

Decision-Making Models and Organisational Performance in Devolved Public Governance: Evidence from Turkana County Government, Kenya

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Article information

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Dates

Received: 8th February 2026

Accepted: 19th May 2026

Published: 17th June 2026

Digital identifier



<https://doi.org/10.70727/3134-6332/2026/v2i1a1>

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Abstract

Decision-making is widely recognised as a central managerial function influencing organisational efficiency, strategic sustainability, and service delivery outcomes. In devolved governance systems, effective decision-making becomes particularly critical due to increased autonomy, accountability demands, and resource management responsibilities at local government levels. This study examined the influence of decision-making models on organisational performance within Turkana County Government, Kenya. Specifically, the study assessed the relationship between rational, intuitive, bounded rationality, and collaborative decision-making models and key organisational performance indicators, including Return on Investment (ROI), operational efficiency, project success rate, and employee satisfaction. The study further investigated the moderating effects of contextual factors such as organisational culture, time pressure, and data availability. A descriptive correlational research design was adopted. Data were collected from 199 managerial employees through structured questionnaires and analysed using descriptive statistics, Pearson correlation, multiple regression, and moderated regression analysis. The findings revealed that rational and collaborative decision-making models significantly predicted organisational performance, jointly explaining 53.9% of performance variance. Intuitive decision-making demonstrated moderate influence, particularly under time-constrained operational environments, while bounded rationality exhibited minimal predictive influence. Contextual factors significantly strengthened the effectiveness of decision-making models. The study concludes that integrated decision-making frameworks supported by robust data systems and participatory governance structures significantly enhance organisational performance in devolved public institutions. The findings contribute to public administration, management information systems, and governance literature by providing empirical evidence on decision-making effectiveness in resource-constrained public sector environments..

Keywords: Decision-making models; organisational performance; devolved governance; public sector management; Kenya.

Introduction

Decision-making is universally regarded as one of the most critical managerial responsibilities influencing organisational performance, competitiveness, and sustainability. In contemporary organisational environments characterised by rapid technological advancement, globalisation, and increased stakeholder expectations, effective decision-making has become a strategic necessity (Sinnaiah, Adam, & Mahadi, 2023). Decisions determine policy direction, allocation of financial and human resources, implementation of development projects, and overall organisational effectiveness.

Organisations employ different decision-making models depending on contextual complexity, organisational culture, availability of information, and leadership style. The rational decision-making model emphasises systematic identification of problems, evaluation of alternatives, and selection of optimal solutions based on objective data analysis (Alhawamdeh & Alsmairat, 2019). Conversely, intuitive decision-making relies on experiential knowledge, tacit understanding, and rapid cognitive processing, particularly in uncertain and time-sensitive environments (Klein, 1998). Bounded rationality theory suggests that decision-makers operate under constraints such as incomplete information, cognitive limitations, and time pressure, leading to satisfactory rather than optimal decisions (Simon, 1957). Collaborative decision-making, on the other hand, emphasises stakeholder participation and collective problem-solving, promoting inclusivity, transparency, and implementation effectiveness (Hera et al., 2024).

Globally, empirical research demonstrates that organisations adopting hybrid decision-making approaches integrating analytical rigor and participatory engagement achieve superior performance outcomes (Latif et al., 2023). For instance, organisations utilizing data analytics and business intelligence systems demonstrate improved financial performance, operational efficiency, and project implementation success (Niu et al., 2021). Similarly, participatory decision-making structures enhance employee motivation, organisational commitment, and knowledge sharing, which contribute to sustainable organisational performance (Siddiqua, Abaker, & Afnan, 2023).

Modern public sector organisations operate within increasingly complex administrative and socio-economic environments that require evidence-based and adaptive decision-making frameworks. The rapid advancement of digital technologies, globalisation of governance standards, and increasing public accountability demands have transformed traditional administrative decision processes. Public institutions are now expected to demonstrate transparency, efficiency, and responsiveness in service delivery. Decision-making has therefore evolved from purely administrative processes to strategic governance tools that directly influence public value creation and sustainable development outcomes (Niu et al., 2021). In this regard, the effectiveness of public institutions largely depends on their ability to adopt structured and context-sensitive decision-making approaches.

In developing countries, decision-making effectiveness is often constrained by institutional weaknesses, limited data infrastructure, and bureaucratic rigidity. These challenges frequently lead to inefficient resource allocation, delayed implementation of development projects, and poor service delivery outcomes. Studies indicate that organisations lacking structured decision-making models experience higher operational inefficiencies and lower employee engagement levels (Siddiqua, Abaker, & Afnan, 2023). Consequently, strengthening decision-making frameworks has become a critical priority for public sector reforms in developing economies.

The introduction of devolved governance systems has further increased the complexity of decision-making in public administration. Devolution transfers political, fiscal, and administrative authority from central governments to local governments, creating new governance responsibilities and performance expectations. While decentralization aims to enhance citizen participation and local accountability, it simultaneously introduces governance challenges related to capacity, coordination, and resource management (World Bank, 2020). Effective decision-making models are therefore essential for enabling devolved governments to balance autonomy with accountability and service delivery effectiveness.

Furthermore, public sector organisations increasingly operate in dynamic environments characterized by socio-political influences, technological disruption, and economic uncertainties. These environmental complexities require public managers to integrate analytical, experiential, and participatory decision-making approaches. Research demonstrates that organisations adopting hybrid decision-making models that combine rational analysis with stakeholder engagement achieve superior governance outcomes (Latif et al., 2023). Understanding how these decision-making models influence organisational performance within devolved governance systems is therefore essential for improving public sector management effectiveness.

Decision-Making in Devolved Governance Systems

Devolved governance systems are designed to enhance democratic participation and improve service delivery by bringing governance closer to citizens. However, decentralization significantly transforms administrative decision-making structures by increasing the number of stakeholders involved in governance processes. County governments must coordinate decisions across political leadership, administrative departments, community stakeholders, and development partners. This multiplicity of actors often increases decision-making complexity and requires collaborative governance frameworks that promote consensus-building and stakeholder engagement (Hera et al., 2024). Without effective coordination mechanisms, devolved governance systems risk policy fragmentation and inefficient service delivery.

Additionally, devolved governments often operate under resource constraints, including limited technical expertise, inadequate data management systems, and financial limitations. These constraints significantly influence decision-making processes by forcing managers to rely on satisficing strategies rather than optimal solutions. Empirical studies indicate that local governments with limited data analytics capacity experience challenges in evidence-based policy formulation and project evaluation (Srinivas et al., 2024). Strengthening decision-making models within devolved governance systems therefore requires investment in data infrastructure, institutional capacity building, and participatory governance mechanisms that enhance decision effectiveness.

Kenya's 2010 Constitution introduced devolved governance through the establishment of 47 county governments responsible for local development planning, budgeting, and service delivery. While devolution enhanced local governance participation, many county governments continue to experience inefficiencies such as project delays, poor resource utilization, and governance accountability challenges (Latif et al., 2023). Turkana County Government operates within a complex socio-economic and geographical environment characterised by infrastructural limitations, dispersed population distribution, and limited technical capacity. These contextual challenges make effective decision-making crucial for improving service delivery outcomes.

Research Problem

Despite the existence of formal governance structures, Turkana County Government continues to experience performance challenges, including delayed development projects, budget overruns, and low employee engagement levels. Reports from governance oversight institutions suggest that these challenges may be linked to ineffective decision-making frameworks. Although devolved governance reforms have improved local government autonomy and citizen participation, several county governments in Kenya continue to experience persistent performance challenges. Reports indicate systemic weaknesses in decision-making processes within devolved governance structures. However, there remains limited empirical evidence identifying which decision-making models significantly influence organisational performance in devolved governance systems. This research gap limits the development of evidence-based policy interventions aimed at strengthening governance effectiveness at the county level. This study addresses this research gap by examining the influence of decision-making models on organisational performance within Turkana County Government.

Research Objectives

The study sought to:

- i. Examine the relationship between decision-making models and organisational performance.
- ii. Evaluate the predictive influence of decision-making models on performance indicators.
- iii. Assess the moderating effects of contextual factors on decision-making effectiveness.

Theoretical Contribution

This study makes three specific theoretical contributions. First, it extends contingency theory within devolved public governance by providing empirical evidence that the effectiveness of decision-making models is contingent on contextual factors, specifically organisational culture, time pressure, and data availability in a resource-constrained county government setting. Contingency theory holds that better organisational performance results from aligning organisational structure and decision processes with contextual factors, and empirical validation of this fit remains an important area of theoretical development (Hadiyanti et al., 2024). This study provides that empirical validation within Kenya's devolved governance context, where such evidence has previously been absent. Second, it advances bounded rationality theory by demonstrating that while satisficing behaviour accurately describes decision-making under institutional constraints, it does not independently predict organisational performance, a distinction between descriptive and normative theoretical application that has practical significance for public sector management in developing countries (Schwarz et al., 2022). Third, it contributes to collaborative governance theory by confirming that participatory decision-making is the strongest predictor of organisational performance in devolved public institutions, reinforcing the theoretical argument that democratic governance mechanisms produce measurable operational benefits beyond their normative value (Ahmad et al., 2023).

Literature Review

Decision-Making in Public Institutions and County Governments

Decision-making in public institutions is shaped by political accountability, citizen participation requirements, bureaucratic procedures, and resource constraints that distinguish it from private sector management (Schwarz et al., 2022). In Kenya's devolved system, county governments are responsible for planning, budgeting, and service delivery under the County Governments Act (2012a), making effective decision-making central to governance performance. Evidence shows that counties with structured decision-making mechanisms demonstrate stronger service delivery outcomes, while those without face persistent weaknesses such as budget overruns and project delays (Muwonge et al., 2022). In Turkana County, these challenges are further compounded by limited technical capacity, inadequate data systems, and infrastructural deficits that constrain evidence-based decision processes (Okeyo et al., 2023).

Decision-making models represent structured frameworks guiding managerial problem-solving and strategy formulation. The rational decision-making model is grounded in classical management theory and emphasises logical analysis, systematic evaluation of alternatives, and selection of optimal solutions based on objective data (Alhawamdeh & Alsmairat, 2019). The model assumes complete information availability and unlimited cognitive capacity. Its strength is promoting objectivity and accountability through transparent, auditable processes. Its weakness is that these assumptions are rarely met in public sector settings where information gaps and political pressures are common (Schwarz et al., 2022). It works best in stable, data-rich environments with clear accountability demands.

Studies indicate that rational decision-making enhances financial performance, operational efficiency, and strategic planning outcomes. The intuitive decision-making model is based on cognitive psychology and emphasises the role of experiential knowledge and pattern recognition in managerial judgment. Klein (1998) argues that intuitive decision-making is particularly effective in high-risk and time-constrained environments where analytical evaluation is impractical. Empirical studies demonstrate that intuitive decision-making enhances organisational flexibility and innovation capabilities (Sinnaiah et al., 2023). The model assumes experienced managers can translate tacit knowledge into sound judgment rapidly. Its strength is speed and adaptability in time-sensitive operational contexts. Its weakness is susceptibility to cognitive biases and experience-based errors. It works best in high-stakes, time-constrained settings where prolonged analysis is impractical (Klein, 1998).

Bounded rationality theory, proposed by Simon (1957), suggests that decision-makers operate within limitations such as incomplete information, limited cognitive capacity, and environmental uncertainty. Consequently, managers often adopt satisficing strategies rather than optimal solutions. While bounded rationality is practical in resource-constrained environments, excessive reliance on it may reduce organisational performance. The model assumes managers are goal-oriented but limited by institutional hierarchies and incomplete information (Schwarz et al., 2022). Its strength is descriptive realism, accurately reflecting how public sector managers decide under constraint. Its weakness is that satisficing does not systematically drive performance improvement, as it prioritizes adequacy over optimization. It is most relevant in resource-constrained public institutions, though excessive dependence on it risks suboptimal governance outcomes.

Collaborative decision-making emphasises stakeholder engagement, knowledge sharing, and participatory governance. Research demonstrates that collaborative decision-making improves transparency, organisational trust, and implementation success (Hera et al., 2024). The model assumes diverse stakeholder perspectives improve decision quality and generate broader implementation commitment. Its strength lies in building trust and legitimacy, aligned with Kenya's constitutional mandate for public participation in county planning and budgeting (Government of Kenya, 2010). Its limitation is that multi-stakeholder processes can be time-consuming and difficult to coordinate. It works best in governance contexts requiring democratic legitimacy and long-term implementation sustainability.

Organisational performance is a multidimensional construct encompassing financial and non-financial indicators. Financial indicators include ROI, profitability, and cost efficiency, while non-financial indicators include employee satisfaction, innovation, and operational efficiency (Niu et al., 2021). Effective decision-making improves resource utilization and service delivery outcomes.

Empirical studies confirm the relationship between decision-making models and organisational performance in public sector contexts. Al-Hashimi et al. (2022) found that procedural rationality and stakeholder participation positively predicted successful implementation of strategic decisions across 170 public sector decisions. At county government level in Kenya, structured planning approaches consistent with rational decision-making frameworks explain a significant proportion of variance in service delivery performance (Muwonge et al., 2022). Despite this growing evidence, research examining how these models influence performance specifically within devolved, resource-constrained county governments in sub-Saharan Africa remains limited, representing the gap this study addresses.

Organisational culture significantly influences decision-making effectiveness. Open and participatory organisational cultures promote innovation and collaborative governance (Siddiqua et al., 2023). Time pressure influences decision-making style by encouraging reliance on intuitive judgment (Srinivas et al., 2024). Data availability supports rational decision-making by enhancing analytical evaluation and forecasting accuracy (Latif et al., 2023). Decision-making effectiveness is further influenced by external socio-political and economic environments. Studies show that organisations operating in highly dynamic or resource-constrained environments benefit from hybrid models combining rational and intuitive approaches to enhance flexibility and responsiveness (Latif et al., 2023).

Decision-making in Kenya's devolved governance system is further shaped by planning, budgeting, and accountability obligations under the County Governments Act (2012a) and the Public Finance Management Act (2012b). Studies show that counties implementing rigorous budget monitoring demonstrate higher resource utilization efficiency, while those lacking structured accountability mechanisms experience persistent governance weaknesses (Okeyo et al., 2023). These contextual realities directly determine whether county governments can translate constitutional mandates into improved service delivery outcomes.

Methodology

This study employed a descriptive correlational research design to examine the relationship between decision-making models and organisational performance within Turkana County Government. The descriptive approach was chosen because it allows systematic observation and documentation of existing decision-making practices and performance outcomes without manipulating variables, providing a realistic understanding of organisational dynamics (Kothari, 2014). The correlational aspect enabled the study to establish the strength and direction of associations between different decision-making models, namely rational, intuitive, bounded rationality, and collaborative approaches. These models were examined in relation to key performance indicators including Return on Investment (ROI), operational efficiency, project success rate, and employee satisfaction.

The target population consisted of 420 managerial employees across various departments of Turkana County Government, all of whom are directly involved in policy formulation, project management, and administrative decision-making. To ensure representation across hierarchical levels and functional departments, the study employed stratified random sampling, which reduced selection bias and ensured proportional representation of managers from finance, human resources, planning, and service delivery units. Using Yamane's formula for finite populations, a sample size of 203 respondents was determined. A total of 199 valid responses were successfully collected, representing a response rate of 98%, which exceeds the typical threshold considered adequate for social science research.

Data collection was conducted using structured questionnaires designed with Likert-scale items to measure decision-making models, organisational performance, and contextual moderating factors. The instrument was adapted from previously validated empirical studies to enhance its content and construct validity. The questionnaire included sections on rational decision-making, intuitive decision-making, bounded rationality, collaborative decision-making, and organisational performance. These constructs were operationalised using items measuring the systematic evaluation of alternatives, reliance on experience under conditions of uncertainty, satisficing under constraints, stakeholder involvement in governance processes, and both financial and non-financial performance outcomes, respectively. Pre-testing of the instrument was conducted to refine clarity, relevance, and appropriateness of items for the local context.

To ensure reliability and validity, the questionnaire underwent rigorous evaluation. Reliability analysis using Cronbach's Alpha yielded an overall coefficient of 0.86, exceeding the recommended minimum of 0.70 and indicating high internal consistency (Mugenda & Mugenda, 2019). Content validity was ensured through expert review by scholars in public administration and organisational management, while construct validity was confirmed by aligning the items with established theoretical frameworks and operational definitions. Data analysis was performed using SPSS Version 28, employing descriptive statistics to summarise trends, Pearson correlation to explore relationships, multiple regression to test predictive influence, and moderated regression analysis to assess the effects of contextual factors on decision-making effectiveness. Statistical significance was evaluated at the 0.05 level.

Results

Data from 199 respondents were analysed using descriptive statistics, Pearson correlation, multiple regression, and moderated regression analysis. Statistical significance was set at $\alpha = .05$.

Respondents reported moderate to high use of rational ($M = 3.82$, $SD = 0.67$) and collaborative ($M = 3.70$, $SD = 0.71$) decision-making models. Intuitive decision-making was somewhat lower ($M = 3.45$, $SD = 0.74$), and bounded rationality recorded the lowest mean ($M = 3.10$, $SD = 0.80$). Organisational performance indicators averaged $M = 3.48$ ($SD = 0.61$), indicating moderate perceived performance across ROI, operational efficiency, project success rate, and employee satisfaction. All Cronbach's alpha values exceeded the 0.70 threshold, confirming adequate reliability of all constructs (Table 1).

Table 1: Descriptive statistics (means, SDs, Cronbach's α)

Construct (items)	M	SD	A
Rational decision-making (6 items)	3.82	0.67	.86
Intuitive decision-making (5 items)	3.45	0.74	.80
Collaborative decision-making (6 items)	3.70	0.71	.83
Bounded rationality / Satisficing (4 items)	3.10	0.80	.78
ROI (perceived) (3 items)	3.60	0.72	.81
Operational efficiency (4 items)	3.55	0.70	.82
Project success rate (3 items)	3.48	0.75	.79
Employee satisfaction (4 items)	3.30	0.78	.84
Composite Organisational Performance	3.48	0.61	.88
Data availability (3 items)	3.21	0.89	.79
Time pressure (3 items)	3.39	0.82	.77
Organisational culture – openness (4 items)	3.34	0.76	.81

Table 2 presents Pearson correlation coefficients between decision-making models and composite organisational performance. Rational ($r = .52$, $p < .01$) and collaborative ($r = .58$, $p < .01$) decision-making demonstrated strong positive associations with organisational performance. Intuitive decision-making showed a moderate positive correlation ($r = .36$, $p < .01$), particularly with employee-centred outcomes. Bounded rationality exhibited a weak, statistically non-significant correlation with composite performance ($r = .12$, $p > .05$), indicating that satisficing strategies are not meaningfully associated with improved organisational outcomes.

Table 2: Pearson correlation matrix

Variable	1	2	3	4	5
1. Rational	1.00				
2. Intuitive	.42**	1.00			
3. Collaborative	.55**	.48**	1.00		
4. Bounded rationality	.18*	.12	.15*	1.00	
5. Composite Performance	.52**	.36**	.58**	.12	1.00

* $p < .05$, ** $p < .01$

Additional findings:

- Rational → ROI: $r = .52^{**}$, $p < .001$
- Collaborative → Employee satisfaction: $r = .60^{**}$, $p < .001$
- Intuitive → Project success rate: $r = .40^{**}$, $p < .001$
- Bounded rationality → Composite performance: $r = .12$ (ns)

Table 3 presents the multiple regression results. The overall model was statistically significant, $F(4, 194) = 55.90$, $p < .001$, explaining 53.9% of the variance in organisational performance ($R^2 = .539$, Adjusted $R^2 = .528$). All β values cited in the narrative are standardised regression coefficients (β Std.), facilitating direct comparison of the relative predictive strength of each decision-making model. Collaborative decision-making was the strongest predictor ($\beta = .351$, $p < .001$), followed by rational decision-making ($\beta = .301$, $p < .001$). Intuitive decision-making also contributed significantly ($\beta = .167$, $p = .003$). Bounded rationality was not a statistically significant predictor ($\beta = .052$, $p = .172$).

Table 3: Regression coefficients predicting Composite Organisational Performance

Predictor	B (Unstd.)	SE B	β (Std.)	t	P
(Constant)	0.412	0.121	—	3.41	.001
Rational	0.287	0.042	.301	6.83	< .001
Intuitive	0.163	0.055	.167	2.96	.003
Collaborative	0.341	0.047	.351	7.26	< .001
Bounded rationality	0.048	0.035	.052	1.37	.172

The non-significant finding for bounded rationality warrants specific interpretation, particularly because bounded rationality is widely considered relevant in public sector settings where managers face limited information, time pressure, and resource constraints. While bounded rationality accurately describes how managers decide under constraint, its presence does not automatically translate into improved organisational performance — a critical distinction between descriptive reality and normative contribution (Schwarz et al., 2022). This finding is consistent with Pittenger et al. (2023), who found that satisficing strategies prioritize adequacy over optimization, thereby limiting their contribution to measurable performance improvement. Mahrinasari et al. (2021) similarly observed that satisficing without robust knowledge management systems yields inconsistent performance outcomes. In the Turkana County context, where managers routinely operate under data deficits, geographic isolation, and resource scarcity, bounded rationality likely represents the default operational mode. However, defaulting to satisficing alone is insufficient, deliberate investment in data systems, analytical capacity, and participatory governance structures is needed to elevate decision quality beyond satisficing thresholds and drive measurable performance improvement.

Table 4 presents the moderated regression interaction coefficients. Data availability significantly moderated the relationship between rational decision-making and performance ($\beta = .12$, $p = .018$), indicating that rational frameworks yield stronger performance benefits when data availability is higher. Time pressure moderated the relationship between intuitive decision-making and performance ($\beta = .10$, $p = .032$), confirming that intuition leads to better outcomes under high time-pressure conditions. Organisational culture moderated the relationship between collaborative decision-making and performance ($\beta = .15$, $p = .009$), showing that collaborative models produce greater gains in open and participative cultures. These findings confirm that no single decision-making model is universally superior, effectiveness depends on contextual conditions, consistent with contingency theory (Kalaitzi & Tsolakis, 2022; Latif et al., 2023).

Table 4: Summary of moderation interaction coefficients

Predictor $\times$ Moderator	Interaction β (Std.)	SE	t	P
Rational $\times$ Data Availability	.12	.05	2.37	.018
Intuitive $\times$ Time Pressure	.10	.04	2.16	.032
Collaborative $\times$ Org Culture (Openness)	.15	.05	2.64	.009

Discussion

The findings of this study confirm that structured and participatory decision-making frameworks significantly enhance organisational performance in devolved governance systems. The strong predictive influence of collaborative decision-making underscores the importance of stakeholder participation in public sector management. By involving employees, community representatives, and development partners in the decision-making process, county governments can foster transparency, trust, and knowledge sharing, which collectively contribute to improved service delivery outcomes (Hera et al., 2024). This highlights that participatory governance is not only a democratic imperative but also a practical tool for enhancing operational effectiveness.

The study also demonstrates that rational decision-making positively influences organisational performance, reinforcing the value of data-driven and evidence-based governance frameworks. Managers who systematically analyze alternatives and leverage data insights can optimise resource allocation, monitor project implementation, and improve strategic planning. Meanwhile, intuitive decision-making provides the necessary flexibility to respond to time-sensitive and complex situations where analytical evaluation may be impractical. Together, these findings suggest that different decision-making models serve complementary roles, with rational approaches providing structure and accountability, and intuitive approaches enhancing adaptability and responsiveness.

Moreover, the study highlights the moderating role of contextual factors, such as organisational culture, time pressure, and data availability, in shaping decision-making effectiveness. These results align with contingency decision-making theory, which posits that optimal decision outcomes depend on the alignment between managerial approaches and environmental conditions. Integrating analytical, experiential, and participatory decision-making strategies allows public sector institutions to navigate resource constraints, stakeholder complexity, and dynamic socio-economic environments effectively. Collectively, these insights indicate that a hybrid, context-sensitive approach to decision-making is crucial for enhancing governance performance in devolved public institutions.

Conclusion

This study demonstrates that decision-making models significantly influence organisational performance within devolved governance systems. Rational and collaborative decision-making frameworks were found to be particularly effective, while intuitive decision-making provides flexibility in time-constrained situations, and bounded rationality has a more limited effect. These findings highlight the importance of adopting structured, evidence-based, and participatory approaches to decision-making to enhance public sector performance and service delivery outcomes.

Integrated decision-making frameworks that combine analytical rigor, experiential judgment, and stakeholder engagement are essential for optimizing governance effectiveness. Contextual factors such as organisational culture, data availability, and time pressure moderate the impact of these models, underscoring the relevance of contingency theory in public administration. Furthermore, robust data infrastructure and digital decision-support systems enhance the capacity of managers to make informed decisions, monitor project progress, and allocate resources efficiently, while participatory governance mechanisms strengthen transparency, accountability, and stakeholder trust.

Practically, the study suggests that county governments should invest in managerial capacity building, institutionalize collaborative decision-making processes, and develop data-driven systems to support evidence-based governance. These recommendations align with Kenya's existing administrative reform frameworks: the County Integrated Development Plans (CIDPs) under the County Governments Act (2012a) provide structured planning cycles through which rational and collaborative decision-making can be embedded, while the Public Finance Management Act (2012b) reinforces accountability obligations requiring evidence-based budgeting at the county level. By anchoring decision-making improvements within these legislative frameworks, public sector institutions can improve operational efficiency, resource utilization, and overall performance, contributing to the broader goals of Kenya's devolved governance agenda.

Declarations

Conflict of Interest: The author declares no conflict of interest in the conduct of this study or the preparation of this manuscript.

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Ethical Approval: This study was conducted in accordance with ethical principles governing research involving human participants. Informed consent was obtained from all respondents prior to data collection, and participation was voluntary and anonymous.

Data Availability: The data that support the findings of this study are available from the corresponding author upon reasonable request.

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