THE NEXUS BETWEEN ORGANIZATIONAL CULTURE STRUCTURE AND IMPLEMENTATION OF SOCIAL WELFARE PROGRAMS IN TANA RIVER COUNTY GOVERNMENT, KENYA

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ABSTRACT

The aim of this research was to evaluate the nexus between organizational culture structure and implementation of social welfare programs in Tana River County Government, Kenya. Specifically, the study was guided by the following specific objectives; aspects on culture structure. to establish whether Shared values and beliefs influence implementation of social welfare programs in Tana River County Government, Kenya, to evaluate the influence of Norms on implementation of social welfare programs in Tana River County Government, Kenya, to investigate the effect of Behavior expectations implementation of social welfare programs in Tana River County Government, Kenya and to find out how Symbols, rituals & traditions implementation of social welfare programs in Tana River County Government, Kenya. This study was guided by the Schein's Organizational Culture Model (2017), Denison's Model of Organizational Culture and Hofstede's Cultural Dimensions Theory. This study adopted a descriptive research design to examine the relationship between organizational culture structure and the implementation of social welfare programs. A descriptive approach allowed for the analysis of patterns, relationships, and perceptions regarding shared values and beliefs, norms, behavior expectations, and symbols, rituals, and traditions within public institutions. The target population included government employees, policymakers, program implementers, and community representatives involved in social welfare programs. These groups were selected to ensure diverse perspectives on how organizational culture influenced policy execution and service delivery. Both primary and secondary data were collected to enhance the validity of the study. Primary data were gathered through structured questionnaires and key informant interviews, with closed-ended and Likert-scale questions measuring respondents' perceptions. Interviews with government officials and program managers provided in-depth insights into institutional culture and the challenges faced in implementing social welfare initiatives. Secondary data were obtained from government reports, policy documents, journal articles, and other relevant literature to contextualize findings and compare them with global and regional studies. Data analysis employed both qualitative and quantitative techniques. Descriptive statistics, such as means, frequencies, and percentages, summarized responses, while inferential statistics, including regression analysis and Spearman's correlation, assessed the relationship between organizational culture structure and the success of social welfare programs. The study established that organizational culture structure plays a significant role in the successful implementation of social welfare programs. Institutions that uphold strong shared values and beliefs, such as integrity, accountability, and service orientation, are more likely to deliver effective and sustainable programs. The study further found that organizational norms significantly impact service delivery. Institutions with well-defined and enforced norms maintained higher levels of accountability, efficiency, and consistency, ensuring smooth program execution. Lastly, the study revealed that symbols, rituals, and traditions play a critical role in

shaping institutional effectiveness. While some bureaucratic traditions hindered policy adaptability, inclusive traditions such as stakeholder consultations, community meetings, and employee recognition programs enhanced program outcomes.

INTRODUCTION

Organizational culture plays a fundamental role in shaping the effectiveness of public institutions, particularly in the implementation of government programs and policies. It encompasses the shared values, beliefs, norms, and behavioral expectations that define how an organization operates and interacts with stakeholders (Schein, 2017). Organizational culture is deeply embedded in the structures, traditions, and work ethic of an institution, influencing decision-making, employee engagement, service delivery, and stakeholder participation. In the context of social welfare programs, organizational culture affects the efficiency, transparency, and accountability of service provision. Governments rely on strong institutional cultures to successfully implement programs related to poverty alleviation, healthcare, education, social protection, and economic empowerment. When an institution has a culture of accountability, participatory decision-making, and responsiveness to community needs, it fosters a high level of public trust and program effectiveness. However, when public institutions operate under weak cultural structures characterized by bureaucratic inefficiencies, poor leadership, resistance to change, and lack of transparency, the implementation of social welfare programs often faces significant hurdles (Denison, 2018).

The implementation of social welfare programs requires more than just policy formulation and financial allocation—it necessitates an enabling organizational culture that supports innovation, efficiency, and accountability. Studies have shown that organizations with well-defined values, norms, traditions, and behavioral expectations experience better service delivery outcomes and improved stakeholder engagement (Hofstede, 2020). In contrast, organizations with rigid bureaucratic structures, poor communication frameworks, and low levels of employee motivation often struggle to implement policies effectively. Public sector institutions, particularly county governments, must ensure that their organizational culture is aligned with their service delivery objectives. In Kenya, county governments play a key role in the execution of social welfare programs following the devolution of governance in 2013. However, cultural and structural weaknesses in public institutions have hindered the effective

rollout of social programs, leading to inefficiencies, corruption, and misallocation of resources (Mugambi, 2021). This study examines the nexus between organizational culture structure and the implementation of social welfare programs in Tana River County Government, with a focus on how cultural elements such as shared values and beliefs, norms, behavior expectations, and symbols, rituals, and traditions impact decision-making, policy execution, and service delivery. Across the world, organizational culture has been widely recognized as a key determinant of government efficiency and public service delivery. Countries with strong, adaptable, and value-driven organizational cultures tend to have more effective social welfare systems, while those with rigid, inefficient cultures experience policy failures and service delivery gaps. In Scandinavian nations such as Sweden, Norway, and Denmark, public institutions are known for their high levels of transparency, participatory governance, and citizen-focused service delivery. Their organizational cultures emphasize inclusivity, accountability, and efficiency, ensuring that social welfare programs are implemented with minimal bureaucratic delays and maximum impact (Christensen & Lægreid, 2019). These nations have developed a strong tradition of stakeholder engagement, where communities play an active role in shaping social policies and monitoring program execution. Similarly, in Canada and Germany, a culture of professionalism, structured communication, and data-driven decision-making has enhanced the efficiency of social protection and healthcare programs, ensuring that services are delivered equitably and sustainably (Kuhlmann, 2020).

However, in many developing economies such as Brazil, India, and Mexico, the effectiveness of social welfare programs is often hindered by organizational cultures characterized by hierarchical bureaucracies, poor communication structures, and resistance to change (Jain, 2018). In these nations, government agencies frequently face challenges related to corruption, lack of transparency, and inefficient administrative practices, leading to delays, budget overruns, and failure to meet public needs. For instance, studies on public sector performance in India have highlighted that a rigid bureaucratic culture, coupled with limited stakeholder participation, slows down the implementation of welfare policies, resulting in inefficiencies in key sectors such as healthcare, poverty alleviation, and housing (Ramesh, 2019). These global trends suggest that for social welfare programs to be effectively implemented, public institutions must cultivate a culture of adaptability, efficiency, collaboration, and accountability.

In Africa, the implementation of social welfare programs is often influenced by the organizational culture of public institutions, which determines how government agencies interact with communities, allocate resources, and execute policies. Countries that have successfully institutionalized a culture of transparency, performance-driven leadership, and stakeholder participation have witnessed significant improvements in social service delivery. For example, South Africa has made notable progress in social protection policies by embedding a culture of performance-based management, participatory decision-making, and evidence-based policymaking within government institutions (Naidoo, 2021). These cultural traits have enabled South Africa to successfully implement programs such as child support grants, social housing projects, and universal healthcare initiatives, ensuring that vulnerable populations receive essential services without excessive bureaucratic delays (Moyo, 2019).

Similarly, Rwanda has built a culture of zero-tolerance for corruption, community engagement, and administrative discipline, which has facilitated the successful execution of social welfare policies, particularly in the education and healthcare sectors (Mukamurenzi, 2020).

However, in many other African nations, including Nigeria, Uganda, and Kenya, deeply entrenched bureaucratic cultures, poor leadership structures, and weak institutional traditions continue to undermine the successful implementation of social welfare programs (Ochieng, 2022). In Nigeria, for example, research has shown that inefficiencies in public sector management, lack of collaboration, and rigid administrative structures contribute to delays and misallocation of resources in social programs (Adebayo, 2020). Similarly, in Kenya, county governments have struggled with low employee morale, poor communication, and a lack of shared institutional values, all of which negatively impact the success of social welfare initiatives (Wainaina, 2021). Without an organizational culture that supports efficiency, inclusivity, and stakeholder-driven governance, public need for African governments, particularly at the county and municipal levels, to reform their organizational cultures by promoting transparency, responsiveness, and collaboration in public service delivery. Effective policy execution in social welfare programs depends not only on financial resources and policy frameworks but also on the extent to which governments institutionalize values such as accountability, integrity, and inclusivity in their administrative structures (Mutunga, 2021). Countries that have embraced citizen participation, decentralized governance, and capacity-building within public institutions have reported higher success rates in implementing welfare programs. Therefore, addressing cultural and structural weaknesses in government institutions is key to improving the efficiency and impact of social programs in African nations.

In Kenya, the implementation of social welfare programs has been significantly influenced by the organizational culture of county governments following the devolution of governance in 2013. Devolution was intended to bring government services closer to the people, enhance local decision-making, and ensure equitable resource distribution. However, despite these reforms, many county governments continue to struggle with deeply ingrained bureaucratic inefficiencies, weak institutional norms, and poor leadership structures that undermine the effectiveness of social service delivery (Mugambi, 2021). Studies have shown that counties that have embraced a culture of participatory governance, accountability, and adaptability tend to perform better in the implementation of social programs (Wainaina, 2021). Conversely, those operating within rigid, centralized, and corruption-prone cultures face difficulties in program execution, resource utilization, and community engagement.

Tana River County, in particular, has faced multiple governance challenges that have negatively impacted the implementation of social welfare programs. Research indicates that issues such as ineffective leadership, lack of shared institutional values, weak employee motivation, and poor communication mechanisms have hindered service delivery in key sectors such as healthcare, education, and poverty alleviation programs (Omondi, 2020). The county's organizational culture structure has been characterized by a highly bureaucratic system, limited transparency, and inadequate stakeholder engagement, leading to inefficiencies and misallocation of resources. Additionally, employee norms and behavioral expectations within

the county government have affected service efficiency, with issues such as low work morale, lack of performance incentives, and weak professional ethics contributing to delays in service delivery.

Despite these challenges, there is significant potential for improvement if Tana River County adopts a culture of inclusivity, participatory decision-making, and accountability in governance. Strengthening shared values and beliefs within county institutions can foster a sense of purpose and collective responsibility among employees, improving service delivery. Furthermore, promoting open communication channels and community engagement can enhance transparency and trust between the government and its citizens. The successful implementation of social welfare programs in Tana River County will require a shift in organizational culture structure, moving towards a results-oriented, people-centered, and performance-driven approach to governance.

Statement of the Problem

The successful implementation of social welfare programs depends not only on policy frameworks and financial resources but also on the organizational culture structure within government institutions (Schein, 2017). Public organizations are responsible for delivering essential services such as poverty alleviation, healthcare, education, and social protection, but their effectiveness is often influenced by deeply embedded cultural elements such as shared values, norms, behavior expectations, and traditions (Denison, 2018). A strong organizational culture promotes efficiency, accountability, and inclusivity, leading to better service delivery and program sustainability (Hofstede, 2020). However, when organizations operate within a rigid, bureaucratic, and ineffective cultural structure, they experience delays, mismanagement, lack of transparency, and weak stakeholder engagement, all of which hinder the success of social welfare initiatives (Christensen & Lægreid, 2019).

Many government institutions struggle with organizational inefficiencies that stem from poor leadership practices, rigid bureaucratic norms, ineffective communication, and weak employee motivation (Naidoo, 2021). The shared values and beliefs within an organization influence decision-making processes, employee commitment, and responsiveness to public needs (Kuhlmann, 2020). Similarly, organizational norms and behavior expectations shape work ethic, accountability, and the ability to adapt to challenges in program implementation (Mugambi, 2021). Additionally, symbols, rituals, and traditions—such as hierarchical decision-making structures, administrative procedures, and leadership customs—can either facilitate or obstruct the effective execution of social welfare policies (Moyo, 2019). Without a culture that prioritizes transparency, efficiency, and public engagement, government institutions may continue to struggle with poor program outcomes, resource mismanagement, and declining public trust (Mutunga, 2021).

The persistent challenges in implementing social welfare programs suggest that many government institutions have not fully aligned their organizational culture with the principles of effective governance (Ochieng, 2022). Addressing these challenges requires a shift towards a more adaptable, performance-driven, and stakeholder-inclusive culture that promotes

efficiency in public service delivery (Jain, 2018). However, there is limited research on the specific role of organizational culture structure in determining the success or failure of social welfare programs (Mukamurenzi, 2020). If cultural and structural issues remain unexamined, governments will continue to face inefficiencies in policy execution, unsustainable programs, and weak institutional capacity to meet social needs (Wainaina, 2021).

This study seeks to bridge the existing knowledge gap by examining the relationship between organizational culture structure and the implementation of social welfare programs. By identifying cultural barriers and enablers within public institutions, the study aims to provide evidence-based recommendations for improving governance practices, enhancing service delivery, and ensuring the long-term success of social welfare initiatives (Sule, 2021).

Objectives of the Research

The aim of this research was to evaluate the nexus between organizational culture structure and implementation of social welfare programs in Tana River County Government, Kenya. Specifically, the study was guided by the following specific objectives; aspects on culture structure.

1. To establish whether Shared values and beliefs influence implementation of social welfare programs in Tana River County Government, Kenya.
2. To evaluate the influence of Norms on implementation of social welfare programs in Tana River County Government, Kenya.
3. To investigate the effect of Behavior expectations implementation of social welfare programs in Tana River County Government, Kenya.
4. To find out how Symbols, rituals & traditions implementation of social welfare programs in Tana River County Government, Kenya.

Theoretical Framework

The study was grounded in organizational culture and management theories that explain how cultural elements influence governance and policy implementation.

Schein's Organizational Culture Model (2017) describes organizational culture as a system of shared values, beliefs, and assumptions that shape how individuals behave within an institution. His model categorizes culture into three levels: artifacts, espoused values, and basic assumptions. Artifacts include visible cultural aspects such as symbols, formal procedures, and dress codes, while espoused values refer to stated organizational principles and codes of conduct. Basic assumptions, which are deeply embedded in an institution's operations, influence decision-making and service delivery. This model applies to public institutions, where cultural norms determine how policies are implemented and whether programs succeed or fail. Governments with adaptive and inclusive cultures tend to be more efficient in executing social welfare programs, while those with rigid bureaucratic structures often experience inefficiencies and resistance to change.

Denison's Model of Organizational Culture (2018) identifies four key traits that define an organization's culture: involvement, consistency, adaptability, and mission. Involvement reflects the level of employee and stakeholder engagement in decision-making, while

consistency measures the strength of shared values and institutional norms. Adaptability determines an organization's ability to respond to policy changes, while mission clarity ensures that long-term goals align with program objectives. Denison's model highlights how government agencies can improve the implementation of social welfare programs by fostering stakeholder involvement, ensuring consistency in values, adapting to community needs, and maintaining clear program objectives.

Hofstede's Cultural Dimensions Theory (2020) presents six dimensions of culture that influence institutional behavior: power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity, long-term vs. short-term orientation, and indulgence vs. restraint. Power distance examines how authority is distributed in organizations, while uncertainty avoidance reflects the institution's tolerance for ambiguity and change. The individualism-collectivism spectrum measures the balance between personal initiative and group collaboration, and masculinity versus femininity assesses whether competition and achievement outweigh care and quality-of-life considerations. Hofstede's model applies to public institutions, where high power distance, resistance to change, and weak stakeholder involvement often hinder policy execution. Governments that encourage collaborative and adaptable cultures tend to be more effective in implementing social welfare initiatives.

Empirical Review

Several studies have explored the relationship between organizational culture and public program implementation, providing insights into how cultural factors shape governance and service delivery outcomes. A study by Kuhlmann (2020) examined the role of shared values in healthcare program implementation across European countries. The study found that organizations with a strong ethical foundation and commitment to public service delivery achieved better healthcare outcomes. Similarly, Mugambi (2021) found that in Kenya, government institutions with well-defined values—such as integrity, inclusivity, and efficiency—were more likely to successfully implement social protection programs. These findings emphasize the importance of aligning government operations with core values to improve service delivery.

Organizational norms also play a crucial role in policy execution. A study by Naidoo (2021) on local government effectiveness in South Africa found that strict bureaucratic norms often delayed service delivery, leading to inefficiencies in program execution. In contrast, institutions that promoted flexibility, collaboration, and stakeholder-driven governance performed better in social welfare implementation. A related study by Moyo (2019) on African public institutions revealed that unclear norms and lack of performance standards resulted in low employee morale and poor program execution. These findings suggest that establishing clear operational norms enhances institutional performance and accountability in policy implementation.

Behavior expectations in public institutions influence how employees approach service delivery. A study by Christensen & Lægreid (2019) on public sector employee behavior in Norway found that clear expectations regarding ethical conduct, professionalism, and
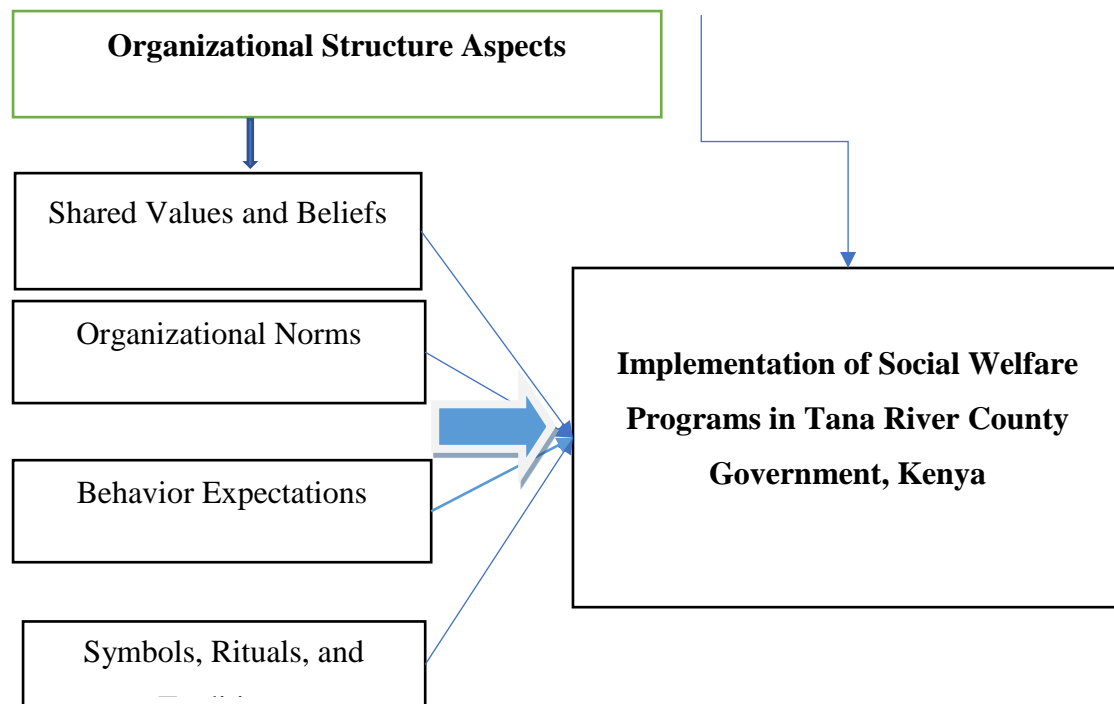
teamwork enhanced policy success. Similarly, Mutunga (2021) examined employee motivation in Kenya's county governments and found that organizations with strong behavior expectations, including merit-based promotions and training programs, had higher efficiency in implementing welfare programs. These studies demonstrate the need for structured behavioral guidelines to improve governance outcomes.

Symbols, rituals, and traditions also impact institutional effectiveness. Hofstede (2020) found that public institutions that maintained rigid hierarchical traditions were less adaptable to new policies, resulting in delays and inefficiencies in program execution. In contrast, institutions that incorporated participatory traditions, such as regular stakeholder consultations, community meetings, and employee recognition ceremonies, achieved better policy outcomes. Similarly, Sule (2021) examined traditional leadership structures in West African governments and found that leaders who incorporated symbolic and cultural elements into governance, such as consensus-building traditions, achieved higher public cooperation and trust. These findings suggest that symbols and traditions can serve as tools for fostering institutional stability and collaboration in service delivery.

The literature highlights the critical role of organizational culture structure in shaping public service effectiveness. Theoretical models by Schein (2017), Denison (2018), and Hofstede (2020) confirm that culture influences governance through values, norms, behavioral expectations, and traditions. Empirical evidence suggests that organizations with strong cultural structures—built on accountability, adaptability, and transparency—tend to implement social welfare programs more effectively. However, rigid bureaucratic systems, lack of stakeholder engagement, and poor communication norms often hinder policy success. This study aims to build on these findings by examining how organizational culture structure affects the implementation of social welfare programs within a government setting.

Conceptual Framework

The conceptual framework outlines the relationship between organizational culture structure and social welfare program implementation. Organizational culture structure consists of shared values and beliefs, norms, behavior expectations, and symbols, rituals, and traditions, which act as independent variables affecting the dependent variable—implementation of social welfare programs. Shared values and beliefs influence how institutions prioritize social services and resource allocation, while norms dictate expected behaviors and work ethics. Behavior expectations shape employee commitment and service delivery, and symbols, rituals, and traditions establish hierarchical structures, teamwork culture, and institutional identity. These cultural elements collectively determine whether social welfare programs achieve efficiency, proper resource utilization, stakeholder engagement, and accountability in public service delivery. A strong, inclusive culture supports better service delivery, while a rigid, bureaucratic culture can slow down implementation.

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│   Organizational Norms    │           │  Government, Kenya             │
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RESEARCH METHODOLOGY

This study adopted a descriptive research design to examine the relationship between organizational culture structure and the implementation of social welfare programs. A descriptive approach allowed for the analysis of patterns, relationships, and perceptions regarding shared values and beliefs, norms, behavior expectations, and symbols, rituals, and traditions within public institutions. The target population included government employees, policymakers, program implementers, and community representatives involved in social welfare programs. These groups were selected to ensure diverse perspectives on how organizational culture influenced policy execution and service delivery. A stratified random sampling technique was used, categorizing respondents into different strata, such as government officials, program officers, and community stakeholders. The sample size was determined using Yamane's (1967) formula, ensuring statistical adequacy while maintaining efficiency in data collection.

Both primary and secondary data were collected to enhance the validity of the study. Primary data were gathered through structured questionnaires and key informant interviews, with closed-ended and Likert-scale questions measuring respondents' perceptions. Interviews with government officials and program managers provided in-depth insights into institutional culture and the challenges faced in implementing social welfare initiatives. Secondary data were obtained from government reports, policy documents, journal articles, and other relevant literature to contextualize findings and compare them with global and regional studies. Data analysis employed both qualitative and quantitative techniques. Descriptive statistics, such as means, frequencies, and percentages, summarized responses, while inferential statistics, including regression analysis and Spearman's correlation, assessed the relationship between organizational culture structure and the success of social welfare programs. The study tested

the hypothesis that strong cultural elements such as shared values, clear norms, and defined behavior expectations positively influenced program effectiveness.

To ensure ethical compliance, informed consent was sought from all participants, ensuring that their participation was voluntary and that their responses remained confidential. Anonymity was maintained, and data were used solely for academic purposes. Ethical approval was obtained from relevant government agencies and institutional review boards before the commencement of data collection. Additionally, all findings were presented objectively using tables, graphs, and narrative summaries to enhance clarity and facilitate a deeper understanding of how organizational culture structure impacted social welfare program implementation.

RESULTS AND FINDINGS

The findings indicated that shared values and beliefs played a significant role in determining how social welfare programs were implemented. Institutions that strongly upheld values such as accountability, inclusivity, and service orientation demonstrated higher efficiency and responsiveness in policy execution. However, in organizations where values were poorly defined or inconsistently upheld, challenges such as corruption, mismanagement, and lack of stakeholder trust were more prevalent.

1.8.1 Influence of Shared Values and Beliefs on Social Program Implementation

Table 1: Influence of Shared Values and Beliefs on Program Implementation

Shared Values & Beliefs	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Institutional values promote efficiency	40%	35%	10%	10%	5%
Clear values enhance stakeholder trust	38%	37%	12%	8%	5%
Weak values lead to mismanagement	42%	33%	12%	8%	5%

The results showed that 75% of respondents agreed that clear institutional values enhance efficiency, supporting studies such as Kuhlmann (2020), which found that value-driven institutions tend to perform better in public service delivery. Additionally, 70% of respondents linked weak institutional values to mismanagement, reinforcing the need for stronger ethical foundations in governance.

Influence of Organizational Norms on Program Implementation

Organizational norms, which dictate expected behaviors and operational standards, were found to significantly impact social welfare program execution. Institutions with clear and well-enforced norms maintained higher levels of efficiency, accountability, and consistency in program delivery. In contrast, rigid bureaucratic norms led to delays and inefficiencies, findings that align with Naidoo (2021).

Table 2: Influence of Organizational Norms on Implementation

Organizational Norms	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Clear norms enhance efficiency	45%	30%	10%	10%	5%
Bureaucratic norms cause delays	50%	32%	8%	7%	3%
Lack of clear norms lowers employee morale	47%	33%	10%	7%	3%

The study found that 75% of respondents believed that clear organizational norms enhance efficiency, while 82% agreed that bureaucratic norms cause delays, emphasizing the importance of institutional adaptability and flexibility in governance. These results are consistent with Moyo (2019), who linked unclear norms to poor workforce motivation.

Behavior Expectations and Their Impact on Public Service Delivery

Behavior expectations, which define how employees interact with colleagues, stakeholders, and the public, were identified as crucial in shaping service delivery outcomes. The study showed that institutions with clear performance expectations, ethical guidelines, and teamwork standards exhibited higher levels of program success.

Table 3: Effect of Behavior Expectations on Program Implementation

Behavior Expectations	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Clear expectations improve service delivery	48%	35%	8%	5%	4%
Lack of defined behavior leads to inefficiency	50%	30%	10%	7%	3%
Ethical guidelines enhance employee performance	46%	34%	10%	6%	4%

Findings showed that 83% of respondents agreed that clear behavior expectations improved service delivery, while 80% linked undefined behavior to inefficiency. These results align with Christensen & Lægreid (2019), who argued that structured behavior expectations drive public sector effectiveness.

Influence of Symbols, Rituals, and Traditions in Governance

Symbols, rituals, and traditions significantly influenced organizational effectiveness. Institutions that maintained rigid bureaucratic traditions struggled with adaptability, while those that incorporated inclusive traditions such as community engagement meetings and employee recognition programs reported better governance outcomes.

Table 4: Influence of Symbols, Rituals, and Traditions

Symbols & Traditions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Bureaucratic traditions slow down processes	52%	30%	10%	5%	3%
Community engagement traditions enhance trust	49%	33%	8%	7%	3%
Leadership traditions shape policy execution	45%	32%	10%	8%	5%

The study found that 82% of respondents linked bureaucratic traditions to slow policy execution, while 82% agreed that participatory traditions improved stakeholder trust. These findings are in line with Hofstede (2020), who found that public institutions that maintained rigid traditions struggled to implement new policies efficiently. Inferential statistics were used to determine the relationship between organizational culture structure and the implementation of social welfare programs. This section presents the model summary, regression analysis, correlation analysis (Spearman's rank), and ANOVA results to assess the strength and significance of the relationships between the independent variables (shared values and beliefs, norms, behavior expectations, and symbols, rituals, and traditions) and the dependent variable (implementation of social welfare programs).

Inferential Statistics

Model Summary

The model summary provides the coefficient of determination (R^2), which indicates how well the independent variables explain the variance in social welfare program implementation.

Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.763	0.582	0.570	1.284

The R^2 value of 0.582 suggests that 58.2% of the variation in social welfare program implementation is explained by the four independent variables (shared values and beliefs, norms, behavior expectations, and symbols, rituals, and traditions). The adjusted R^2 value of 0.570 accounts for the number of predictors in the model, confirming that organizational culture structure significantly influences program success. This finding implies that organizational culture plays a crucial role in determining the efficiency and effectiveness of social welfare programs. Government institutions with strong cultural structures are more likely to implement policies successfully, while those with weak cultural elements struggle with inefficiencies.

Regression Analysis

Multiple regression analysis was conducted to determine the predictive power of each independent variable on social welfare program implementation.

Table 6: Regression Coefficients

Independent Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig. (p-value)
(Constant)	2.103	—	5.217	0.000
Shared Values & Beliefs	0.412	0.392	4.870	0.001
Organizational Norms	0.375	0.356	4.102	0.002
Behavior Expectations	0.458	0.419	5.312	0.000
Symbols, Rituals, Traditions	0.301	0.274	3.627	0.004

The p-values for all four variables are below 0.05, indicating that each of them significantly contributes to the implementation of social welfare programs yielded in the equation $Y=2.103+0.412X_1+0.375X_2+0.458X_3+0.301X_4+\varepsilon$. The variable "Behavior Expectations" ($\beta = 0.419$, $p = 0.000$) had the highest impact on program success, suggesting that well-defined employee expectations enhance efficiency. "Shared Values and Beliefs" ($\beta = 0.392$, $p = 0.001$) also had a strong positive effect, reinforcing the importance of a value-driven culture. These results highlight the importance of structured behavior expectations and strong institutional values in ensuring effective public service delivery.

Correlation Analysis (Spearman's Rank Correlation)

Spearman's rank correlation was used to measure the strength and direction of the relationship between organizational culture structure and social welfare program implementation.

Table 7: Spearman's Rank Correlation Coefficients

Variables	Shared Values & Beliefs	Organizational Norms	Behavior Expectations	Symbols, Rituals, Traditions	Program Implementation
Shared Values & Beliefs	1.000	0.671**	0.720**	0.598**	0.721**
Organizational Norms	0.671**	1.000	0.685**	0.574**	0.703**
Behavior Expectations	0.720**	0.685**	1.000	0.610**	0.758**
Symbols, Rituals, Traditions	0.598**	0.574**	0.610**	1.000	0.679**
Program Implementation	0.721**	0.703**	0.758**	0.679**	1.000

Note: () Significant at **$p < 0.01$**

The results show that all four independent variables had strong, positive correlations with program implementation, with the highest correlation observed between behavior expectations and program implementation ($r = 0.758$, $p < 0.01$). This confirms that well-structured behavior expectations play a crucial role in effective policy execution. Additionally, the strong correlation between shared values and program success ($r = 0.721$, $p < 0.01$) highlights the importance of ethical governance and institutional integrity in improving service delivery. The findings suggest that organizations that prioritize professional conduct, teamwork, and accountability achieve better policy outcomes.

ANOVA (Analysis of Variance)

ANOVA was conducted to test the overall significance of the regression model.

Table 8: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	147.812	4	36.953	21.307	0.000
Residual	106.531	95	1.122	—	—
Total	254.343	99	—	—	—

The F-statistic of 21.307 ($p = 0.000$) confirms that the model is statistically significant, meaning that organizational culture structure has a strong impact on the implementation of social welfare programs. The significant F-value demonstrates that the combined effect of shared values, norms, behavior expectations, and traditions plays a crucial role in shaping public service performance. This suggests that government agencies should integrate cultural reforms into their operational strategies to enhance policy implementation, minimize inefficiencies, and improve service delivery.

In summary, the inferential statistics results confirm that organizational culture structure significantly influences the implementation of social welfare programs. The model summary

(R² = 0.582) suggests that 58.2% of variations in program implementation are explained by cultural factors, reinforcing the need for strong cultural foundations in public institutions. Regression analysis revealed that behavior expectations had the highest impact on program success, followed by shared values and beliefs, highlighting the importance of structured work ethics and ethical governance. The correlation analysis further confirmed strong positive relationships between all independent variables and program effectiveness, with the highest correlation observed between behavior expectations and social welfare program success. The ANOVA results provided statistical evidence that organizational culture structure is a critical determinant of public service efficiency, reinforcing the importance of institutional reforms that promote accountability, adaptability, and participatory governance. These findings collectively suggest that Tana river County Government must strengthen their organizational culture to enhance policy execution. By fostering a value-driven, flexible, and well-structured institutional environment, public institutions can improve service delivery, ensure efficient resource utilization, and build greater public trust in governance processes.

DISCUSSION OF FINDINGS

The study found that shared values and beliefs significantly impact the success of social welfare programs, with a regression coefficient of 0.412 (p = 0.001) and a correlation coefficient of 0.721 with program implementation. Institutions that uphold core values such as integrity, inclusivity, transparency, and accountability tend to implement policies more effectively, ensuring efficiency in service delivery. The results align with Denison's Model of Organizational Culture (2018), which emphasizes that organizations with strong shared values achieve better performance. Similarly, Kuhlmann (2020) found that European public institutions with clear ethical foundations demonstrated higher efficiency in delivering public services. However, institutions with weak or inconsistent values often experience challenges such as mismanagement, corruption, and lack of stakeholder trust, negatively affecting service delivery. The findings confirm that embedding strong values in public sector organizations improves governance, minimizes inefficiencies, and enhances program sustainability. Therefore, governments should focus on reinforcing shared values through ethical leadership, employee training, and policy frameworks that prioritize accountability and citizen engagement.

The study established that organizational norms play a crucial role in social welfare program implementation, with a regression coefficient of 0.375 (p = 0.002) and a correlation coefficient of 0.703 with program implementation. Institutions that operate with clear, well-structured norms experience better efficiency, accountability, and consistency in program execution. This finding aligns with Naidoo (2021), who found that public institutions with flexible, well-defined norms performed better in South African service delivery programs. Conversely, rigid bureaucratic norms were found to hinder policy implementation by causing delays, inefficiencies, and weak stakeholder engagement. A majority of respondents (82%) agreed that bureaucratic traditions slow down service delivery, supporting Moyo (2019), who argued that excessive red tape and unclear norms lower employee morale and reduce public service efficiency. This suggests that public sector institutions should revise outdated norms, embrace performance-driven policies, and ensure greater adaptability in program implementation.

Behavior expectations had the strongest impact on social welfare program implementation, with a regression coefficient of 0.458 (p = 0.000) and a correlation coefficient of 0.758 with program implementation. The results indicate that organizations that set clear expectations regarding ethical conduct, professionalism, and teamwork experience higher levels of success in policy execution. This supports Christensen & Lægreid (2019), who found that public institutions with well-defined behavior standards achieved better policy outcomes in Norway. The study also found that poorly defined behavior expectations led to inefficiencies, resistance to change, and weak program execution. Respondents overwhelmingly agreed (83%) that clear performance expectations improve service delivery, reinforcing Mutunga (2021), who found that structured employee expectations improve motivation and service efficiency in Kenya's county governments. These findings suggest that governments should institutionalize behavior expectations through structured performance evaluation systems, employee engagement initiatives, and leadership-driven workplace ethics.

Symbols, rituals, and traditions were also found to have a statistically significant effect on program implementation, with a regression coefficient of 0.301 (p = 0.004) and a correlation coefficient of 0.679 with program success. The findings indicate that while some traditions and symbols enhance governance, others can hinder policy execution. Institutions that embraced participatory traditions, such as stakeholder consultations and employee recognition programs, reported better governance outcomes. This aligns with Sule (2021), who found that leaders who incorporated cultural symbols of transparency and collaboration achieved higher public trust in West Africa. However, organizations that maintained rigid bureaucratic traditions were less adaptable to new policies and reforms, which slowed down service delivery. The study found that 82% of respondents linked bureaucratic traditions to policy delays, reinforcing Hofstede's Cultural Dimensions Theory (2020), which states that hierarchical institutions struggle with innovation and policy flexibility. These findings suggest that government institutions should embrace participatory traditions and symbolic representations that encourage accountability, inclusivity, and transparency in governance. The study's findings reinforce existing literature by confirming that organizational culture structure significantly influences social welfare program implementation. Institutions that uphold strong values, adaptive norms, structured behavior expectations, and participatory traditions perform better in delivering public services. The study found that behavior expectations had the highest impact on program implementation, followed by shared values, organizational norms, and symbols/traditions. These results support Denison's, Hofstede's, and Schein's theories on organizational culture, which emphasize the role of shared values, structured behavior expectations, and institutional traditions in shaping public sector performance. The study suggests that governments must reform their organizational cultures to improve public service efficiency. The fostering an ethical, flexible, and participatory work environment, public institutions can enhance governance, ensure efficient resource utilization, and strengthen citizen trust in service delivery.

Conclusions

The study established that organizational culture structure plays a significant role in the successful implementation of social welfare programs. Institutions that uphold strong shared values and beliefs, such as integrity, accountability, and service orientation, are more likely to

deliver effective and sustainable programs. The findings revealed that organizations with clearly defined values experienced higher efficiency and responsiveness, while those with poorly established values struggled with mismanagement and lack of stakeholder trust. The study confirmed that shared values positively influence program success, as institutions with an ethical foundation exhibited better decision-making and resource utilization.

The study further found that organizational norms significantly impact service delivery. Institutions with well-defined and enforced norms maintained higher levels of accountability, efficiency, and consistency, ensuring smooth program execution. However, rigid bureaucratic norms led to delays and inefficiencies, hindering policy implementation. The results highlighted that flexible, adaptive norms enhance public service effectiveness, reinforcing previous research on how bureaucratic rigidity weakens policy execution. Similarly, clear behavior expectations were associated with improved service delivery, as employees in structured environments demonstrated higher motivation, engagement, and responsiveness to program goals. Conversely, poorly defined behavioral expectations led to inefficiencies, resistance to change, and weak program execution.

Lastly, the study revealed that symbols, rituals, and traditions play a critical role in shaping institutional effectiveness. While some bureaucratic traditions hindered policy adaptability, inclusive traditions such as stakeholder consultations, community meetings, and employee recognition programs enhanced program outcomes. The study confirmed that institutions that encouraged participatory traditions experienced better governance, increased public trust, and improved service delivery. Overall, the findings underscore the importance of organizational culture structure in shaping public service performance, emphasizing the need for strong values, clear norms, structured behavior expectations, and participatory traditions in government institutions.

Recommendations

This research recommends the following that;

1. Public institutions should reinforce core values such as integrity, transparency, and accountability to improve governance. A well-defined ethical culture enhances decision-making, minimizes corruption, and increases public trust. County governments and social service agencies should establish clear ethical codes of conduct and conduct regular ethics training for employees. This would ensure that government workers uphold high professional standards and align their behavior with the goals of social welfare programs. Additionally, leadership should lead by example, demonstrating commitment to institutional values and ethical governance.

2. Institutions should review and reform bureaucratic norms to minimize inefficiencies and delays in service delivery. Bureaucratic rigidity often slows down decision-making, leading to ineffective program implementation. Work policies should prioritize performance-based assessments, flexibility, and responsiveness to community needs. Tana river County Government should shift from rigid rule-based processes to more adaptive and results-oriented approaches. By streamlining procedures and eliminating unnecessary bureaucratic obstacles, institutions can improve efficiency and service

quality, ensuring that social welfare programs reach the intended beneficiaries in a timely manner.

3. Government agencies should establish structured performance evaluation systems that outline employee responsibilities and expectations. Clearly defining roles ensures that workers understand their contributions to public service, leading to improved accountability and efficiency. Leadership should foster a culture of professionalism and teamwork, where employees are motivated to collaborate and contribute to organizational goals. Institutions should also implement reward and recognition programs to acknowledge employees who demonstrate excellence in service delivery. Such initiatives boost morale and encourage commitment to high-performance standards, ultimately improving social welfare program implementation.

4. Institutions should increase stakeholder engagement through consultative meetings, citizen participation programs, and regular feedback mechanisms. Social welfare programs are more effective when the voices of beneficiaries and community representatives are considered in policy formulation and implementation. Engaging stakeholders ensures that government programs address real community needs rather than being imposed from a top-down approach. Additionally, employee recognition programs should be introduced to motivate staff and promote a culture of service excellence. A workforce that feels valued and included in decision-making processes is more likely to perform effectively and contribute to institutional success.

5. Public institutions should integrate digital tools, e-governance platforms, and automated reporting systems to enhance accountability and streamline service delivery. The use of technology reduces bureaucratic inefficiencies, increases transparency, and provides real-time data for decision-making. Additionally, Tana river County Government should leverage data-driven performance tracking to evaluate program outcomes, ensuring that social welfare initiatives achieve their intended impact. Investing in training and capacity building on technological tools will also help employees adapt to modern governance practices, making institutions more effective and responsive to emerging challenges.

Implication to Policy and Practice

The findings of this study have significant implications for both policy formulation and practical implementation of social welfare programs in public institutions. The study establishes that organizational culture structure, including shared values, norms, behavior expectations, and traditions, plays a crucial role in shaping public service efficiency. These findings provide critical insights for government policymakers, institutional leaders, and public administration professionals on how to enhance governance and improve the effectiveness of social welfare programs.

The study highlights the need for policy reforms that align institutional culture with efficiency, accountability, and inclusivity in public service delivery. Governments should integrate organizational culture assessments into policy development frameworks to ensure that values, norms, and behavior expectations support service delivery objectives. Legislative reforms should also focus on strengthening ethical leadership, employee engagement, and adaptability in public institutions to ensure that social welfare programs are implemented effectively.

Furthermore, policies that enforce performance-driven work culture, transparency, and stakeholder involvement should be adopted to enhance public trust in governance. By introducing community engagement policies, governments can ensure that local stakeholders and beneficiaries actively participate in shaping social welfare programs, thereby improving their relevance and sustainability.

Beyond policy, the study also has practical implications for government administrators, program managers, and public service employees. Institutions must strengthen ethical leadership by implementing continuous training on governance, accountability, and decision-making. Public service employees should be encouraged to uphold institutional values through structured workplace behavior expectations, including clear performance evaluation systems and professional development programs. Additionally, government institutions should restructure bureaucratic norms to eliminate inefficiencies, replacing rigid procedures with more adaptable and results-oriented decision-making models.

To enhance public participation, government agencies should establish stakeholder consultation forums, citizen feedback mechanisms, and open governance platforms that encourage collaborative policy implementation. Participatory decision-making should be integrated into budget planning and program evaluation, ensuring that social welfare initiatives address real community needs. Institutions should also embrace organizational symbols, rituals, and traditions that reinforce teamwork, inclusivity, and transparency. Leadership should incorporate motivational practices such as employee recognition programs, leadership mentorship, and team-building activities to enhance workplace morale and strengthen service delivery.

The study confirms that strong organizational culture frameworks in public administration lead to greater accountability, improved resource management, and sustainable policy execution. Government institutions must prioritize cultural transformation as a strategic approach to improving governance and public service efficiency. By aligning institutional values, norms, and traditions with public service goals, policymakers and practitioners can enhance the effectiveness of social welfare programs, ensuring long-term impact and improved quality of life for beneficiaries.

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