the importance of reliability, flexibility, and an efficient network of communication. Commercial banks in Kenya were the primary research object. No study has been done on Turkana, therefore, this study investigated the influence of organizational culture on performance of supply chain functions in Turkana County Government.

Research Objective

The study investigated the effects of organization culture on performance of supply chain functions of Turkana County. The study tested the following hypothesis:

- **H₀:** Organization culture has no significant effects on performance of supply chain functions of Turkana County.

LITERATURE REVIEW

Theoretical Review

The Competing Values Framework (CVF) theory

The Competing Values Framework (CVF) theory was introduced by Robert Quinn and John Rohrbaugh in 1983. The theory is a tool for assessing and understanding organizational culture, and it

identifies four types of organizational culture: clan, adhocracy, market, and hierarchy.

The theory suggests that each of these four types of organizational culture has its own strengths and weaknesses, and the ideal organizational culture depends on the organization's goals and strategies. For example, a clan culture, which emphasizes teamwork and employee empowerment, may be ideal for organizations focused on innovation and creativity. On the other hand, a market culture, which emphasizes competition and achievement, may be more suitable for organizations focused on achieving financial targets.

In the context of supply chain functions in Turkana County, the CVF theory can help managers understand how different types of organizational culture may affect the performance of their supply chain. For example, a clan culture that emphasizes collaboration and teamwork may be effective in ensuring coordination among supply chain partners and improving communication. In contrast, a market culture that emphasizes competition may encourage suppliers to compete on price and quality, leading to cost savings and improved performance.

In a study by Ochieng and Muganda (2021), the authors investigated the effect of organizational culture on supply chain performance in the Kenyan tea industry. The study used the CVF theory to categorize the organizational culture of tea factories into clan, adhocracy, market, and hierarchy cultures. The results showed that organizations with a clan culture had higher supply chain performance than those with other types of organizational culture. The authors suggested that the clan culture, which emphasizes collaboration and teamwork, may be particularly effective in the Kenyan tea industry, where smallholder farmers play a crucial role in the supply chain.

Empirical Review

Organization culture

Organizational culture refers to the shared values, beliefs, norms, and behaviors that shape the way an organization operates and its employees' attitudes

and actions. It is a critical aspect of the business environment that affects how employees interact with each other, the organization's stakeholders, and the external environment. The supply chain function is no exception, as its performance is significantly influenced by the organization's culture. This essay will deeply investigate the effects of organizational culture on the performance of supply chain functions and cite relevant references to support the arguments.

Organizational culture plays a significant role in shaping the behavior of employees, which, in turn, affects the supply chain's overall performance. A strong organizational culture that emphasizes teamwork, communication, and collaboration creates an environment where employees are more likely to work together to solve problems and achieve common goals. In contrast, a weak or negative culture can lead to dysfunctional behaviors such as silos, mistrust, and resistance to change, all of which hinder supply chain performance.

Several studies have explored the relationship between organizational culture and supply chain performance. A study by Zhang et al. (2020) found that organizational culture significantly impacts supply chain performance. The authors examined the impact of organizational culture on supply chain performance in the Chinese manufacturing industry and found that companies with strong organizational cultures outperformed those with weak cultures. The study identified four cultural dimensions that significantly affect supply chain performance: innovation, learning, customer focus, and employee participation.

Another study by Li et al. (2020) investigated the impact of organizational culture on supply chain resilience. The authors found that a strong organizational culture characterized by trust, collaboration, and communication positively influenced supply chain resilience, whereas a weak culture negatively impacted resilience. The study also found that organizational culture played a significant role in the relationship between supply chain resilience and performance, suggesting that a

strong culture improves both supply chain resilience and performance. A third study by Liu et al. (2019) investigated the relationship between organizational culture, supply chain integration, and supply chain performance. The authors found that organizational culture played a significant role in promoting supply chain integration, which, in turn, improved supply chain performance. The study identified four cultural dimensions that positively influenced supply chain integration: teamwork, collaboration, trust, and communication.

The commitment to continuous improvement is another important aspect of a positive organizational culture. By encouraging employees to continually strive for better results and to suggest new ways of improving processes, organizations can ensure that their supply chain functions are operating at their peak performance. A positive organizational culture can also help to reduce costs. When employees feel appreciated and valued, they are more likely to be productive and engaged, which can reduce operational costs. Additionally, organizations that foster collaboration and communication can reduce the need for redundancies and duplicate processes, resulting in cost savings.

Fernandes (2018a) argues that an organization's culture determines acceptable behavior. Leaders in this group construct a set of norms and ideals that everyone adheres to. Members' perceptions of themselves, the dynamics inside the group, their relationships with others, and their hopes for the future all reflect the organization's culture. Standardized beliefs about what constitutes good and wrong conduct and what constitutes acceptable behavior in various settings form the basis of a society's cultural norms. In a recent study (Fernandes, 2018).

A company's culture is its cherished beliefs, norms, and policies. The existing culture is reflected in the employees' perspectives, attitudes, interests, and mentalities. This has repercussions on any job process, some of which may be beneficial, while others may be detrimental. Employees that have a

positive outlook on their work will have an easier time putting strategic plans into action, as they will view any obstacles they encounter along the way as opportunities to learn and grow rather than reasons to give up (Shaari, 2019).

We may find signs of an organization's culture practically anywhere if we know what to look for. The language and vocabulary used in daily interactions reflect this. In addition, it can be seen in the physical objects used and displayed by the company. The way we are treated as customers and the physical items we encounter that demonstrate a dedication to our satisfaction are two examples of how a company's culture may be readily discerned. In certain cases, the company's culture is subtler and requires some 'reading' (Shaari, 2019).

Indiya, Obura, and Mise argued that the group's shared identity determines not only the daily interactions, but also the permitted acts, and the power allocations in the organizational structures (2018). Equally important when trying to put a strategic strategy into action is responding to the external environment. The culture of an organization and its relationship to its implementation will be influenced by the organization's surroundings, as Shaari (2019) points out. Adaptability and mission-oriented cultures, he thinks, are appropriate for an outwardly focused organization, whereas a clan-based or bureaucratic culture is more in keeping with an inwardly focused one. Daily interactions, appropriate and inappropriate behavior, and the distribution of authority and status are all shaped by the culture of an organization, which, according to Awino (2007), necessitates a sense of shared identity and belonging.

Hsieh and Hill (2021) call this collection of assumptions that they only gave cursory attention to the model of an organization. As Geissdoerfer and Evans= (2018) noted, shared values, beliefs, and customs are the backbone of any community's culture. The structure, management methods, and the individuals who create norms all interact with the shared values and beliefs of an organization's members. Business culture develops when

employees receive social training that sticks. What worked well in the past can be an indicator of what will be successful for the next generation of workers. That way of thinking and behaving is just how I always have done it.

According to Hrebiniak (2016), a company's corporate culture consists of its major beliefs, business principles, customs, ingrained behaviors, job practices, and style of operation, all of which shape the company's internal work atmosphere and give it a sense of identity. In reiterating the importance of an organization's culture, they emphasize the profound impact that culture has on a company's day-to-day operations. The corporate culture is described as the "genes" of the company (Hantang, 2005). But corporate culture does more than just improve an organization's ability to try new things; it also propels it to greater heights of success.

Organizational cultures that put an emphasis on employee participation, open communication, and job security have been shown to account for a portion of the superior performance of Japanese firms compared to those of the United States (Harrington, 2006). Therefore, it is important for businesses to lay out their strategies and declare their goals in order to foster an ingrained company culture that will sustain the company's strategy over time. In today's business world, it's rare to find a company that doesn't value and cultivate a strong, positive culture. The field of organizational culture studies emerged in the 1980s, and in the decades afterwards, it has been absorbed by evolving human lifestyles and philosophies to usher in a brand new era of businesses.

Most people agree that companies that actively encourage open lines of communication among their ranks and inspire workers to question long-held assumptions are more likely to create a positive culture in the workplace (Tampoe & Macmillan, 2000). When it comes to employee-related characteristics like commitment, contentment, cohesion, performance, and strategy implementation, an organization's culture is only as strong as the management's recognition of the

cultural foundations it rests on (Slater & Olson, 2001).

Many researchers have tried and failed to formulate adequate conceptual models to examine the impact of structure on (Sterling, 2003). Only businesses who fully implement their plans will be able to provide services as efficiently as possible to their customers. Yet, the impact of culture on the execution of strategies has been the subject of surprisingly little research (Schiffman & Kanuk, 2014). The implementation process takes into account the role of culture as a motivating and unifying force. Cultures that aid in the successful implementation of a company's strategic goals must be evaluated.

In the 1980s, there was an explosion of research into the impact of company culture on various operational factors. Managers in the 1980s, according to Sterling (2003), grew more interested in the concept of organizational culture as they became aware of the effects it can have on their teams and the company as a whole. Since then, this significant problem has been defined in scholarly journals (Muthiga, 2004). The rules of behavior, leadership styles, administrative procedures, rituals, and customs that are universally accepted and practiced by a group are all examples of what are referred to as "organizational culture" (Manyarkiy, 2006).

It has also been defined as the set of common ideas, ideals, values, assumptions, beliefs, expectations, conventions, and practices among a group of people (Chimanzi & Morgan, 2015). The human innovation that fosters community and purpose, which in turn increases motivation to work hard (Heide, Gronhaug, & Johannessen) (2012). An organization's culture is its set of values and beliefs how they interact with its employees, management, and other institutional factors to shape acceptable patterns of conduct throughout the enterprise (Rapert, Velliquette & Garretson, 2002).

According to Thompson, Strickland, and Gamble's (2007) hypothesis, there exists widespread agreement on a comprehensive definition. According to Roth, Schweiger, and Morrison (2014),

successful businesses exhibit robust cultures. Higgins (2005) implies that globalization has an impact on an organization's culture by citing the work of Majken Shultz, who argues that globalization has contributed to the creation of some significant forms of organizational culture. Establishing a metric for classifying company culture is difficult.

Nevertheless, the Cameron and Quinn model and the Competing Values Framework are mentioned in the research (CVF). Despite the proliferation of competing cultural frameworks, CVF has proven to be both comprehensive and useful in numerous international empirical research. Both the CVF model developed by Quinn and the Cameron use two variables in order to categorize cultural practices. Considering the two elements of adaptability and stability, as well as external position and internal focus, Cameron and Quinn 24 developed a model that distinguishes between four distinct types of culture: hierarchy, market, clan, and adhocracy (Hrebiniak, 2016).

Using Webber's bureaucracy theory as a starting point, Cameron and Quinn's model demonstrates how a culture of hierarchy places a premium on maintaining dominant traits, internal efficiency, and the efficacy of collaboration. In the clan culture, in which adaptability is prized above rigidity, the focus is on personal, rather than external, problems. Teamwork, collaboration, and corporate dedication are venerated in this setting. The market culture is very controlling and concentrates on the outward appearance of the company. This culture is used by businesses that want to improve their competitiveness and output by encouraging employees to avoid change and instead focus on what's happening around them (Hantang, 2005). Cultures that are geared toward adhocracy are fast-moving and innovative, with an emphasis on taking risks and trying new things.

When an organization's various cultures come together to prioritize effectiveness and the completion of its primary mission, the goals of the various parts of the company can begin to converge (Darminet al., 2013). Things like meeting or

exceeding customers' expectations for product delivery times and product sales volumes are examples. By ensuring that everyone's efforts within the organization are focused on the organization's goals and strategic importance, this improves productivity and performance. This ensures that the underlying culture is consistent with the plan being implemented. For such an amalgamation to be successful, the organization's processes, rules, practices, and procedures must be in sync with, and supportive of, the goals that are defined. This aids in strategy implementation and ensures the organization's culture remains upright (Brenes, Mena & Molina, 2007).

When a business can compete successfully in the global market, it is a sign that its culture is in sync with its strategic goals. An organization's culture facilitates the individual and collaborative efforts of its leaders in the creation of long-term objectives and objectives. Some of these strategies include forming new partnerships and reviving dormant ones so that the best possible products and services can be offered to consumers all around the world (Akan et al., 2016).

Performance of Supply Chain Function

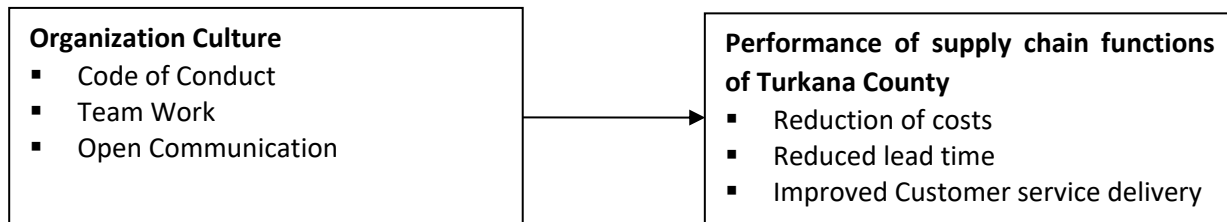
Supply chain functions refer to the activities involved in the planning, procurement, production, transportation, warehousing, and distribution of goods and services. The performance of these functions can significantly impact the overall effectiveness and efficiency of the supply chain. One key performance metric used to evaluate the performance of supply chain functions is supply chain responsiveness, which refers to the ability of the supply chain to respond quickly and effectively to changes in customer demand or market conditions. Another important metric is supply chain agility, which refers to the ability of the supply chain to adapt to unexpected changes in demand or supply while maintaining stable performance.

The performance of supply chain functions can also be measured in terms of cost, quality, and service. Cost performance involves the efficient use of resources to minimize the overall cost of the supply

chain. Quality performance refers to the ability to consistently deliver products or services that meet or exceed customer expectations. Service performance involves the ability to deliver products or services to customers in a timely and reliable manner. Several studies have investigated the performance of supply

chain functions. For example, a study by Srivastava et al. (2015) found that supply chain responsiveness positively affects customer satisfaction and financial performance. Another study by Zhou et al. (2016) found that supply chain agility positively affects operational and financial performance.

Conceptual Framework



Independent Variables

Dependent Variables

Figure 1: Conceptual Framework

Source: Author (2023)

METHODOLOGY

The research design used for this study was a descriptive research design. For this study, data were collected from 10 Chief Officers, 18 County Public Service members, 44 Board members, 23 County Executive Committee members, and 42 Directors working at Turkana County Government offices. The study respondents comprised procurement officers, accountants, and public participation officers, who were involved in the day-to-day management of procurement functions at the county government. A total of 137 respondents participated in the study. By using Yamane's method, the researcher was able to generate a sample size of 102 that was sufficiently large for the study's objectives. A structured questionnaire was developed and administered to the relevant departmental heads responsible for the supply chain functions of Turkana County Government. The survey included closed and open-ended questions and was administered either online or in-person. The data collected from the survey was analyzed using both descriptive and inferential statistics. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to describe the data. Inferential statistics such as regression analysis and correlation analysis was

used to test the hypotheses. The data was presented using tables, graphs, and charts to enhance clarity and ease of understanding. The findings were presented in a comprehensive report. This model also incorporated numerous regression analysis metrics for hypothesis testing and data interpretation.

RESULTS

Descriptive Analysis

This section aimed to determine the degree of agreement of the participants towards several statements relating to organizational culture. The participants' responses were measured using a Likert scale ranging from 1 to 5, where 1 represents "strongly disagree" and 5 represents "strongly agree." The tables presented below show the findings of the study.

Organization Culture on Performance of Supply Chain Functions

The study sought to investigate the effects of organization culture on performance of supply chain functions of Turkana County. Results are show in Table 1 below.

Table 1: Organization Culture on Performance of Supply Chain Functions

Opinion	SD	D	N	A	SA
The culture of county government plays a significant role in the success of our supply chain functions.	10(10.9%)		22(23.9%)	29(31.5%)	31(33.7%)
The implementation of strategies in the county is influenced by ethical considerations, which pertain to the moral principles governing an individual's conduct.	5(5.4%)	13(14.1%)		50(54.3%)	24(26.1%)
Lack of communication and collaboration within our organizational culture can negatively impact the performance of our supply chain functions.			17(18.5%)	43(46.7%)	32(34.8%)
Culture of innovation and continuous improvement enhanced the effectiveness of our supply chain functions.			15(16.3%)	32(34.8%)	45(48.9%)
Culture that values and invests in employee development can lead to better performance in our supply chain functions.			13(14.1%)	47(51.1%)	32(34.8%)
Culture that prioritizes ethical and sustainable practices can positively impact the performance of our supply chain functions.		8(8.7%)	27(29.3%)	24(26.1%)	33(35.9%)
Strong organizational culture that aligns with the values and goals of our supply chain functions contributed to overall success		6(6.5%)	22(23.9%)	40(43.5%)	24(26.1%)

Source: Research Data 2023

As per the findings as shown in Table 1, most of the respondents 65.2% agreed generally that the culture of county government plays a significant role in the success of their supply chain functions, 23.9% were neutral while only 10.9% strongly disagreed with the opinion. The study also found that, most of the respondents 80.4% were in agreement that the implementation of strategies in the county is influenced by ethical considerations, which pertain to the moral principles governing an individual's conduct, 14.1% were neutral to the opinion while only 5.4% disagreed with the statement. In addition, most of the respondents 81.5% agreed that lack of communication and collaboration within our organizational culture can negatively impact the performance of their supply chain functions while 18.5% were neutral to the opinion. It was further revealed that most of the respondents 83.7% agreed

that culture of innovation and continuous improvement enhanced the effectiveness of their supply chain functions and only 16.3% of the respondents were neutral to the opinion. Most of the respondents 85.9% agreed that culture that values and invests in employee development can lead to better performance in their supply chain functions, 4.9% of the respondents were neutral were found to be neutral to the opinion. Most of the respondents 62.0% of the respondents further agreed with the opinion statement that culture that prioritizes ethical and sustainable practices can positively impact the performance of their supply chain functions, 29.3% of the respondents were neutral to the statement while only while only 8.7% of the respondents disagreed with the statement. Lastly, majority of the respondents 71.6% agreed that strong organizational culture that aligns with

the values and goals of their supply chain functions contributed to overall success, 23.9% were neutral while just 6.5% were in disagreement with the opinion. The findings were found to be in line with Wanjiru (2021) who found that a positive organizational culture, characterized by employee empowerment, a focus on customer needs, and effective communication, is associated with improved inventory management, reduced stockouts, and increased delivery reliability. It also found to be in support of Brenes and Schnidt (2008)

who established that principles of organizational culture determine the success of strategic implementation which translates to performance of public firms.

Performance of supply chain functions in Turkana County Government

The study sought to find out the performance of supply chain functions in Turkana County Government. The results are as shown in table 2 below.

Table 2: Performance of Supply Chain Functions

Opinion	SD	D	N	A	A
Strategy implementation enables employees to attain their goals			5(5.4%)	60(65.2%)	27(29.3%)
Strategy implementation leads to efficiency in operations within the County	1(1.1%)	1(1.1%)	23(25.0%)	27(29.3%)	40(43.5%)
Strategy implementation enables the County to address the citizens needs	4(4.3%)	2(2.2%)	12(13.0%)	44(47.8%)	30(32.6%)
Strategy implementation enables the County to offer quality service to its people		5(5.4%)	11(12.0%)	48(52.2%)	28(30.4%)
The County Government has implemented innovative procurement strategies to improve supply chain performance	1(1.1%)		7(7.6%)	53(57.6%)	31(33.7%)
The procurement processes in Turkana County Government are transparent and efficient.	1(1.1%)		24(26.1%)	33(35.9%)	34(37.0%)

Source: Research Data 2023

According to the study findings as shown in Table 4.11, most of the respondents 94.5% agreed with the opinion statement that strategy implementation enables employees to attain their goals while only 5.4% strongly disagreed with the opinion. Most of the respondents 72.8% also agreed that strategy implementation leads to efficiency in operations within the County, 25.0% were neutral to the opinion while 2.2% were in disagreement the opinion. Most of the respondents, 80.4% of the respondents agreed that strategy implementation enables the County to address the citizen’s needs, 13.0% were neutral while only 6.5% strongly disagreed with the opinion. In addition, most respondents 82.6% as well agreed that strategy implementation enables the County to offer quality service to its people, 12.0% were neutral while 5.4% strongly disagreed with the opinion. Most the respondents 91.3% agreed that

the County Government has implemented innovative procurement strategies to improve supply chain performance, 7.6% were neutral while 1.1% disagreed with the opinion. Finally, most respondents 72.9% agreed that the procurement processes in Turkana County Government are transparent and efficient., 26.1 were neutral while only 1.1% disagreed with the opinion.

Hypotheses Testing

The hypothesis testing was analyzed statistically. The hypothesis was evaluated using Pearson Correlation analysis, which gauges the direction and strength of the relationships.

H₀: Organization culture has no significant effects on performance of supply chain functions of Turkana County.

According to the results, there was a strong significant positive relationship between organization culture and performance of supply chain functions of Turkana County ($r = 0.711$, $p < 0.004$). This outcome was in line with Miller's (2002) research, which discovered that the performance of supply chain functions is positively affected by the organizational culture. As a result, the first hypothesis, which suggests that the organizational culture has no significant effect on the performance of supply chain functions of Turkana County, is dismissed, while the alternative hypothesis, which claims that the organizational culture has a substantial impact on the performance of supply chain functions of Turkana County, is accepted.

CONCLUSION AND RECOMMENDATION

The study examining the effects of organizational culture on the performance of supply chain functions in Turkana County found a positive correlation between the two. This suggests that when organizations prioritize their culture to improve the performance of their supply chain functions, they are more likely to succeed. This finding was consistent with research conducted by Peter (2018), who also found that organizational culture significantly impacts the performance of supply chain functions. By promoting a culture that values customer satisfaction, collaboration, continuous improvement, ethical behavior, and innovation, organizations can enhance the effectiveness of their supply chain management activities, leading to improved performance and a competitive advantage.

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Based on the findings discussed, the study concluded that organizational culture has a positive impact on the performance of supply chain functions in Turkana County. The study found that organizations that prioritize their culture to improve the performance of their supply chain functions are more likely to succeed. This finding is consistent with previous research, which also found that organizational culture significantly impacts the performance of supply chain functions. The study suggests that organizations can enhance the effectiveness of their supply chain management activities by promoting a culture that values customer satisfaction, collaboration, continuous improvement, ethical behavior, and innovation. Therefore, it is important for organizations in Turkana County to develop and maintain a positive organizational culture to improve their supply chain function's performance and achieve competitive advantage.

Based on the findings of this study, it was recommended that Turkana County prioritize the development of a positive organizational culture that values customer satisfaction, collaboration, continuous improvement, ethical behavior, and innovation. To achieve this, the county government can organize training programs and workshops aimed at fostering a positive organizational culture. Furthermore, the county can develop policies that promote employee engagement and empowerment, as this will help to build a culture of trust and mutual respect among employees.

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