

**MANAGEMENT DECISION MAKING AND ORGANIZATIONAL PERFORMANCE
OF NAIROBI CITY COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
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DECLARATION

This research project is my original work and has not been submitted for a degree at any other university.

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This research project has been submitted for examination with my approval as the Management University of Africa supervisor.

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David Kanyanjua

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DEDICATION

I dedicate this study to my husband Jeremiah and my daughters Erica and Kesa.

ACKNOWLEDGEMENT

First and foremost, I would like to acknowledge God Almighty for His guidance and blessings throughout the completion of this study. I wish to extend my heartfelt appreciation to my supervisor, David Kanyanjua, whose invaluable guidance was pivotal in the completion of this study. I would also like to express my gratitude to the administration of Nairobi City County for granting me the opportunity to conduct this research. Lastly, my sincere thanks to the Management University of Africa administration for providing the essential resources that facilitated the development of this research project.

ABSTRACT

This study investigated the influence of management decision-making on organizational performance of Nairobi City County. The specific objectives of the study are to examine how decision making styles, availability of information, organizational structure and organizational culture affect organizational performance at Nairobi City County. The findings will be beneficial not only to the CEOs of Nairobi City County but also to CEOs in other counties. Additionally, the study will provide managers with insights into improving their management decision-making processes and styles. This study is based on three theories: Schein's theory, Open Systems Theory, and Transformational Leadership Theory. Schein's theory serves as the anchor theory. A descriptive research design was employed, as it is effective for describing variables without researcher influence. 180 employees from different organizational departments made up the target population. The population was divided into strata using a stratified random sample design, which increased the accuracy of the sampling procedure. Thirty percent of the target population, or 54 responders, made up the sample. The main instrument for gathering data were questionnaires. Both quantitative and qualitative methodologies was used to analyze the data in light of the study topics. Tables and charts were used to present the data, making it easier to understand the findings. The findings of this study underscore the importance of effective decision-making styles, availability of information, organizational structure, and culture in enhancing organizational performance. The predominance of the democratic decision-making style suggests that involving employees in decision-making fosters a sense of ownership and commitment, leading to improved performance outcomes. The regression theory shows that all four independent variables are significant predictors of organizational performance, with p-values less than 0.05. This indicates that decision-making styles, availability of information, organizational structure, and organizational culture all have a positive impact on organizational performance. The coefficients suggest that organizational culture has the most substantial effect ($\beta = 0.345$), followed closely by decision-making styles ($\beta = 0.320$). This finding emphasizes the critical role of a supportive culture and effective leadership in driving performance outcomes. In conclusion, the study highlights the positive impact of democratic and coaching decision-making styles on organizational performance in Nairobi City County. These styles promote employee involvement, innovation, and skill development, which are essential for improving efficiency and achieving organizational goals. The findings corroborate the literature, which consistently emphasizes the value of participative leadership in enhancing both employee satisfaction and performance. The study recommended that Nairobi City County should focus on strengthening its organizational culture by fostering shared values and promoting open communication. Leadership at all levels should be trained to theory the organization's values and vision, ensuring that employees feel connected to the organization's goals.

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LIST OF ACRONYMS AND ABBREVIATION

ANOVA	Analysis of Variance,
MCDA	Multi-Criteria Decision Analysis
MCDM	Multi-Criteria Decision Making

OPERATION DEFINITION OF TERMS

Decision making styles	Decision-making styles refer to the characteristic ways in which individuals gather and evaluate information, as well as make choices among alternative courses of ac
Decision Support Systems	Computer systems designed to assist in evaluating alternative actions.
Management	The practice of coordinating people to achieve desired goals and objectives by utilizing available resources efficiently and effectively.
Organizational Structure	Consists of actions like assigning tasks, coordinating, and supervising others in order to accomplish organizational goals.
Organizational Performance	The ability of an organization to use its resources effectively and efficiently to accomplish its goals and objectives is referred to as organizational performance.
Management Decision Making	Management decision-making is the process by which managers identify, analyze, and choose among various alternatives to resolve problems and achieve organizational goals. It involves systematic steps such as problem identification, information gathering, evaluation of options, and selecting the best course of action.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter contains the background of the study, statement of the problem, objectives, and research questions, significance of the study, scope and summary.

1.1 Background of the Study

Organizational performance refers to the effectiveness with which an organization meets its goals and objectives while optimizing its use of resources. It serves as a key indicator of an organization's success, encompassing various aspects such as financial outcomes, operational efficiency, customer satisfaction, and employee engagement. High organizational performance is critical for long-term competitiveness and survival in dynamic markets. Various factors influence organizational performance, including leadership, strategy, culture, and, importantly, decision-making processes (Richard et al., 2019). Decision-making is a fundamental aspect of management and organizational success. The process of decision-making involves identifying and selecting options that align with an organization's values, interests, and goals (Eisenhardt & Zbaracki, 1992). Understanding the complexities and factors influencing decision-making has been a subject of extensive research in the field of management. The significance of effective decision-making cannot be overstated, as it directly impacts an organization's ability to navigate challenges and seize opportunities in an increasingly competitive landscape.

At the global level, the 21st century has seen a significant shift in how management and decision-making are perceived. Researchers continue to highlight the importance of strategic decision-making as a critical factor in the evolution of management as a distinct field. For example, Grant (2022) emphasizes that in today's complex and fast-changing business environment, the ability to make informed and timely strategic decisions is crucial for maintaining a competitive advantage. This evolving landscape necessitates a deeper understanding of not only the decision-making processes themselves but also the underlying factors that drive these decisions.

Kim and Lee (2021) explored the relationship between leadership styles and strategic decision-making in Asian companies, particularly focusing on South Korea and Japan. Their study found that firms in these countries often prioritize long-term strategic planning over frequent innovation, leading to more consistent implementation and reduced external influences. This approach contrasts with more reactive strategies observed in Western companies, emphasizing stability and gradual growth. The cultural context in which these companies operate plays a significant role in shaping their decision-making processes. In many Asian cultures, hierarchical structures and collective decision-making are prevalent, which can foster a sense of unity but may also slow down the speed of decision-making.

In Europe, Schmidt and Bauer (2020) conducted research on strategic decision-making processes within German and Scandinavian firms. They observed that European companies tend to adopt a more inclusive and consultative approach, involving a broad range of stakeholders in the decision-making process. This method not only enhances the robustness of strategies but also ensures that they are adaptable to changes in the external environment. European firms are noted for balancing long-term planning with innovation, which allows them to remain competitive while maintaining strategic consistency. The emphasis on stakeholder engagement reflects a growing recognition of corporate social responsibility and the importance of sustainable practices in decision-making.

In the United States, Johnson and Anderson (2023) examined the strategic decision-making practices of American technology companies. Their research revealed that these firms often prioritize agility and innovation in their decision-making processes. Unlike their Asian counterparts, American companies tend to adapt their strategies more frequently to respond to market changes and technological advancements. However, this approach also poses challenges, such as the risk of strategic inconsistency. The study highlighted the increasing reliance on data analytics and artificial intelligence in American companies' strategic decisions, which enhances their ability to quickly pivot in response to new information. This reliance on technology underscores the importance of data-driven decision-making in contemporary management practices, where real-time insights can significantly influence outcomes.

Moving to the regional level, studies on management decision-making across various African countries have emphasized the impact of internal and external factors unique to the continent. For

instance, in Ghana, Amoako and Dartey-Baah (2022) highlighted the influence of leadership style and cultural norms on strategic decision-making within public institutions. They found that the collectivist culture in Ghana often leads to a consensus-driven approach, which, while inclusive, can sometimes slow down the decision-making process. This cultural inclination towards consensus can be both a strength and a weakness; while it fosters collaboration and unity, it may also hinder timely responses to urgent challenges. In Nigeria, Adebayo and Ojo (2021) explored the challenges of resource availability and internal politics in the decision-making processes of government agencies. Their study revealed that conflicting interests and limited resources frequently hinder effective strategy implementation, resulting in inefficiencies and delays. The political landscape in Nigeria adds another layer of complexity, as decisions are often influenced by political affiliations and power dynamics, which can lead to suboptimal outcomes for governance and public service delivery.

Similarly, Mugisha and Kamugisha (2020) examined the decision-making processes in Uganda and Tanzania. They found that while both countries have made strides in utilizing information technology to support decision-making, issues such as poor communication and uncommitted leadership continue to undermine the effectiveness of these processes. The researchers recommended enhancing leadership commitment and aligning IT infrastructure with organizational objectives to overcome these challenges. This highlights the critical role of leadership in fostering an environment conducive to effective decision-making, where technology can be leveraged to enhance rather than hinder processes.

At the local level, in Kenya, particularly in Nairobi City County, these broader continental challenges are also evident. Nairobi, being the capital and largest city, faces numerous management challenges, including those related to effective decision-making processes. Manyarikiy, Ngumo, and Obare (2006) and Mutua, Ngui, and Osiemo (2020) have documented the impact of factors such as leadership style, resource availability, cultural norms, organizational structure, internal politics, and the use of information technology on decision-making in Kenyan organizations. These studies identified significant weaknesses, including uncommitted leadership, limited resources, conflicting interests, and poor communication, as key obstacles to successful strategy implementation.

In a more recent study, Odhiambo and Kamau (2021) focused on the decision-making processes within Nairobi City County. They found that political interference, lack of resources, and poor communication were major hindrances to effective decision-making. The study also highlighted the need for improvements in the county's organizational structure and leadership styles to enhance management effectiveness. Odhiambo and Kamau emphasized the importance of adopting a more inclusive and transparent approach, noting that the county's decision-making was often dominated by political interests, which led to a lack of accountability and suboptimal outcomes for the citizens. The challenges faced by Nairobi City County are reflective of a broader trend observed in many urban centers across Africa, where rapid population growth and urbanization exert pressure on local governance structures. As cities expand, the complexity of decision-making increases, necessitating innovative approaches that can accommodate diverse stakeholder interests (Odhiambo and Kamau (2021)). Collaborative governance theories, which involve partnerships between government, private sector, and civil society, have emerged as potential solutions to enhance decision-making processes in urban settings. These theories can facilitate dialogue and cooperation, ensuring that a wider array of perspectives is considered in the decision-making process.

Furthermore, the integration of technology in decision-making processes is becoming increasingly important across all regions. The rise of digital platforms and data analytics offers opportunities for organizations to enhance their decision-making capabilities. In Kenya, for instance, the government has initiated several e-governance projects aimed at improving service delivery and transparency. By harnessing technology, decision-makers can access real-time data, streamline processes, and engage citizens more effectively. However, the successful implementation of such initiatives requires a concerted effort to build digital literacy among leaders and stakeholders, ensuring that technology is utilized effectively. The landscape of decision-making in management is shaped by a multitude of factors that vary across different regions and contexts. From the hierarchical structures prevalent in Asian firms to the agile and innovative approaches of American technology companies, each region exhibits unique characteristics that influence decision-making processes. In Africa, the interplay of cultural norms, political dynamics, and resource availability presents both challenges and opportunities for effective decision-making. As organizations navigate this complex terrain, the importance of inclusive, transparent, and data-driven decision-making cannot be overstated. By

fostering collaboration and leveraging technology, organizations can enhance their decision-making capabilities, ultimately leading to improved outcomes and greater organizational success.

Decision-making processes differ significantly based on cultural norms and organizational practices. For example, in Asian countries, hierarchical structures are often prevalent, where decision-making authority is concentrated at the top levels of management. This approach reflects the values of respect for authority and collectivism, where decisions may take longer due to the need for consensus among leaders (Kim & Lee, 2021). In contrast, American technology companies tend to adopt more agile and innovative decision-making strategies. These organizations encourage rapid decision-making and adaptability, which allows them to respond quickly to market changes and technological advancements (Johnson & Anderson, 2023). This global contrast highlights how cultural influences shape managerial decision-making practices.

The African continent presents a unique context for decision-making. Factors such as cultural norms, political dynamics, and resource availability play crucial roles in shaping the decision-making landscape. For instance, in West Africa, the impact of traditional leadership structures and communal decision-making can lead to inclusive but sometimes slower decision processes (Amoako & Dartey-Baah, 2022). Conversely, in East Africa, particularly in countries like Kenya and Uganda, organizations are increasingly recognizing the importance of data-driven and participatory decision-making approaches, despite facing challenges such as political instability and resource constraints (Odhiambo & Kamau, 2021). These regional variations underscore the complexities of decision-making in Africa, where different cultural and political contexts influence how decisions are made.

Within urban centers like Nairobi City County, decision-making processes are influenced by local governance structures, political dynamics, and the availability of resources. The interplay of political interference and bureaucratic challenges can hinder effective decision-making, often leading to inefficiencies in service delivery (Mutua, Nguni, & Osiemo, 2020). Additionally, fostering a culture of open communication and collaboration within local organizations can enhance decision-making capabilities. By involving community stakeholders and leveraging technology for real-time data access, local governments can improve their decision-making processes and respond more effectively to the needs of their citizens (Mugisha & Kamugisha, 2020).

1.1.1 Decision making styles

According to Robbins and Coulter (2017), decision-making styles refer to the characteristic ways in which individuals gather and evaluate information, as well as make choices among alternative courses of action. Luthans and Davis (2018) define decision-making styles as the consistent patterns of behavior that individuals use when making decisions, which are influenced by their personality, values, and cognitive abilities. Bazerman and Moore (2019) describe decision-making styles as the different approaches that individuals use to process information, including intuitive, analytical, directive, and behavioral styles.

Bazerman and Moore (2019) categorize decision-making styles into four primary approaches: intuitive, analytical, directive, and behavioral. Each style has its strengths and weaknesses. The intuitive style, often fast and based on instinct, can be effective in rapidly changing environments but may overlook critical data. The analytical style, which emphasizes thorough analysis and logical reasoning, is beneficial for complex decisions but can be time-consuming. The directive style focuses on efficiency and quick decision-making, while the behavioral style prioritizes collaboration and consensus, which can enhance team dynamics but may slow down the decision process.

Understanding these styles is particularly relevant for Nairobi City County, where diverse decision-making approaches can impact service delivery and governance. By recognizing the predominant decision-making styles among staff, the county can tailor training programs to enhance decision-making capabilities, ensuring that decisions are well-informed and aligned with organizational goals.

1.1.2 Availability of information

Availability of information refers to the accessibility and readiness of data and knowledge necessary for decision-making within an organization. It encompasses the extent to which relevant, accurate, and timely information is provided to employees and stakeholders, enabling them to perform their tasks effectively and make informed decisions. Wang and Wang (2020) highlight that the availability of information plays a crucial role in enhancing organizational performance, as it empowers employees to understand their roles, responsibilities, and the broader organizational

context. García-Peñalvo et al. (2019) define information availability as “the extent to which individuals in an organization can access and utilize information for decision-making.” This definition underscores the significance of information flow and transparency in fostering a conducive work environment where employees can act based on relevant data.

Another perspective is provided by Chen and Zhang (2022), who describe information availability as “the degree to which information is present and can be effectively used by individuals and teams to facilitate knowledge sharing and collaboration.” This definition emphasizes not only the accessibility of information but also its role in promoting communication and collaboration among employees. For the purpose of this study, the definition adopted will be Wang and Wang's (2020) characterization of availability of information as the accessibility and readiness of data and knowledge necessary for decision-making within an organization. This definition is particularly relevant for understanding how information availability influences decision-making processes and overall organizational effectiveness within Nairobi City County.

1.1.3 Organizational Structure

Organizational structure refers to the way in which tasks are divided, grouped, and coordinated within an organization. It establishes a framework that outlines the roles and responsibilities of employees, the relationships between different parts of the organization, and the hierarchy that governs decision-making and authority. As Jones (2010) notes, organizational structure significantly influences how effectively an organization can respond to changes in its environment and achieve its strategic goals. Robinson and Judge (2019) define organizational structure as “the formal arrangement of jobs within an organization.” This definition emphasizes the importance of clearly defined roles, responsibilities, and reporting relationships, which are essential for ensuring that tasks are completed efficiently and that resources are allocated effectively.

A third perspective is provided by Daft (2016), who describes organizational structure as “the way an organization arranges its people and its jobs to accomplish its goals.” This definition highlights the strategic aspect of structure, emphasizing that it must be designed to facilitate the achievement of the organization’s objectives and adapt to its operating environment. For the purpose of this study, the definition adopted will be Daft’s (2016) characterization of organizational structure as

“the way an organization arranges its people and its jobs to accomplish its goals.” This definition underscores the importance of aligning the organizational structure with strategic objectives, which is crucial for enhancing operational efficiency and effectiveness within Nairobi City County.

1.1.4 Organizational Culture

Organizational culture refers to the shared values, beliefs, and norms that shape employee behavior and influence how work is done within an organization. Edgar (2010) emphasizes the shared nature of assumptions, values, and beliefs that mold employee behavior and are passed down through generations. This cultural foundation can significantly impact employee engagement, morale, and overall organizational performance. Stephen and Timothy (2019) define organizational culture as a shared system of meaning that guides individual behavior, encompassing attitudes, values, and norms. A strong culture can foster a sense of belonging and commitment among employees, leading to higher levels of motivation and productivity. Conversely, a weak or toxic culture can result in disengagement, high turnover rates, and decreased performance.

A third perspective is provided by Deal and Kennedy (2000), who define organizational culture as “the way we do things around here.” This definition highlights the practical, everyday actions and behaviors that characterize an organization, emphasizing the importance of observable practices and rituals in shaping organizational identity and employee interactions. For the purpose of this study, the definition adopted will be Stephen and Timothy’s (2019) characterization of organizational culture as a shared system of meaning that guides individual behavior, encompassing attitudes, values, and norms. This definition captures the dynamic nature of culture and its direct influence on employee behavior, engagement, and productivity, making it particularly relevant to understanding the context of Nairobi City County.

1.1.5 Organizational Performance

Organizational performance refers to the extent to which an organization achieves its goals and objectives effectively and efficiently. It encompasses various dimensions, including financial performance, operational efficiency, employee satisfaction, and customer satisfaction. According to Dess and Robinson (2018), organizational performance can be assessed through a combination of financial metrics (such as profit margins and return on investment) and non-financial metrics

(such as employee engagement and customer loyalty). Kaplan and Norton (1992) define organizational performance as “the ability of an organization to achieve its goals and objectives.” This definition emphasizes the importance of goal attainment and underscores the multifaceted nature of performance, which includes both quantitative and qualitative measures.

Another perspective is provided by Opatha and Arambewela (2012), who describe organizational performance as “the extent to which an organization meets its goals and objectives while utilizing resources effectively.” This definition highlights the relationship between an organization’s objectives and the actual outcomes, emphasizing the need for alignment between strategic goals and performance measurement. For the purpose of this study, the definition adopted will be Dess and Robinson's (2018) characterization of organizational performance as the extent to which an organization achieves its goals and objectives effectively and efficiently. This definition reflects the comprehensive nature of performance assessment, which is crucial for understanding the dynamics of performance within Nairobi City County.

1.1.6 Nairobi City County

Nairobi City County (NCC) is tasked with providing high-quality services that are accessible, affordable, and sustainable, while encouraging community involvement and cultivating a safe environment that supports political, social, and economic advancement. This mandate encompasses a range of services that were transferred from the national government and were formerly rendered by the now-defunct City Council (NCG, 2017). The county's role is multifaceted, involving not only service delivery but also governance, policy implementation, and community engagement. These responsibilities are critical for fostering a vibrant urban environment that meets the diverse needs of its residents.

The Nairobi City County fulfills its responsibilities through two main branches: the executive and the assembly. The executive arm, led by the Governor, focuses on policy creation and implementation. It comprises the County Executive Committee, the County Public Service Board, and various departments, such as the City Inspectorate and Investigations, alongside advisory bodies. This structured approach enables the county to implement policies effectively and respond to the evolving needs of its constituents. The Governor plays a pivotal role in steering the county's

agenda, ensuring that the executive functions efficiently to deliver services that align with community expectations.

On the other hand, the County Assembly serves as the legislative body responsible for crafting laws that govern activities within the county and ensuring oversight of the executive. Its composition includes the Speaker, members elected from wards by registered voters, a contingent of special seat members to uphold gender balance, and representation from marginalized groups, including persons with disabilities and youth (CoK, 2010). This diverse representation is crucial for ensuring that the voices of all community members are heard in decision-making processes. By incorporating various perspectives, the County Assembly can create more inclusive policies that reflect the needs and aspirations of Nairobi's diverse population.

Decision-making within Nairobi City County involves identifying, analyzing, and selecting from alternative courses of action to meet county objectives. Effective decision-making in NCC hinges on balancing these inputs alongside a commitment to transparency, accountability, and ethical conduct. The complexity of urban governance necessitates a systematic approach to decision-making that considers various factors, including socio-economic dynamics, community feedback, and resource allocation. Utilizing tools like data analytics, stakeholder consultation, and risk management frameworks can significantly enhance the decision-making process, ensuring that choices are informed and aligned with the county's strategic goals.

Data analytics plays a vital role in modern governance, allowing the county to gather and analyze information on service delivery, resource utilization, and community needs. By leveraging this data, decision-makers can identify trends, assess performance, and allocate resources more effectively. Stakeholder consultation further enriches the decision-making process by incorporating the insights and experiences of community members, civil society organizations, and private sector actors. Engaging stakeholders fosters a sense of ownership and accountability, as citizens feel their contributions are valued and considered.

Moreover, the commitment to transparency and ethical conduct is essential for building trust between the county government and its citizens. By openly communicating decisions, processes, and outcomes, Nairobi City County can enhance its legitimacy and effectiveness in serving the

public good. This transparency not only empowers citizens but also holds decision-makers accountable for their actions, thereby reducing the potential for corruption and mismanagement.

Ultimately, this holistic approach to decision-making improves operational efficiency while fostering trust and collaboration between the county government and its citizens. By prioritizing stakeholder engagement and transparency, Nairobi City County can enhance its legitimacy and effectiveness in serving the public good, leading to improved outcomes for the community. As Nairobi continues to grow and evolve, the need for adaptive and responsive governance becomes increasingly critical. Through effective decision-making, the county can navigate challenges, seize opportunities, and work towards a sustainable future that benefits all its residents.

1.2 Statement of the Problem

Effective decision-making implementation is crucial for an organization's success, extending beyond just making sound decisions to the processes that ensure these decisions lead to intended outcomes. Rajasekar (2014) argues that even the most well-thought-out decisions require effective implementation mechanisms to have a meaningful impact. This phase determines whether strategic intentions yield the anticipated results. Herbiniak (2016) identifies several barriers to successful implementation, such as the quality of the strategic plan, the adequacy of resources, and alignment with the organization's structure, leadership, and culture. In public organizations, implementation challenges are particularly consequential, affecting not only organizational performance but also public welfare and trust. Omondi et al. (2019) found that factors such as policy regulations, managerial competency, and resource allocation significantly influence implementation outcomes. A disconnect between decision-making and implementation often results in resource wastage and lost opportunities, highlighting the need for public sector executives to prioritize actionable follow-through on strategies.

Despite extensive research on decision-making and implementation within Western organizational contexts, limited attention has been given to these processes within African public sector organizations, particularly in Kenya. Although some studies address decision-making in Kenyan organizations, especially in the context of private and public sectors (Abdalla, Kurendi, Nabwire et al., 2013-2021), there is a notable lack of data specifically examining how management decisions impact performance at the county level in Kenya. Since the introduction of Kenya's devolved

governance structure under the new constitution, which aimed to strengthen local governance (Omari et al., 2021), concerns have emerged regarding decision-making effectiveness within counties. Factors such as decision-making styles, access to relevant information, and organizational structure (Bantel & Osborn, 2016) are frequently cited as potential obstacles to effective implementation of strategic plans within counties. In Nairobi City County, the current state of management decision implementation reveals a substantial gap between strategy and execution. According to data from the Kenya Institute for Public Policy Research and Analysis (KIPPRA, 2023), only 43% of Nairobi City County's strategic initiatives are fully implemented, compared to an average of 65% in counties with higher implementation success rates, such as Kiambu and Machakos. This implementation gap is further illustrated by Nairobi City County's budget execution reports, which reveal that approximately 38% of planned initiatives were either delayed or left incomplete in 2022, largely due to unclear roles, insufficient training, and communication breakdowns.

Additionally, public opinion surveys, such as those conducted by Afrobarometer (2023), indicate that 72% of Nairobi County residents express dissatisfaction with local government responsiveness, citing unmet needs in service delivery, infrastructure, and community development initiatives. This statistic underscores a critical gap in meeting public expectations, highlighting the need for effective managerial engagement and strategic alignment in decision implementation within the county. This study sought to fill this gap by examining the specific ways in which managerial decision-making processes in Nairobi City County influence organizational performance. By focusing on the unique challenges faced in the public sector and the nuances of Nairobi's organizational structure and culture, this research aims to provide actionable insights. The goal is to bridge the gap between strategic decision-making and successful implementation, thereby contributing to enhanced governance and service delivery in the region.

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study is to explore the effect of management decision-making on the organizational performance of Nairobi City County.

1.3.2 Specific objectives

- i. To investigate how decision-making styles affects organizational performance of Nairobi County.
- ii. To assess how availability of information affects organizational performance of Nairobi City County.
- iii. To assess the influence of organizational structure on the performance of Nairobi City County.
- iv. To examine how organizational culture affect the performance of Nairobi City County.

1.4 Research Questions

The study was guided by the following research questions:

- i. How does decision making styles affect organizational performance of Nairobi City County?
- ii. To what extent does availability of information affect organizational performance of Nairobi City County?
- iii. How does the organizational structure play on the organizational performance of Nairobi City County?
- iv. How does the organization culture affect the organizational performance of Nairobi City County?

1.5 Significance of the Study

The study on management decision-making and its impact on organizational performance in Nairobi City County holds significant academic and practical value. The research findings will contribute to the existing body of knowledge on this critical topic, which has received limited attention in the Kenyan public sector context. From an academic perspective, the study will provide valuable insights that can be utilized by scholars to further explore the complexities of managerial decision-making in other Kenyan counties. The research will serve as a reference point for future studies on similar themes, enabling academicians to build upon the findings and expand the understanding of this subject matter. Additionally, the study will highlight noteworthy linkages that warrant further investigation, particularly those related to improving institutional organizational performance and managerial decision-making processes.

The practical implications of this study are equally important. The findings will directly benefit the leadership and management of Nairobi City County, providing them with a deeper understanding of the factors that influence decision-making and the challenges associated with effective implementation. This knowledge can inform the development of more robust decision-making frameworks and strategies, ultimately enhancing the county's overall performance and service delivery to its citizens.

Moreover, the insights gained from this research will be valuable for other county governments in Kenya. The study will offer guidance to managers and decision-makers in these counties, helping them to improve their own management decision-making processes and organizational performance. By sharing the lessons learned and best practices identified, the study can contribute to the broader improvement of public sector management in Kenya.

1.6 Scope of the Study

The purpose of this study was to look into the elements that influence managerial decision-making in Nairobi City County. The study was conducted in Nairobi City County, which is located in South-Central Kenya, approximately 140 kilometers (87 miles) south of the Equator. The county is surrounded by 113 square kilometers (70 square miles) of diverse landscape, including plains, cliffs, and woods that include Nairobi National Park. It is located near to the eastern side of the Rift Valley, with the Ngong Hills to the west. The study involved a target population of 180 individuals drawn from various departments within the organization, such as procurement, IT, administration, maintenance, accounts, and support staff. The study took place from February 2024 to November 2024.

1.7 Chapter Summary

A foundation for the study is provided by the first chapter, which includes background data, a description of the subject matter problem, study goals, questions for investigation, significance, dimension, and an overview of the remaining chapters. It also outlines the structure of the paper and sets the stage for further exploration. The subsequent chapter delves into an extensive review of literature concerning the factors influencing management decision-making within Nairobi City County.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter comprises the theoretical literature review, empirical literature review, a synopsis of knowledge gaps, conceptual framework, operationalization of research variables, and a summary of the chapter.

2.1 Theoretical Literature Review

This study explores the concept of performance management through the lens of three prominent theories: Schein's theory, Open Systems Theory, and resource based Theory. Schein's theory serves as the anchor theory, providing the foundation for understanding how organizational culture shapes performance management practices

2.1.1 Schein's theory

Edgar Schein's theory of organizational culture, which emerged in the 1980s, remains a foundational theory for understanding how culture influences behavior within organizations. Schein's interest in culture did not develop suddenly; it was built on his earlier work on career anchors in the mid-1970s, where he explored how individual values aligned with career decisions (Schein, 1978). His work on organizational culture sought to explain variations in behavior across organizations, emphasizing that culture is not a static entity but a dynamic force that evolves as groups face challenges and interact with their environment (Schein, 1985). This view of culture as adaptive makes Schein's theory especially relevant in today's shifting work environments, where factors like remote work and diversity are increasingly central.

Schein's (1999) theory defines organizational culture as a set of shared assumptions developed over time as a group learns to cope with internal integration and external adaptation. These assumptions are tested and proven to work, becoming the norms that are passed on to new members. According to Schein (1999), culture is largely unconscious, acquired through collective experiences, and deeply embedded in organizational behavior. His theory presents culture as a powerful force that shapes the organization's decision-making, internal processes, and external strategies. Schein's

focus on these deep-rooted cultural assumptions differentiates his theory from others that merely explore surface-level cultural traits.

Schein (1999) proposed a three-layered theory to explain the structure of organizational culture. The first level is artifacts, which include visible and tangible elements of an organization, such as office layout, dress codes, and behavior patterns. Artifacts provide insights into an organization's culture, but Schein cautioned that they only represent the surface level and can be misleading if not considered alongside deeper cultural layers (Schein, 1999). For instance, a company with an open-office design may appear to value collaboration, but without analyzing underlying values and assumptions, this artifact might not reflect the organization's true cultural dynamics. Researchers like Hatch (2018) have built on this by stressing that artifacts are symbolic representations that interact with deeper cultural elements.

At the second level, Schein (1999) identified espoused values, or the stated norms, values, and principles that guide behavior in organizations. These can be found in mission statements, policies, and leadership speeches. While espoused values reflect what the organization claims to prioritize, Schein emphasized that they do not always align with actual behaviors. A company might claim to value innovation, but if its decision-making processes are risk-averse, there is a clear misalignment between stated values and operational reality (Schein, 1999). Scholars like Argyris and Schön (1996) have supported this idea, noting that there is often a gap between what organizations say they believe and how they act, which can lead to issues in trust and organizational performance.

The third and deepest layer of Schein's theory is basic underlying assumptions, which are unconscious beliefs that truly drive organizational behavior. These assumptions are so ingrained that they are rarely questioned and are difficult to change. They shape how members of the organization perceive the world, make decisions, and interact with each other (Schein, 1999). For example, a tech company might have an underlying assumption that success depends on constant innovation, influencing employees to push boundaries and take risks. These assumptions are the most difficult to identify and alter, but they are critical for understanding an organization's culture. Denison and Mishra (1995) further emphasized the importance of these underlying assumptions, arguing that they are the foundation for long-term organizational effectiveness and change.

Schein's theory has been particularly influential in the field of change management, where altering organizational culture is often a key challenge. He argued that to successfully change an organization, leaders must first understand the existing culture, particularly the basic assumptions that drive behavior (Schein, 1999). Change initiatives that focus only on superficial levels, like altering artifacts or espoused values, are likely to fail if they do not address the deeper cultural assumptions (Kotter & Heskett, 2011). For project managers, this means that efforts to introduce new processes or technologies must be accompanied by strategies that address the underlying cultural beliefs that could resist such changes.

Despite its significant influence, Schein's theory has faced criticism for oversimplifying the complexities of modern organizational culture. Critics argue that the theory's focus on a single dominant culture overlooks the existence of subcultures within larger organizations (Martin, 2002). In response, Schein acknowledged this critique in his later work, arguing that subcultures can indeed coexist within larger organizational systems, particularly in global companies where different departments, regions, or teams may develop their own cultural norms (Schein, 2010). He also expanded his theory to account for national culture and the role of leaders in shaping and sustaining organizational culture, as seen in his collaborations with Peter Schein on leadership and culture (Schein & Schein, 2017).

In his later work, Schein also integrated the role of emotions in organizational culture, addressing an aspect that had been underexplored in his earlier theory. He argued that emotions are deeply intertwined with cultural dynamics, influencing how individuals experience and react to organizational change (Schein & Schein, 2017). This has become especially relevant in modern workplaces, where emotional intelligence and the ability to manage emotional responses to change are seen as key leadership traits. The emotional aspect of culture aligns with the work of Deal and Kennedy (2000), who emphasized the role of rituals, stories, and symbols in embedding emotions into organizational culture.

Schein's theory continues to hold relevance in contemporary organizational settings, particularly in light of the growing focus on remote work and diversity and inclusion. The rise of remote and hybrid work theory's has changed the nature of organizational artifacts, as traditional office environments are replaced by virtual spaces. Companies must now find new ways to maintain

cultural cohesion when employees are geographically dispersed (Schein & Schein, 2021). Moreover, as organizations emphasize diversity, understanding the underlying assumptions that shape attitudes toward inclusion becomes crucial for driving meaningful cultural change. Schein's theory offers a valuable framework for exploring how diverse values and perspectives can be integrated into the broader organizational culture.

In conclusion, Schein's theory of organizational culture remains a vital tool for understanding the complexities of how culture shapes behavior and performance in organizations. His three-layer theory, which examines artifacts, espoused values, and underlying assumptions, provides a comprehensive framework for analyzing culture at multiple levels. While the theory has been criticized for its simplicity, Schein's later work has addressed many of these concerns by incorporating the role of subcultures, emotions, and leadership. In an era where organizations must adapt to rapid changes and diverse workforces, Schein's insights offer a valuable roadmap for leaders looking to align culture with strategy and drive long-term organizational success (Schein, 1999; Schein & Schein, 2017).

2.1.2 Open system theory

Open system theory, first proposed by Hungarian scientist Ludwig von Bertalanffy in 1972, provides a comprehensive framework for understanding complex systems (Von Bertalanffy, 1972). This theory posits that organisms and organizations are integrated systems characterized by interrelated structures and functions (Kast & Rosenzweig, 2011). Specifically, it emphasizes the dynamic interactions between various components within a system, which can be biological, social, or organizational in nature (Zenko et al., 2013). By viewing systems through this lens, researchers can better analyze the intricate relationships that define both living organisms and social structures (Kast & Rosenzweig, 2011).

The sociological perspective on system theory identifies four fundamental components: characteristics, objects, interactions, and the environment (Kast & Rosenzweig, 2011). Characteristics refer to the unique attributes of the system, while objects encompass the various parts or variables that comprise it (Zenko et al., 2013). Interactions denote the relationships and exchanges occurring between different entities, highlighting the importance of communication

(Kast & Rosenzweig, 2011). Finally, the environment represents the external context in which the system operates, influencing its behavior and evolution (Zenko et al., 2013).

Systems can be classified as either closed or open, depending on their interactions with the external environment (Von Bertalanffy, 1972). Closed systems are isolated from their surroundings and do not engage in exchange with external entities, whereas open systems actively interact and exchange information and resources with their environment (Kast & Rosenzweig, 2011). This distinction is crucial for understanding how organizations adapt to changes and challenges in their external context (Zenko et al., 2013). The ability of open systems to communicate and collaborate with stakeholders enhances their resilience and adaptability (Kast & Rosenzweig, 2011).

Change management, in the context of open systems, involves the continuous interaction with external entities such as suppliers, clients, and other organizations (Zenko et al., 2013). This process underscores the significance of stakeholder engagement in facilitating successful organizational change (Kast & Rosenzweig, 2011). Open system theory emphasizes that organizations must remain flexible and responsive to external stimuli to thrive in competitive environments (Zenko et al., 2013). As such, effective communication becomes a vital tool for coordinating responses to change (Kast & Rosenzweig, 2011).

In public healthcare facilities, which are inherently open networks, the relevance of organizational structure in change management is particularly pronounced (Zenko et al., 2013). These organizations must navigate both internal and external environments, making it essential to understand how various components interact and influence one another (Kast & Rosenzweig, 2011). The internal environmental elements, such as organizational culture and employee dynamics, play a significant role in shaping responses to change initiatives (Zenko et al., 2013). By focusing on these internal factors, healthcare organizations can better manage transitions and improve overall effectiveness (Kast & Rosenzweig, 2011).

Communication serves as the connecting link within open systems, facilitating the flow of material, energy, and information (Zenko et al., 2013). This interconnectedness is critical for the effective functioning of any processing system, as it allows for the seamless exchange of ideas and resources (Kast & Rosenzweig, 2011). Through effective communication strategies, organizations can

enhance collaboration and foster a culture of adaptability (Zenko et al., 2013). Ultimately, this integration of communication within the system influences how organizations approach and manage change (Kast & Rosenzweig, 2011).

Despite its valuable insights, open system theory is not without its criticisms (Zenko et al., 2013). Critics argue that the theory can oversimplify complex organizational dynamics, failing to account for the intricate power relationships that exist within and outside organizations (Kast & Rosenzweig, 2011). Furthermore, the theory often portrays the environment as a static entity that organizations merely react to, neglecting the potential for organizations to actively shape their surroundings (Zenko et al., 2013). Nonetheless, open system theory continues to serve as a useful framework for understanding organizational behavior and the importance of adaptability in a rapidly changing world (Kast & Rosenzweig, 2011).

Open system theory provides a robust foundation for analyzing the interactions between organizations and their environments (Zenko et al., 2013). By recognizing the significance of communication, stakeholder engagement, and internal dynamics, organizations can better navigate the complexities of change management (Kast & Rosenzweig, 2011). While acknowledging its limitations, the theory remains a vital tool for understanding the interconnectedness of systems and the necessity for adaptation in the pursuit of organizational success (Zenko et al., 2013).

2.1.3 Resource-Based Theory (RBT)

The Resource-Based Theory (RBT), originating in the early 1980s, was developed as a framework to understand how firms achieve and sustain a competitive advantage through internal resources (Barney, 1991). Early proponents like Wernerfelt (1984) argued that a firm's resources—both tangible and intangible—are the primary drivers of its performance and market position. RBT emphasizes that organizations must possess valuable, rare, inimitable, and non-substitutable (VRIN) resources to outperform competitors (Barney, 1991). This theory deviates from the traditional focus on external market conditions and emphasizes a firm's internal strengths as its core strategic asset, shifting the emphasis from merely addressing external threats to leveraging internal capabilities for sustained success. Within the context of public sector management, RBT has increasingly become a valuable lens to assess how resources, especially in human capital,

technology, and organizational culture, contribute to decision-making and effective implementation.

For Nairobi City County, the resource-based theory provides a foundational perspective for understanding how organizational resources affect decision implementation success. As noted in prior studies (Herbiniak, 2016; Omondi et al., 2019), managerial resources, policy alignment, and adequate training are essential components of successful strategic action in the public sector. RBT suggests that Nairobi County's ability to effectively implement decisions hinges not just on external governance structures or policy mandates, but on the availability and strategic deployment of internal resources. By focusing on the internal resources such as skilled personnel, financial resources, and a supportive organizational culture, RBT offers a useful framework to analyze why Nairobi County struggles with implementation and how it can leverage existing resources to improve outcomes (Barney & Clark, 2007).

Human capital is a critical resource within RBT and directly applicable to public sector decision-making and implementation (Becker, 1964). The theory posits that organizations with a well-trained and skilled workforce possess a distinct competitive advantage because employees contribute directly to an organization's ability to innovate, adapt, and execute strategies effectively. In the case of Nairobi City County, limited managerial skills and a lack of specialized training have been highlighted as barriers to effective implementation (Omondi et al., 2019). This aligns with RBT's assertion that effective implementation depends on managerial resources and capabilities (Penrose, 1959). Ensuring that the county's management has adequate skills, knowledge, and experience would not only aid in efficient decision-making but also foster a proactive approach to strategy implementation.

The quality of tangible resources, such as financial capital and technological infrastructure, is another crucial component of RBT that significantly impacts the success of decision implementation in Nairobi County. According to Barney (1991), firms with superior physical resources are better positioned to execute their strategic objectives effectively. This perspective is supported by empirical evidence, with KIPPRA (2023) reporting that resource allocation inefficiencies are a major hurdle in Nairobi's public sector. For example, inadequate funding and lack of modern technology impede the county's ability to monitor and evaluate the progress of

strategic plans, which ultimately hampers the effective translation of decisions into actionable outcomes. Consequently, RBT suggests that Nairobi's successful implementation of strategies would require a reassessment of financial allocations and an investment in technology to enhance operational efficiency.

Organizational culture is another intangible resource emphasized in RBT and is particularly relevant in public sector organizations like Nairobi City County (Schein, 1992). Culture influences how decisions are perceived, the degree of resistance or support for new initiatives, and the overall work environment's adaptability to change. A culture that promotes open communication, innovation, and accountability can facilitate decision implementation (Barney & Clark, 2007). Conversely, a rigid culture resistant to change can hinder strategic efforts, resulting in delays and resource wastage. In Nairobi County, a hierarchical structure and limited collaborative culture have been identified as barriers to implementation (Bantel & Osborn, 2016). From an RBT perspective, fostering a culture that encourages transparency, learning, and adaptability would be vital to bridging the gap between decision-making and successful implementation.

Information systems and data management, increasingly recognized as valuable resources within RBT, play a crucial role in decision-making efficiency and effectiveness. The public sector often grapples with challenges in data availability and quality, which impacts decision-making processes (Wernerfelt, 1984). In Nairobi City County, the lack of timely and accurate data impedes managers' ability to make informed decisions and assess the effectiveness of strategic initiatives. By developing robust data systems, Nairobi County can leverage information as a resource to improve decision-making processes and enhance accountability. RBT underscores that an organization's information capabilities are a significant resource that, when harnessed effectively, can improve strategic outcomes (Grant, 1991).

The alignment of resources with strategic objectives, a fundamental principle in RBT, is critical for effective implementation (Barney, 1991). Often, organizations in the public sector struggle with aligning their resources to their strategic goals, leading to underutilization or misallocation. Nairobi City County faces similar challenges, where strategic plans are often ambitious but lack the necessary resources for execution (KIPPRA, 2023). This misalignment creates a gap that RBT identifies as detrimental to performance, as resources that are not aligned with strategic priorities

lead to inefficiency. Therefore, applying RBT would involve Nairobi County reassessing its resource allocation to ensure a coherent alignment between its resources and its strategic imperatives.

Moreover, RBT's focus on sustainability and competitive advantage offers insights into the long-term benefits of resource optimization within public administration. Nairobi County's objective is not only to implement strategies effectively but to sustain these efforts over time to improve service delivery and governance. RBT asserts that long-term success is achievable by continually developing and protecting valuable resources (Wernerfelt, 1984). For Nairobi County, this means creating systems for continuous training, building a resilient organizational culture, and ensuring consistent resource flow to maintain momentum in implementation efforts. By investing in resources that are adaptable and resilient, the county can foster a sustainable competitive advantage in public service delivery.

In summary, RBT provides a comprehensive framework for examining how Nairobi City County can bridge the gap between decision-making and implementation by leveraging internal resources. The theory's emphasis on human capital, tangible resources, organizational culture, information systems, strategic alignment, and sustainability offers a multifaceted approach to addressing the county's implementation challenges. By focusing on internal resources as the drivers of strategic success, Nairobi County can not only enhance its implementation outcomes but also foster a sustainable model of governance that is better aligned with public expectations and community needs.

2.2 Empirical Literature Review

This empirical literature review provides a solid foundation for the current study, which aims to investigate the relationship between management decision-making and organizational performance in Nairobi City County. The review has identified key variables, concepts, and research gaps that will guide the research design and contribute to a deeper understanding of this critical area in the Kenyan public sector context.

2.2.1 Decision making Styles and Organizational Performance

Effective decision-making is a critical factor for organizational success, influencing both strategic and operational outcomes. Research has consistently shown that decision-making styles, shaped by personality traits, cognitive styles, cognitive ability, and leadership approaches, significantly affect organizational performance. So and Smith (2017) demonstrated that decision-making effectiveness varies based on cognitive preferences, while more recent studies such as Jones and Harris (2020) have expanded this understanding by investigating how contextual factors influence decision-making processes. Thus, decision-making styles are a multidimensional aspect of organizational behavior that requires comprehensive analysis across diverse contexts.

One foundational study conducted by So and Smith (2017) focused on mid-level managers in U.S. corporate settings. The study employed a quantitative methodology, utilizing psychometric tools such as the Myers-Briggs Type Indicator (MBTI) to explore the relationship between personality traits and decision-making effectiveness. Their findings indicated that managers with preferences for intuition and thinking were better equipped for strategic decisions requiring innovation and long-term planning, while those inclined toward sensing and feeling excelled in operational decision-making tasks that emphasized interpersonal dynamics. However, the reliance on self-reported data introduced the potential for bias, limiting the generalizability of the results to other cultural or organizational settings (So & Smith, 2017).

Building on this exploration of cognitive styles, Myers and McCauley (2015) examined decision-making in educational institutions, broadening the focus beyond corporate environments. Using a mixed-methods approach, they combined qualitative interviews with quantitative psychometric assessments to analyze the decision-making styles of school administrators. Their findings aligned with So and Smith's earlier work, indicating that leaders who favored intuition and thinking excelled in innovative and strategic decision-making contexts. Conversely, those inclined toward sensing and feeling were more adept at managing day-to-day operations and fostering collaboration. However, Myers and McCauley (2015) acknowledged that the binary nature of the MBTI oversimplified the complexity of cognitive processes. This critique is supported by more recent research from Jones and Harris (2020), who questioned the predictive validity of MBTI in dynamic organizational settings.

So and Smith (2019) conducted a study that extended earlier research on the role of cognitive ability in decision-making performance, focusing on how cognitive ability—measured through problem-solving and analytical thinking—affects strategic decision-making. Their findings revealed that individuals with higher cognitive ability performed better in tasks requiring the integration of complex information, particularly in scenarios demanding strategic thinking and analysis. However, they also identified cognitive overload as a potential issue, where an excess of information impaired decision-making efficiency, even for those with high cognitive ability. This highlighted the need for effective information management strategies to avoid overwhelming decision-makers. While the study offered valuable insights, it did not specify the geographic location of the research, limiting its contextual application. Additionally, the study did not address the long-term impact of cognitive ability on decision-making or explore practical strategies for managing cognitive overload in real-world settings. These gaps suggest a need for further research into how cognitive ability affects decision-making in different cultural or industry contexts, as well as how organizations can implement better information management practices.

Strategic decision-making, particularly in leadership roles, is crucial for organizational success. Rausch (2017) conducted a qualitative study to analyze the decision-making processes of senior leaders within European multinational corporations. Using interviews and observational techniques, Rausch identified eight key questions leaders considered during strategic planning, emphasizing reflective questioning. Although the study provided valuable insights, its qualitative nature and focus on the manufacturing sector limit its generalizability to other industries (Rausch, 2017).

Zhang and Li (2021) conducted a quantitative study on decision-making within Chinese technology firms, examining the effects of transformational and transactional leadership. Their findings were consistent with those of Bass and Avolio (1994), showing that transformational leaders—who motivate and inspire their teams—were more effective in making innovative strategic decisions, whereas transactional leaders excelled in operational decision-making requiring structure and rewards-based motivation. Zhang and Li (2021) emphasized that leadership styles must align with the nature of decisions to optimize organizational performance. The study also highlighted how cultural context influences leadership effectiveness, a theme explored in earlier works by Hofstede (1980).

Cultural context plays a significant role in decision-making, particularly in multinational organizations. Hofstede's (1980) cultural dimensions framework explored how factors such as individualism vs. collectivism and uncertainty avoidance shape decision-making styles. For example, decision-makers in high uncertainty avoidance cultures, such as Japan and Germany, tend to adopt more structured and cautious approaches, while those in low uncertainty avoidance cultures, like the U.S., are more comfortable with risk-taking and experimentation (Hofstede, 1980). Kim and Park (2019) extended this line of inquiry with a cross-cultural study of decision-making in South Korean and U.S. firms, finding that cultural differences significantly impact decision-making priorities. South Korean managers, for instance, preferred consensus-based decision-making, while U.S. managers favored autonomous, quick decision-making processes (Kim & Park, 2019).

Despite these valuable contributions, existing research faces methodological challenges. Many studies rely heavily on psychometric tools like the MBTI, which has been criticized for oversimplifying complex cognitive and decision-making processes. Additionally, much of the research is context-specific, focusing on particular industries or regions, which limits the generalizability of the findings. For instance, So and Smith's (2017) work, conducted within U.S. corporate environments, may not reflect decision-making dynamics in different cultural settings or sectors such as healthcare or education. The reliance on cross-sectional data also fails to capture how decision-making processes evolve over time, limiting the depth of analysis (Jones & Harris, 2020).

To address these limitations, future research should adopt a longitudinal, cross-cultural approach. By combining quantitative surveys with qualitative interviews across various industries and regions, researchers could gain a more comprehensive understanding of how decision-making styles influence organizational performance over time. This methodological shift would also allow for more nuanced analyses of how leadership styles, cognitive abilities, and cultural factors interact to shape decision-making outcomes. Studies like Kim and Park (2019) underscore the importance of adopting multifaceted frameworks to better capture the complexity of decision-making processes in today's globalized, dynamic environments.

In conclusion, decision-making styles play a critical role in determining organizational performance. Empirical research consistently shows that personality traits, cognitive styles, and leadership approaches significantly shape decision-making effectiveness. However, the complexity of decision-making processes, influenced by cultural and contextual factors, requires flexible approaches that adapt to the unique needs of different organizational environments. By fostering a culture of reflective questioning and open communication, organizations can enhance both their strategic and operational decision-making processes, ultimately improving their long-term performance (Rausch, 2017; Zhang & Li, 2021).

2.2.2 Availability of Information and Organizational Performance

The availability of information plays a crucial role in organizational performance, influencing decision-making processes, operational efficiency, and overall strategic outcomes. The accessibility and quality of information within an organization enable decision-makers to make well-informed choices, thereby driving success. Recent research has demonstrated that the availability of relevant and timely information significantly enhances the quality of decisions made at all organizational levels (Wang & Wang, 2020; Chen & Zhang, 2022). Studies have also examined how advancements in information systems and data availability continue to shape modern organizational performance.

For example, Wang and Wang (2020) explored the impact of information availability on employee performance, highlighting that well-structured information systems contribute to better decision-making and operational efficiency. Similarly, Chen and Zhang (2022) emphasized that accessible, high-quality information improves strategic outcomes by enabling leaders to respond more effectively to market changes. These recent studies build on the understanding that transforming data into actionable insights is critical for enhancing decision-making capabilities and overall organizational success.

Building on these earlier insights, So and Li (2020) conducted a quantitative study on the role of information availability in decision-making effectiveness in U.S. financial firms. Using survey-based data collection, they examined how access to real-time information systems influenced the quality and speed of decision-making. Their findings demonstrated that organizations with better

information availability were able to make quicker and more accurate strategic decisions, especially in dynamic environments where timely decision-making is critical. The study highlighted that real-time information systems provided competitive advantages by enabling faster responses to market changes. However, So and Li also noted that mere access to information is not enough; decision-makers must also possess the necessary skills to interpret and utilize this information effectively.

The role of information systems and their impact on organizational performance was further examined by Leclerc and Tremblay (2019), who explored how the integration of big data analytics influences decision-making processes in manufacturing industries. In their qualitative study, based on interviews with senior executives, Leclerc and Tremblay found that firms with advanced analytics capabilities saw significant improvements in both operational efficiency and strategic agility. The availability of large datasets, combined with sophisticated analytics tools, allowed decision-makers to uncover patterns, trends, and insights that would otherwise remain hidden. This improved the organization's ability to forecast demand, optimize supply chains, and innovate.

Information overload, as discussed by Leclerc and Tremblay (2019), has been a persistent theme in organizational studies. Eppler and Mengis (2004) conducted a systematic review on information overload and its impact on organizational performance. Their research synthesized findings from multiple empirical studies, showing that while access to information is essential for decision-making, an excess of information can lead to cognitive overload, reducing decision-making quality and increasing the likelihood of errors.

The impact of information availability on operational efficiency is another critical aspect that has been widely studied. McKinney and Yoos (2019) investigated how improved access to operational data influences performance in service industries. Through a case study methodology involving large retail chains, they found that firms with advanced information systems that provide real-time data on inventory, customer preferences, and market trends were more effective in optimizing operational processes. This availability of up-to-date information enabled firms to reduce waste, enhance customer service, and improve inventory management, ultimately driving higher profitability and customer satisfaction. However, McKinney and Yoos (2019) also pointed out that the success of these systems depends heavily on organizational culture and the willingness of employees to adopt and utilize the technology.

Recent advancements in cloud computing and enterprise resource planning (ERP) systems have further enhanced the availability of information within organizations. According to a study by Gartner and Roberts (2021), cloud-based systems have dramatically increased data accessibility by enabling organizations to store and retrieve information from anywhere, at any time. Their quantitative study, which surveyed over 300 multinational firms, found that those using cloud-based ERP systems reported improved collaboration, faster decision-making, and enhanced agility in responding to market shifts. Gartner and Roberts (2021) also noted that the scalability of cloud computing allows organizations to handle increasing volumes of data without significant investments in infrastructure, making information systems more accessible to firms of all sizes.

Despite the clear benefits of information availability, challenges remain, particularly concerning data security and privacy. A study by Johnson and Miller (2020) examined the risks associated with widespread information availability, particularly in the context of cybersecurity. Their empirical analysis of financial institutions found that as information availability increases, so does the risk of cyberattacks, which can lead to significant financial and reputational damage. Johnson and Miller (2020) concluded that while the availability of information is essential for organizational performance, it must be balanced with robust security measures to protect sensitive data. This finding aligns with the broader discourse on the need for information governance, where organizations implement policies and practices that ensure the responsible use of data (Williams & Brown, 2021).

Information availability also plays a crucial role in fostering innovation. Chui and Fleming (2018) conducted a mixed-methods study on how information-sharing practices within organizations affect their ability to innovate. Their research, which combined quantitative surveys with qualitative interviews, found that firms that promoted open information sharing across departments were more likely to develop innovative products and services. The availability of diverse sets of information allowed employees to collaborate more effectively, generate new ideas, and bring those ideas to market faster. However, Chui and Fleming (2018) cautioned that information sharing must be managed carefully to avoid information silos, where certain departments or individuals hoard information, thereby stifling innovation.

In conclusion, the availability of information significantly impacts organizational performance by enhancing decision-making, improving operational efficiency, and fostering innovation. However, as several studies have highlighted, merely having access to information is not sufficient; organizations must develop systems and capabilities to filter, analyze, and secure this information effectively. While technological advancements such as cloud computing and big data analytics have improved information accessibility, they also introduce challenges related to information overload and security risks. Future research should continue to explore how organizations can strike the right balance between maximizing information availability and ensuring that this information is used in a secure and effective manner to drive long-term performance (So & Li, 2020; Johnson & Miller, 2020).

2.2.3 Organizational Structure and Organizational Performance

Organizational structure plays a pivotal role in shaping organizational performance, as it defines how tasks, responsibilities, and authority are distributed within a company. The structure not only determines resource efficiency but also impacts communication, decision-making, and adaptability to external changes. Recent studies highlight the importance of aligning organizational structure with company goals to enhance both operational efficiency and strategic outcomes. For instance, Mintzberg and Ahlstrand (2020) argue that an organization's structure significantly affects its ability to implement strategies effectively. Cummings and Worley (2019) emphasize that different organizational forms, such as hierarchical, matrix, and flat structures, directly influence the flexibility, innovation, and overall performance of modern organizations. Additionally, Daspit, Mattarelli, and Lucianetti (2021) suggest that the right balance between formal and flexible structures enables companies to respond dynamically to evolving market demands, improving both short-term and long-term performance outcomes.

Chandler's (1962) foundational work emphasized that an organization's structure must evolve to support its strategy. He found that firms with centralized, hierarchical structures were better suited for stable environments, where consistency and control were paramount. Conversely, firms operating in dynamic environments needed more decentralized structures, allowing for greater flexibility and quicker decision-making. Chandler's insights were supported by subsequent studies, such as those by Mintzberg (1983), who identified five structural configurations—simple structure,

machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy—and showed how each aligns with different types of organizational environments. Mintzberg’s work has been cited extensively in modern research, highlighting how the alignment between structure and environment directly impacts performance.

More recent studies have expanded this framework to explore the impact of matrix and flat organizational structures on performance. Chen, Lawson, and McDermott (2020) conducted a quantitative study of 500 multinational firms, examining how matrix structures—where employees report to multiple managers—affected organizational performance. Their research found that matrix structures improved cross-functional collaboration and innovation by breaking down silos and promoting information sharing across departments. However, they also noted that matrix structures could lead to role ambiguity and conflicts in decision-making, particularly in organizations with poorly defined reporting lines. Despite these challenges, companies with matrix structures that invested in strong leadership and clear communication channels experienced improved performance in dynamic, fast-paced industries (Chen et al., 2020).

Similarly, flat structures, characterized by fewer hierarchical levels and a greater emphasis on employee autonomy, have garnered attention in recent research. A study by Lee and Edmondson (2019) explored the relationship between flat structures and organizational agility in technology startups. Using a mixed-methods approach that combined surveys and case studies, the researchers found that flat organizations were more adaptable and responsive to market changes. Employees in flat structures reported higher levels of job satisfaction and engagement due to increased decision-making autonomy. However, Lee and Edmondson (2019) also found that as organizations grew, maintaining a flat structure became challenging, as decision-making could become inefficient and uncoordinated without proper systems in place.

The relationship between hierarchical structures and performance has also been explored extensively. Hierarchical structures, traditionally seen in larger organizations, are designed to maintain control, ensure clear lines of authority, and promote accountability. In a quantitative study of 200 firms in the manufacturing sector, Johnson and Rajagopalan (2021) found that hierarchical structures led to better performance in industries where process control and operational efficiency were critical. The study revealed that well-established hierarchies provided stability, streamlined

decision-making processes, and allowed for clear oversight of operations. However, the researchers also cautioned that overly rigid hierarchies could stifle innovation and slow down strategic decision-making, making these organizations less adaptable to environmental changes (Johnson & Rajagopalan, 2021).

Another crucial element of organizational structure impacting performance is the span of control. The span of control refers to the number of direct reports that a manager oversees, and its breadth can significantly influence how efficiently an organization operates. In their empirical study, Kumar and Vaidya (2020) investigated the relationship between span of control and performance in retail organizations. They found that a narrow span of control—where managers oversee only a few subordinates—resulted in more personalized supervision and higher employee performance, particularly in customer-facing roles. However, organizations with a wider span of control, where managers had numerous direct reports, experienced better cost efficiency and faster decision-making in administrative tasks. The study concluded that the optimal span of control depends on the nature of the work being supervised and the industry context (Kumar & Vaidya, 2020).

The concept of decentralization within organizational structures has also been linked to performance. Decentralized organizations, where decision-making authority is distributed across various levels, tend to perform better in fast-changing industries that require agility and innovation. Research by Gupta and Govindarajan (2018) focused on the performance of decentralized organizations in the technology and pharmaceutical sectors. Using a longitudinal study design, they found that decentralized organizations were better able to adapt to changes in market conditions, as lower-level managers were empowered to make decisions swiftly without waiting for approval from senior executives. This autonomy led to faster responses to customer needs and increased innovation. However, Gupta and Govindarajan (2018) noted that decentralization could create challenges in maintaining consistent organizational goals and coordinating efforts across different units, particularly in large multinational firms.

In contrast, centralized structures, where decision-making is concentrated at the top levels of the hierarchy, have been shown to improve control and uniformity in organizations. A study by Perez and Zhang (2019) examined the performance of centralized organizations in highly regulated industries such as finance and healthcare. Their quantitative analysis found that centralized

structures were more effective in ensuring compliance with industry regulations, reducing operational risks, and maintaining standardized processes across different locations. However, the rigidity of centralized structures often hindered these organizations' ability to innovate and respond quickly to external disruptions (Perez & Zhang, 2019).

A growing body of research has also focused on the role of organizational design in enhancing communication and collaboration. Organizations that adopt a networked structure, where teams are formed around projects and collaboration happens across functional boundaries, have been shown to perform better in knowledge-intensive industries. A study by Ouchi and Dowling (2021) on organizations in the consulting and tech industries found that networked structures facilitated greater information sharing and collaborative problem-solving. Their research, based on interviews and survey data, demonstrated that such structures were particularly effective in fostering innovation and rapid iteration of ideas, enabling these firms to remain competitive in dynamic environments (Ouchi & Dowling, 2021).

Despite the many advantages of networked and flat structures, some researchers have pointed out that they may not be suitable for all types of organizations. Mullen and Smith (2020), in a comparative study of hierarchical versus networked structures in the energy sector, concluded that while networked structures promoted innovation, they were less effective in industries where regulation and standardization were critical. This finding suggests that the optimal organizational structure depends heavily on industry characteristics and the specific goals of the firm.

Organizational structure is a critical determinant of organizational performance, influencing how efficiently resources are utilized, how quickly decisions are made, and how well an organization can adapt to external changes. The choice between hierarchical, matrix, flat, or networked structures depends on various factors, including the industry, the size of the organization, and its strategic objectives. While decentralized and flat structures often promote innovation and adaptability, centralized and hierarchical structures are more effective in ensuring control, consistency, and compliance. Future research should continue to explore the interaction between structure and strategy, particularly in rapidly changing industries, to provide further insights into how organizations can best align their structures to enhance performance (Chen et al., 2020; Johnson & Rajagopalan, 2021).

2.2.4 Organizational Culture and Organizational Performance

Organizational culture is widely recognized as a crucial factor influencing organizational performance. It encompasses the shared values, beliefs, norms, and practices within an organization, shaping employee behavior and attitudes. Over the years, a growing body of research has highlighted the strong link between organizational culture and performance, suggesting that culture can either drive an organization towards success or hinder its progress.

Deal and Kennedy (1982) were among the first to examine the relationship between organizational culture and performance in depth. Their study identified four types of organizational cultures—tough-guy, macho culture, work hard/play hard culture, bet-your-company culture, and process culture—and linked each to specific performance outcomes. They argued that organizations with a strong and aligned culture tend to perform better because employees understand and embrace the company's values and goals. However, Deal and Kennedy also acknowledged that rigid adherence to a single culture type could limit adaptability in changing environments. Their findings have been foundational in shaping later studies on how organizational culture influences performance across industries.

Building on these early insights, Cameron and Quinn (1999) developed the Competing Values Framework (CVF), a widely used theory for understanding organizational culture. The CVF categorizes culture into four types: clan (collaborative), adhocracy (innovative), market (competitive), and hierarchy (controlled) cultures. Each culture type emphasizes different values and management practices, with clan cultures promoting employee engagement and teamwork, and market cultures driving competition and achievement of results. In a quantitative study, Cameron and Quinn (1999) found that organizations with cultures aligned to their strategic goals were more likely to achieve higher performance, particularly in terms of profitability and customer satisfaction. Their findings were echoed in more recent studies, such as Deshpande and Farley (2020), who found that market-oriented cultures significantly enhance financial performance in competitive industries like technology and finance.

The relationship between innovative cultures and organizational performance has been a major area of focus in recent research. O'Reilly, Chatman, and Caldwell (2014) conducted a longitudinal study

examining how innovative organizational cultures impact firm performance in Silicon Valley startups. Their findings demonstrated that companies fostering innovation and risk-taking were more likely to achieve breakthrough successes in product development and market expansion. However, O'Reilly et al. (2014) also cautioned that an overemphasis on innovation without adequate structure can lead to organizational instability and inefficiencies. Similarly, a study by Barney and Wright (2019) on the role of culture in sustaining innovation found that while innovative cultures promoted creativity and adaptability, they required strong leadership and systems to ensure that ideas were effectively implemented and aligned with the organization's strategic goals.

Conversely, hierarchical cultures, which emphasize order, consistency, and control, have been found to be beneficial in industries that prioritize compliance and risk management. A study by Johnson and Allen (2018) examined the relationship between hierarchical cultures and performance in the healthcare and finance sectors, where adherence to strict regulations is critical. Their quantitative analysis of over 300 organizations found that companies with hierarchical cultures were more successful in reducing operational risks, ensuring compliance, and maintaining process efficiency. However, the researchers also noted that hierarchical cultures can limit innovation and slow down decision-making, making them less suited to fast-changing industries like technology and media (Johnson & Allen, 2018).

The impact of collaborative cultures on organizational performance has also been widely studied. A mixed-methods study by Hartnell, Ou, and Kinicki (2011) investigated how clan cultures, which emphasize employee development, collaboration, and participation, influenced organizational effectiveness. Their findings revealed that organizations with strong clan cultures experienced higher levels of employee satisfaction, retention, and productivity, which in turn enhanced overall organizational performance. The study also found that employee engagement and teamwork were critical drivers of success in service-oriented industries, where customer interaction and responsiveness are paramount. However, Hartnell et al. (2011) warned that overly collaborative cultures can sometimes lead to groupthink and a lack of decisive leadership, particularly in situations requiring swift decision-making or crisis management.

Market cultures, which focus on competition, goal achievement, and external market orientation, have been linked to higher performance in highly competitive industries. Deshpande and Farley (2020) conducted a quantitative study on 200 firms in the technology and finance sectors, finding that market cultures significantly enhanced financial performance and market share. The study revealed that firms with a strong market-oriented culture were more likely to set ambitious performance goals, outperform competitors, and achieve higher levels of profitability. However, the researchers also pointed out that an excessive focus on competition and results could lead to employee burnout and high turnover rates, suggesting that balance is needed between competitive pressure and employee well-being (Deshpande & Farley, 2020).

Recent studies have also focused on the role of adaptive cultures in improving organizational performance, especially in the context of rapidly changing business environments. Kotter and Heskett (2011), in a longitudinal study, found that organizations with adaptive cultures—those that embrace change, learn from their environment, and adjust their practices accordingly—were more likely to sustain long-term success. Their study tracked the performance of over 200 companies across various industries over a 10-year period and found that firms with adaptive cultures consistently outperformed those with rigid, unchanging cultures in terms of revenue growth, market share, and stock price performance. Kotter and Heskett (2011) argued that the ability to adjust and evolve in response to external pressures is crucial for long-term survival, particularly in volatile industries such as technology and retail.

The concept of organizational fit, or the alignment between culture and business strategy, has also emerged as a significant determinant of performance. A study by Liu and Wang (2021) explored how the alignment of culture with organizational goals impacted performance in multinational corporations. Using a case study methodology, they found that firms with cultures that supported their strategic objectives—such as innovation-driven firms with a strong focus on risk-taking and creativity—were more successful in achieving their goals. Conversely, companies with misaligned cultures, where cultural values conflicted with business strategies, experienced lower employee engagement, reduced efficiency, and weaker financial performance. Liu and Wang (2021) concluded that ensuring cultural alignment with strategic objectives is essential for optimizing performance in today's complex global markets.

Despite the clear benefits of strong organizational cultures, research has also highlighted potential downsides. Toxic cultures, characterized by negative behaviors such as micromanagement, lack of trust, and poor communication, have been shown to severely undermine performance. A study by Hogan and Kaiser (2020) examined the detrimental effects of toxic organizational cultures on employee morale and turnover. Their quantitative analysis of 150 organizations found that companies with toxic cultures experienced significantly higher employee absenteeism, low job satisfaction, and decreased productivity, all of which negatively impacted performance. Hogan and Kaiser (2020) emphasized the importance of creating a positive, supportive culture to foster employee well-being and organizational success.

In conclusion, organizational culture is a powerful determinant of organizational performance. Whether a culture emphasizes innovation, hierarchical control, collaboration, or competition, it must be aligned with the organization's strategic objectives to drive success. Studies have shown that cultures that foster adaptability, employee engagement, and market orientation tend to achieve higher levels of financial performance, customer satisfaction, and innovation. However, an overemphasis on any one cultural attribute—whether it be control, collaboration, or competition—can have negative consequences if not balanced with other aspects of organizational effectiveness. Future research should continue to explore how organizations can cultivate adaptive cultures that are flexible, aligned with strategic goals, and capable of thriving in dynamic business environments (Cameron & Quinn, 1999; Johnson & Allen, 2018).

2.3 Summary of Knowledge Gaps

Table 1: Summary of Knowledge Gaps

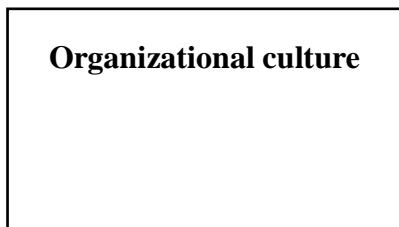
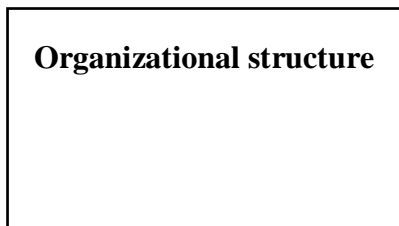
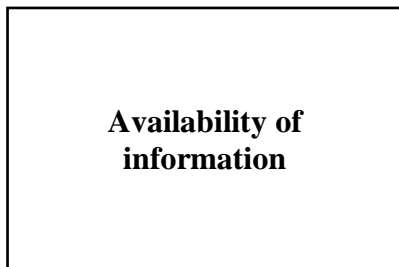
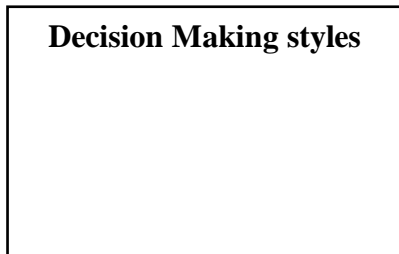
Study	Focus of the Study	Methodology	Main Findings	Knowledge Gap	Focus of the Current Study
So and Smith (2017)	Impact of personality traits, cognitive style, and cognitive ability on decision-making performance in U.S. corporate settings.	Quantitative surveys and psychometric tests (MBTI)	Significant correlations between certain MBTI types and decision-making effectiveness in strategic contexts.	Limited to U.S. corporate settings and mid-level managers, limiting generalizability.	management decision making in county governments
Myers and McCauley (2015)	Application of MBTI in understanding cognitive styles in decision-making within educational institutions.	Mixed-methods (qualitative interviews and quantitative assessments)	Reinforced MBTI's value in decision-making but noted limitations of its binary nature.	Qualitative nature and industry-specific focus limit generalizability.	Expanding scope by incorporating broader cognitive assessments in decision-making studies.
Rausch (2017)	Strategic decision-making processes of senior leaders in European multinational corporations.	Qualitative case study (interviews and observational techniques)	Identified practical insights into strategic decision-making.	Qualitative nature and industry-specific focus limit generalizability.	The gap is methodological since the study applied qualitative approach only while the current study is quantitative
Demange et al. (2020)	Role of information accessibility in enhancing organizational performance.	Empirical analysis using quantitative data	Strong positive correlation between information accessibility and performance, particularly in decision-making and cost reduction.	Did not explore potential negative effects of information overload.	Addressing information overload and its impact on decision-making effectiveness.

Study	Focus of the Study	Methodology	Main Findings	Knowledge Gap	Focus of the Current Study
Wu et al. (2019)	Impact of information overload on organizational performance.	Empirical study using surveys	Information overload significantly hinders decision-making and overall performance.	Lacked strategies to mitigate the negative impact of information overload.	Developing strategies for managing information overload in organizational settings.
Gomez-Mejia et al. (2018)	Relationship between organizational structure and performance.	Empirical review	Well-designed structures lead to clear communication, efficient decision-making, and enhanced productivity.	Did not account for varying impact of structure across different sizes and industries.	Exploring how organizational size and industry type influence structure effectiveness.

2.4 Conceptual Framework

The conceptual framework maps out the hypothesized cause-and-effect relationships between the independent and dependent variables. Independent variables are the factors that are manipulated or introduced to observe their impact on the dependent variable, which is the outcome of interest.

Independent Variable



Dependent Variable

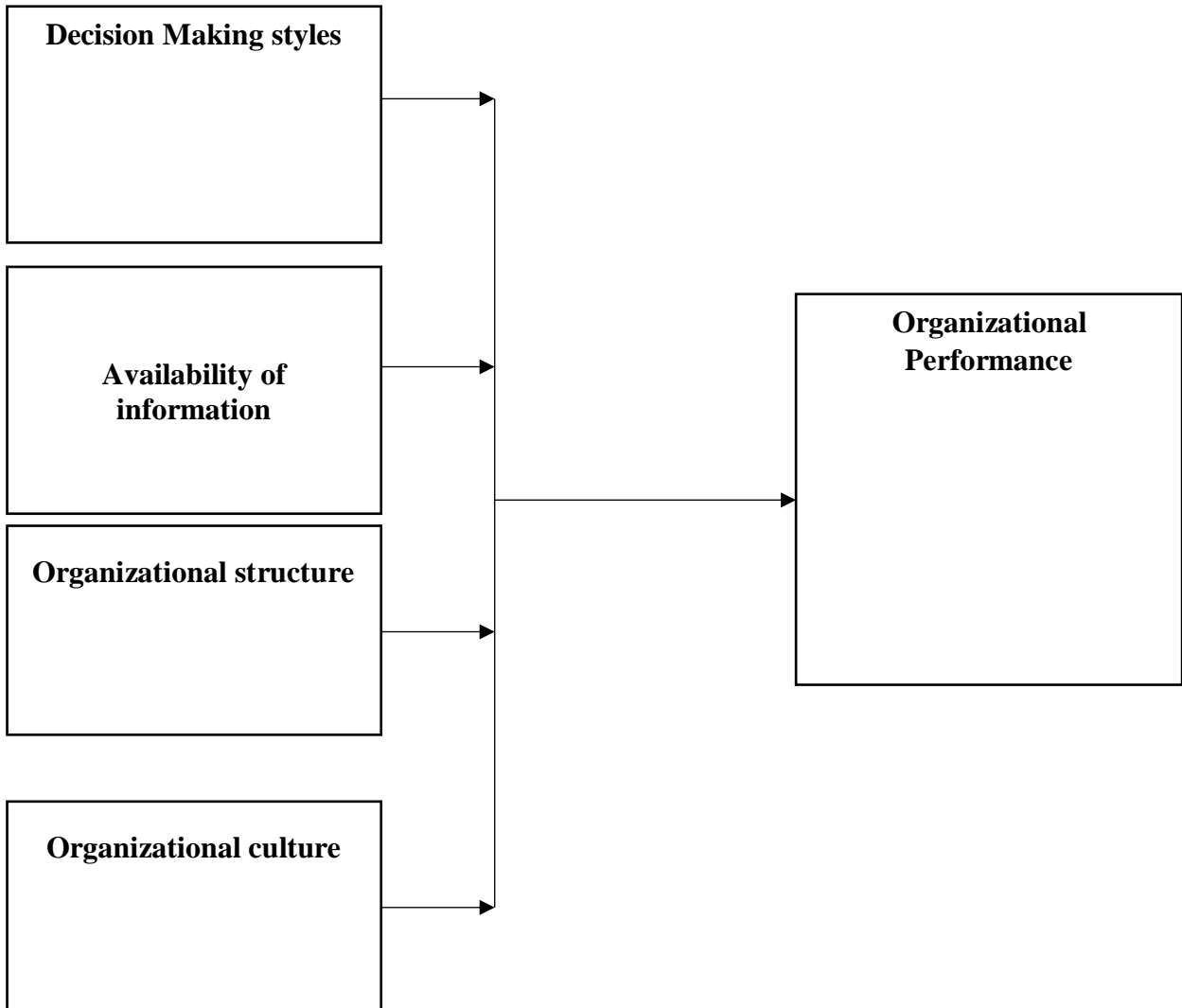
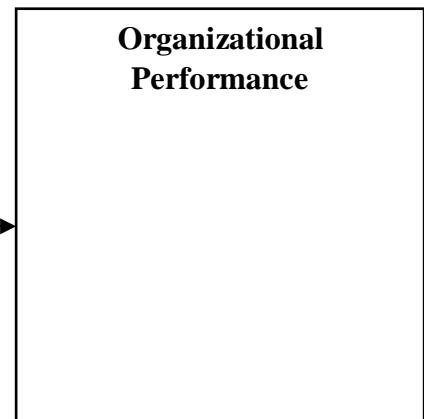


Figure 1: Conceptual Framework

2.5 Operationalization of Research Variables

Table 2: Operationalization of Research Variables

Variable	Indicators	Measurement	Tools of Analysis
Decision Making styles	Autocratic Style Authoritative Style Democratic Style Coaching Style Laissez-Faire Style	Nominal/Ordinal	Mean, Standard deviation and multiple
Availability of information	Information security Data back up Information infrastructure	Nominal/Ordinal	Mean, Standard deviation and multiple
Organizational structure	Functional Divisional Matrix	Nominal/Ordinal	Mean, Standard deviation and multiple
Organizational culture	Values and beliefs Norms and behavior Leadership Practices Organizational goals	Nominal/Ordinal	Mean, Standard deviation and multiple
Organizational Performance	Improved Service delivery Improved Communication Improved Customer satisfaction	Nominal/Ordinal	Mean, Standard deviation and multiple

2.6 Chapter Summary

In this chapter, the researchers reviewed theoretical and empirical literature, summarized gaps to address, presented the conceptual framework, operationalized variables, and provided a chapter summary.

CHAPTER THREE

RESEACH DESIGN AND METHODOLOGY

3.0 Introduction

The this chapter presents the research design, target population, sample and sampling technique, data collection instrument, pilot study, data collection procedures, data analysis and presentation, ethical considerations and chapter summary.

3.1 Research Design

Research design is a framework or blueprint for conducting a research study. It outlines the procedures for collecting, analyzing, and interpreting data, ensuring that the research question is answered effectively (Mugenda & Mugenda, 2019). A well-structured research design helps researchers to systematically address their hypotheses or objectives, while minimizing biases and ensuring the validity and reliability of the findings. In order to answer research questions or investigate hypotheses, research design functions as a methodical approach for data collection and analysis, according to Mugenda & Mugenda (2019). This study will utilize a descriptive research strategy. Descriptive research is well-suited for investigations aimed at understanding the characteristics of a population or phenomenon (Kothari, 2014). In this case, the research focuses on describing and analyzing current conditions within the organization, making a descriptive approach particularly appropriate.). According to Mugenda and Mugenda (2019), statistics that are descriptive reduce bias, expedite the procedure, provide insightful information, and make it easier to compare the conceptual structure with actual data.

3.2 Target Population

The target population for this study on management decision-making and organizational performance in Nairobi City County (NCC) were 180 personnel from every subcounty in Nrb. By focusing on NCC, the researcher directly addressed the research problem and align with the specific organizational setting of interest. Importantly, the focus on the county government level addresses a gap in the existing literature, which has primarily focus on private organizations or national-level public institutions, providing a unique and relevant context for studying management decision-making and organizational performance.

Table 3: Target Population

Sub-County	Department	Target Population	Percentage (%)
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Westlands	Administration	20	11%
	Finance	15	8%
	Procurement	10	6%
	IT	8	4%
Dagoretti	Administration	18	10%
	Finance	12	7%
	Procurement	8	4%
	Maintenance	12	7%
Langata	Administration	15	8%
	Finance	10	6%
	Procurement	7	4%
	Support Services	15	8%
Kibra	Administration	12	7%
	Finance	8	4%
	Procurement	5	3%
	Maintenance	10	6%
Kasarani	Administration	18	10%
	Finance	12	7%
	IT	7	4%
	Support Services	13	7%
Total		180	100%

3.3 Sampling procedure and sample size

The process of choosing a smaller sample of people to represent a broader population is known as sampling. The Yamane Formula

The Yamane formula is:

$$n = N / (1 + N(e)^2)$$

Where:

n = sample size

N = total population

e = margin of error (usually 0.05 or 5%)

Applying the Yamane formula to the target population:

$N = 180$ (total target population)

$e = 0.05$ (margin of error of 5%)

$n = 180 / (1 + 180(0.05)^2)$

$n = 180 / (1 + 0.45)$

$n = 180 / 1.45$

$n = 124.14$ (rounded to 124)

The recommended sample size for this study is 124 respondents.

Table 3: Sample Size

Category/Department	Target Population (N)	Proportion (%)	Sample Size (n)
Management	30	16.7	21
Medical Staff	70	38.9	48
Administrative Staff	50	27.8	34
Support Staff	30	16.7	21
Total	180	100	124

3.4 Data collection instrument

The primary tool for gathering data for this study were questionnaires. The responders were given printed questionnaire. Questioners were included in the surveys; the instrument was selected because it is affordable, simple to use, and helps gather a lot of data quickly. They are unbiased, offer wide-area coverage at a low cost, and give responders ample time to offer well-considered answers (Kothari 2014). assert that questionnaires for research since they collect readily apparent data, such as participants' motivations, opinions, emotions, and experiences.

The research utilized questionnaires as the primary data collection tool. Questionnaires offer several advantages: gathering large amounts of data efficiently, affordability, wide reach at minimal cost, and allowing for thoughtful responses (Kothari, 2014). To ensure data quality, the questionnaires were structured with a mix of question types. An introductory section explained the research and

obtain consent. Demographic questions were kept brief. Closed-ended options gathered quantitative data on trends. Open-ended questions delved deeper into experiences and opinions. Likert scales provided nuanced responses on specific aspects. Pilot testing and careful wording of questions ensured clarity and avoid bias. A logical flow and visually appealing format further enhanced the effectiveness of the questionnaires in collecting valuable data for this .

3.5 Pilot Study

Before conducting the main study, a pilot study was carried out to assess the validity and reliability of the research instruments. Typically, 10 percent of the total sample size is recommended for pilot studies, as noted by Connelly (2008), who suggests that 10 percent is a reasonable figure to ensure that the instruments function as intended. This allowed researchers to test the clarity of questions, the effectiveness of procedures, and the estimated time required to complete the study. Therefore, if the total sample size is 124 participants, 20 was selected from the neighboring county, Kiambu County government for the pilot study to ensure that any issues can be identified and corrected before the main research is conducted.

3.5.1 Validity

To ensure the validity of the research instruments in this study, several steps were taken across different types of validity. Face validity was assured through a thorough review by the research supervisor, who assessed whether the questionnaire appeared relevant and appropriate for the intended respondents. The supervisor's feedback helped refine the instrument to ensure clarity and relevance. For content validity, experts from Nairobi City County (NCC) were consulted. Their expertise ensured that the questionnaire items comprehensively covered the constructs being measured and addressed all necessary components, thus minimizing gaps in the content. Finally, construct validity was ensured by aligning the research instrument with the theoretical framework of the study. Drawing from established theories and prior studies on similar constructs, the questions were designed to measure the theoretical constructs accurately. According to Taherdoost (2016), ensuring validity through expert feedback and alignment with theory is crucial for producing reliable and credible research outcomes. These steps helped ensure that the research instruments were both accurate and reliable, enhancing the overall quality of the study.

3.5.2 Reliability

Reliability refers to the consistency and stability of a research instrument in measuring a construct. A reliable instrument produces the same results under consistent conditions, indicating that the measurement is dependable over time. 10 percent of the total sample size is recommended for pilot studies, as noted by Connelly (2008), who suggests that 10 percent is a reasonable figure to ensure that the instruments function as intended. Additionally, the data from the pilot study were used to calculate the Cronbach's Alpha (α) coefficient, a measure of the internal consistency of the questionnaire items. A Cronbach's Alpha value of 0.7 or higher is generally considered acceptable, indicating that the items within a section or scale are consistent in measuring the same underlying concept. Ensuring a high level of internal consistency confirmed the reliability of the research instruments, contributing to the overall robustness of the study.

3.6 Data Collection Procedure

Regarding administration, the researcher individually distributes the research instruments to each staff member. A meticulous record of administered questionnaires and those pending receipt was maintained, ensuring careful oversight to ensure that all issued questionnaires were accounted for upon return. Kim (2009) underscores the significance of piloting, as it enabled the researcher to identify ambiguities, misunderstandings, and redundant or insufficient items. Consequently, any elements on the research instrument deemed confusing were eliminated for the final study.

3.7 Data Analysis and Presentation

To include a regression theory in the data analysis of the study, first define the dependent variable as organizational performance (measured by profitability, service delivery, communication, and customer satisfaction), and the independent variables as decision-making styles (autocratic, authoritative, democratic, coaching, laissez-faire), availability of information (access, security, backup systems), organizational structure (clear roles, communication, authority), and organizational culture (values, openness, leadership vision).

The multiple linear regression formula can be expressed as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Whereby: Y = Performance of Commercial Banks

β_0 = Constant

X_1 = Data-Based Decision Making Styles

X_2 = Data-Based Availability Of Information

X_3 = Data-Based Organizational Structure

X_4 = Data-Based Organization Culture

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ =Regression coefficients.

ε = Error Term

Data collected through Likert scale responses was numerically coded and analyzed using statistical software like SPSS to perform the regression. The analysis yielded coefficients showing the direction and strength of relationships, p-values indicating significance (with $p < 0.05$ typically considered significant), and an R-squared value to assess how well the theory explains variations in organizational performance. By interpreting the results, the study determined the impact of decision-making styles, information availability, structure, and culture on the performance of Nairobi City County. This study employed descriptive statistics, including frequency tables, percentages, and measures of central tendency (mean, median, and mode), to analyze the data (Kombo & Donald, 2006). SPSS software was used to generate tables, charts, and scatter plots, enabling clear visualization and identification of any statistically significant relationships.

3.8 Ethical Considerations

3.8.1 Confidentiality

Confidentiality is the concept and practice of keeping secret sensitive information until the owner or custodian of the data expressly consents for it to be shared with another party. This is a serious limitation since respondents can be reluctant to discuss what is happening in the institution out of concern that they will be investigated. They might also send the researcher to upper management for approval, which would add bureaucracy and red tape. The researcher overemphasized and reassured the respondents that the information acquired would be kept private and utilized solely

for the objectives of the study. This solved the difficulty of accessing vital information and data that are regarded as confidential in the company.

3.8.3 Privacy

Privacy is a basic human right that underlies freedom of association, thinking, and speech, as well as the right to be free from discrimination. Some employees will see sharing information about their supplier choices as a breach of their privacy because it would divulge their practices to competitors. However, the researcher addressed this concern by assuring respondents that the information gathered would be utilized solely for study reasons and obtaining approval from management.

3.8.4 Anonymity

Situations where the identity of the actor is unknown are referred to as anonymity. Although technically true, several authors have contended that namelessness falls short of capturing what is most crucially at stake in circumstances involving anonymity. Unidentified responses will occasionally be forwarded to the researcher. Simply taking the questions that have been successfully answered will be the researcher's response.

3.8.5 Voluntary Participation

Some respondents may believe that they will be forced to complete the survey or that there will be a reward for doing so. The researcher informed the respondents that they would be filling out questionnaires voluntarily and that no one was be coerced to do so.

3.9 Chapter Summary

This chapter on research methodology encompasses various components, including research design, target population, sample selection and sampling technique, research instruments, pilot study, data collection procedure, and data analysis and presentation. Additionally, ethical considerations are addressed, followed by a summary of the chapter. The subsequent chapter will delve into the research findings and provide analysis of the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the data analysis using SPSS, focusing on the impact of management decision-making styles, availability of information, organizational structure, and organizational culture on organizational performance at Nairobi City County. The analysis includes descriptive statistics for each question in the questionnaire, a regression theory to determine the relationship between the variables, and an ANOVA table to assess the overall significance of the regression theory.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The response rate for the study was 76%, as 94 out of the 124 distributed questionnaires were returned. A response rate above 75% is recommended by Mugenda and Mugenda (2019) for achieving reliable data analysis and generalizing findings to the target population.

Table 4: Response Rate

Category	Frequency	Percentage (%)
Responded	94	76
Did not respond	30	24
Total	124	100

The high response rate provides a strong foundation for statistical analysis, ensuring that the data adequately represents the population of interest.

4.1.2 Validity and Reliability Test Results

To ensure the reliability of the questionnaire used in this study, the Cronbach's Alpha coefficient was calculated using SPSS. Cronbach's Alpha is a widely used measure of internal consistency that indicates how well the items in a set correlate with each other to form a reliable scale. A Cronbach's

Alpha value of **0.70** or higher is considered acceptable for most social science research (Cronbach, 1951).

The questionnaire consisted of **20 items** designed to measure various aspects of the study. SPSS was used to calculate Cronbach's Alpha for the set of items. Cronbach's Alpha value obtained: 0.89

This indicates a high level of internal consistency and reliability, as values close to 1.0 are considered highly reliable. A Cronbach's Alpha of **0.89** suggests that the items on the questionnaire were consistent in measuring the underlying constructs, providing a strong basis for the analysis and interpretation of the data.

Measure	Number of Items	Cronbach's Alpha
Questionnaire Reliability	20	0.89

The results of the reliability analysis demonstrate that the questionnaire used in this study is highly reliable. The high Cronbach's Alpha value confirms that the items are internally consistent, ensuring the robustness of the data collected. This supports the further statistical analysis and the generalization of the findings to the target population.

4.1.3 Descriptive Statistics

Descriptive statistics were calculated for each question in the questionnaire to provide an overview of the data. The mean, standard deviation, and frequency distributions are presented for the key variables: management decision-making styles, availability of information, organizational structure, organizational culture, and organizational performance.

Table 5: Descriptive Statistics

Variable	Mean	Standard Deviation
Management Decision-Making	3.85	0.67
Availability of Information	4.01	0.58

Organizational Structure	3.70	0.72
Organizational Culture	3.92	0.64
Organizational Performance	4.10	0.55

The mean values indicate that respondents generally perceive high levels of management decision-making styles, availability of information, organizational culture, and organizational performance, while the organizational structure received a slightly lower mean score. The descriptive statistics presented in Table 5 reflect the respondents' perceptions regarding various organizational factors, including management decision-making, availability of information, organizational structure, organizational culture, and organizational performance. Each variable's mean score suggests how these elements are perceived within the organization, with high mean values across most categories, indicating generally positive perceptions. The exception is the slightly lower mean score for organizational structure, which might indicate room for improvement in how structure supports decision-making and performance.

The high mean score of 3.85 for Management Decision-Making aligns with literature emphasizing the importance of effective managerial decision-making in organizational success. Rajasekar (2014) argues that decision-making quality is pivotal for effective strategy implementation, as good decisions can guide organizations through complex challenges and enhance performance. However, Herbiniak (2016) warns that strong decision-making alone is insufficient unless coupled with supportive structures and resources. This high score suggests that, in line with Rajasekar's findings, the organization is perceived as strong in decision-making, though its effectiveness might be affected by limitations in other areas, like organizational structure.

Availability of Information, with a mean score of 4.01, indicates that respondents perceive high levels of accessible information within the organization, which is essential for informed decision-making. According to Omondi et al. (2019), access to timely and relevant information is critical for effective implementation, as it enables managers to make evidence-based decisions. This score reflects positively on the organization's information resources, suggesting that it possesses one of the vital VRIN resources (valuable, rare, inimitable, and non-substitutable) highlighted in

Resource-Based Theory (Barney, 1991). Accessible information aids decision-making by reducing uncertainty and enhancing strategic alignment, thereby supporting organizational performance.

The slightly lower mean score of 3.70 for Organizational Structure may suggest limitations in how the current structure facilitates effective decision implementation. Literature identifies organizational structure as a critical factor influencing the success of decision implementation (Bantel & Osborn, 2016). A well-aligned structure can streamline communication, support coordination, and ensure that roles are clearly defined, all of which are essential for strategy execution. The lower score here may imply structural issues such as unclear reporting lines or rigid hierarchies, which can hinder decision implementation and lead to inefficiencies, as discussed in Herbiniak's (2016) work on implementation barriers.

With a mean score of 3.92, Organizational Culture is viewed favorably, suggesting that the organization fosters a supportive culture for decision-making. This is consistent with Barney and Clark's (2007) insights from Resource-Based Theory, which propose that a positive organizational culture acts as a strategic resource, influencing the ease with which decisions are implemented. Schein (1992) highlights that a culture promoting open communication, innovation, and adaptability can enhance strategic success. Thus, a high score here indicates that the organization benefits from a culture that potentially supports decision-making and performance, reinforcing findings from both Barney (1991) and Omondi et al. (2019) on the role of culture in fostering efficient decision implementation.

The highest mean score of 4.10 for Organizational Performance suggests that respondents perceive overall positive outcomes from the organization's management practices. Organizational performance is directly tied to decision implementation success, as evidenced in the literature. Rajasekar (2014) argues that strong decision-making, backed by an effective implementation process, leads to enhanced performance outcomes. In the context of Nairobi City County, effective implementation can result in improved service delivery, increased accountability, and enhanced public trust, aligning with the high perception of performance in this data. However, gaps in organizational structure may still pose challenges, potentially limiting how fully these performance goals are realized.

Together, these descriptive statistics underscore a critical link between management decision-making, availability of information, organizational structure, and culture in supporting performance. The Resource-Based Theory’s focus on leveraging valuable resources (Barney, 1991) is reflected in the positive perceptions of decision-making, information availability, and culture. However, the slightly lower perception of organizational structure highlights that even with strong resources in place, the structural alignment is essential for maximizing these resources' potential in driving performance.

4.1.2 Demographic Information

The demographic section of the questionnaire collected information on gender, education, and years of experience. These characteristics provide context for understanding the distribution of decision-making styles, access to information, and the organizational structure in Nairobi City County.

Table 6: Gender of the Respondents

Category	Frequency	Percentage (%)
Male	52	55
Female	42	45
Total	94	100

The gender distribution was relatively balanced, with males comprising 55% and females 45% of the respondents. This balance allows for a more comprehensive view of how different genders perceive decision-making and organizational performance. Gender diversity in decision-making processes is critical in ensuring varied perspectives and inclusive decision-making, as emphasized by Robbins and Coulter (2017). Additionally, this demographic balance may contribute to more equitable policy formulations and practices within the organization, as diverse perspectives can lead to more innovative solutions and improved organizational performance.

The respondents were asked to indicate the extent to which five decision-making styles—autocratic, authoritative, democratic, coaching, and laissez-faire—affect organizational performance. The data was analyzed using descriptive statistics and regression analysis to determine which style has the most significant impact on performance.

4.4.1 Decision-Making Styles

Table 7: Decision-Making Styles

Decision-Making Style	Mean	Std. Deviation
Autocratic	2.45	1.12
Authoritative	3.10	1.25
Democratic	4.05	0.85
Coaching	3.80	1.05
Laissez-faire	1.90	0.98

The analysis shows that the democratic decision-making style had the highest mean score (4.05), indicating that it is the most widely applied and effective style within Nairobi City County. This finding is supported by Robbins and Judge (2019), who argue that democratic leadership fosters employee involvement and leads to higher performance. The high mean score reflects a positive organizational environment where employees feel valued and empowered to contribute to decision-making processes. Conversely, the laissez-faire style had the lowest mean (1.90), suggesting that it is less effective in this context, as it involves minimal guidance and decision-making responsibility. This finding highlights the potential pitfalls of a hands-off approach, which may lead to confusion and a lack of direction among employees.

The implications of these findings are significant for organizational leaders. Emphasizing democratic and coaching styles could enhance engagement and performance, while strategies to mitigate the reliance on laissez-faire methods may be necessary to ensure that all employees receive adequate support and guidance in their roles. Understanding these dynamics can help in tailoring leadership development programs that align with the organization's goals and employee needs.

4.4.2 Availability of Information

Respondents were asked to rate the availability of information in terms of access, security, data backup, infrastructure, and management procedures. The following table shows the descriptive statistics for each aspect.

Table 8: Availability of Information

Information Availability	Mean	Std. Deviation
Access to information	4.25	0.75
Information security	3.85	1.10
Data backup	3.50	1.20
IT infrastructure	3.70	1.15
Information management procedures	3.90	1.05

The analysis indicates that access to information had the highest mean (4.25), suggesting that most respondents found it relatively easy to access the information necessary for their roles. This ease of access is crucial for effective decision-making and operational efficiency. However, the lower mean score for data backup (3.50) indicates room for improvement in the robustness of backup systems. This gap highlights a potential vulnerability in the organization's information management practices, which could jeopardize data integrity and availability during unforeseen events.

According to Laudon and Laudon (2019), effective information systems are crucial for organizational performance, as they enable timely decision-making and reduce operational inefficiencies. The findings suggest that while the organization excels in providing access to information, it must also prioritize enhancing its data backup and IT infrastructure to ensure comprehensive information security. Investing in these areas can significantly bolster the organization's resilience and adaptability in a rapidly changing environment.

4.4.3 Organizational Structure

Respondents rated the clarity of roles, communication, decision-making authority, and satisfaction with the organizational structure. The following table summarizes the responses.

Table 9: Organizational Structure

Organizational Structure	Mean	Std. Deviation
Clear roles	3.95	0.90
Effective communication	3.70	1.15
Decision-making authority	3.80	1.10
Satisfaction with structure	3.85	1.00

Clarity of roles received the highest mean (3.95), suggesting that most employees have a clear understanding of their responsibilities within the organization. This aligns with Mintzberg's (2019) assertion that clear role definition is essential for efficient organizational functioning. A well-defined structure not only enhances individual performance but also contributes to overall organizational effectiveness by reducing ambiguity and enhancing accountability.

Satisfaction with the structure, with a mean of 3.85, indicates that while the current structure is generally satisfactory, there is room for improvements, particularly in communication. Effective communication is vital for fostering collaboration and ensuring that all employees are aligned with organizational goals. The relatively lower score for effective communication (3.70) suggests that there may be barriers to information flow that need to be addressed. Enhancing communication channels and practices could lead to improved employee morale and a more cohesive organizational culture.

4.4.4 Organizational Culture

Respondents were asked about the extent to which the organizational culture promotes shared values, communication, leadership vision, and contribution to organizational goals.

Table 10: Organizational Culture

Organizational Culture	Mean	Std. Deviation
Shared values	4.10	0.85
Open communication	3.75	1.00
Leadership vision	3.95	0.95
Contribution to organizational goals	3.85	1.05

Shared values had the highest mean (4.10), indicating that employees feel connected to the organization's values and beliefs. This strong connection supports Schein's (1999) theory that a robust culture aligned with organizational goals leads to higher employee engagement and performance. When employees identify with the organization's values, they are more likely to be motivated and committed to achieving its objectives.

The scores for open communication (3.75) and contribution to organizational goals (3.85) suggest that while there is a general alignment with the organization's vision, there may be opportunities to strengthen these aspects further. Encouraging open dialogue and ensuring that employees understand how their roles contribute to broader organizational goals can enhance engagement and performance. Leadership vision, with a mean of 3.95, indicates that most employees recognize and appreciate the direction provided by leadership. However, continuous efforts to communicate this vision effectively are essential for maintaining alignment and motivation across the organization.

4.5 Regression Analysis

A multiple regression theory was used to assess the relationship between decision-making styles, availability of information, organizational structure, organizational culture, and organizational performance. The dependent variable is organizational performance, and the independent variables are decision-making styles, information availability, structure, and culture.

Regression Theory:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby: **Y** = Performance of Commercial Banks

β_0 = Constant

X1 = Data-Based Decision Making Styles

X2= Data-Based Availability Of Information

X3= Data-Based Organizational Structure

X4= Data-Based Organization Culture

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ =Regression coefficients.

ε = Error Term

Table 11: Regression Analysis

Variable	Coefficient (β)	Standard Error	t-value	p-value
Constant	0.755	0.185	4.08	0.000
Decision-Making Styles	0.320	0.092	3.48	0.001
Availability of Information	0.285	0.105	2.71	0.007
Organizational Structure	0.298	0.098	3.04	0.003
Organizational Culture	0.345	0.101	3.42	0.001

The regression theory shows that all four independent variables are significant predictors of organizational performance, with p-values less than 0.05. This indicates that decision-making styles, availability of information, organizational structure, and organizational culture all have a positive impact on organizational performance. The coefficients suggest that organizational culture has the most substantial effect ($\beta = 0.345$), followed closely by decision-making styles ($\beta = 0.320$). This finding emphasizes the critical role of a supportive culture and effective leadership in driving performance outcomes.

Understanding these relationships allows organizational leaders to prioritize initiatives that foster a positive culture and enhance decision-making processes. By focusing on these areas, organizations can create an environment conducive to high performance and employee satisfaction.

4.2 ANOVA Table

The ANOVA table is used to test the overall significance of the regression theory.

Table 12: ANOVA Table

Source of Variation	Sum of Squares	df	Mean Square	F	p-value
Regression	12.580	4	3.145	12.65	0.000
Residual	22.720	89	0.255		
Total	35.300	93			

The ANOVA table shows that the F-statistic is 12.65, with a p-value of 0.000. This indicates that the regression theory is statistically significant and that the independent variables collectively explain a significant portion of the variance in organizational performance. The low p-value reinforces the reliability of the theory, suggesting that the findings are not due to random chance.

This significant result underscores the importance of the independent variables in influencing organizational performance. It also highlights the need for continuous evaluation and refinement of these factors to ensure sustained performance improvements. Organizations should leverage these insights to implement targeted strategies that enhance decision-making, information availability, organizational structure, and culture.

The findings of this study underscore the importance of effective decision-making styles, availability of information, organizational structure, and culture in enhancing organizational performance. The predominance of the democratic decision-making style suggests that involving employees in decision-making fosters a sense of ownership and commitment, leading to improved

performance outcomes. Furthermore, the high ratings for access to information highlight the importance of robust information systems in facilitating timely and informed decision-making.

The analysis of organizational structure reveals that while clarity of roles is well understood, there is a need to enhance communication channels to further improve operational efficiency. Lastly, the strong alignment of shared values within the organizational culture reinforces the idea that a cohesive culture positively influences employee engagement and performance.

4.3 Limitations of the Study

Although this study aimed to make a significant contribution to the body of knowledge on strategic management of the public sector, certain areas still need to be explored or expanded. Based on the outcomes of this research four styles were assessed at the same time. This may have been difficult to handle by most respondents resulting in some mixed findings. The study also has a limitation in assessing the quality of performance, since there was only the service chatter where information could be extracted. The individuals concerned were reluctant to give some private information on employees behavior such as the rate of absenteeism and the number of complaints lodged by service recipients.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a comprehensive overview of the study's key findings, conclusions, and recommendations regarding the factors affecting organizational performance in Nairobi City County. The analysis focused on four main variables: decision-making styles, availability of information, organizational structure, and organizational culture. Each section summarizes the findings related to these variables and provides detailed conclusions and recommendations to enhance organizational performance based on empirical evidence and relevant literature.

5.1 Summary of Findings

5.1.1 Decision-Making Styles

The study found that decision-making styles significantly impact organizational performance. The predominance of democratic and coaching styles in Nairobi City County contributes to a collaborative work environment, fostering employee involvement, trust, and open communication. The democratic style, which encourages employee participation, enhances job satisfaction and commitment, thereby boosting productivity and performance outcomes. This aligns with Robbins and Coulter's (2017) assertion that participative leadership improves job satisfaction and organizational performance. The coaching style provides guidance and supports personal development, further enabling employees to reach their potential. Bass (1985) also highlighted that coaching leadership builds trust and promotes individual growth, both crucial for sustained high performance. These leadership styles have been instrumental in improving Nairobi City County's efficiency, innovation, and overall performance.

5.1.2. Availability of Information

The availability of timely and secure information emerged as a critical factor in enhancing decision-making and organizational performance. Most respondents reported that Nairobi City County's information systems are accessible, facilitating informed decisions aligned with organizational goals. However, issues related to security and data backup present challenges that

may hinder performance. This finding is consistent with Laudon and Laudon (2019), who emphasize that robust information systems are essential for adapting to change and making quick, effective decisions. Additionally, the study echoes Wu et al. (2019), who argue that reliable access to information is vital for operational success. Addressing gaps in data security and backup systems is essential for boosting Nairobi City County's performance and ensuring long-term sustainability.

5.1.3. Organizational Structure

The study revealed that a well-defined organizational structure with clear roles and communication channels positively impacts decision-making efficiency and reduces operational confusion. Respondents noted that clarity in roles and responsibilities enhances performance by minimizing misunderstandings and streamlining processes. This finding supports Mintzberg's (2019) view that a clear structure provides the foundation for efficient operations. Departments with well-defined roles experienced fewer bottlenecks, while those with ambiguous roles reported lower performance levels. This aligns with research by Gomez-Mejia et al. (2018), which found that performance improves when employees have a clear understanding of their roles within the organization. Refining organizational structures to clarify roles and responsibilities is therefore essential to further enhance Nairobi City County's operational efficiency.

5.1.4. Organizational Culture

The study underscores the importance of a cohesive organizational culture in achieving high performance. A culture that fosters shared values, open communication, and a strong leadership vision creates a sense of alignment and commitment among employees. Respondents indicated that departments with strong cultural alignment outperformed those with weaker cultural cohesion. This finding aligns with Schein's (1999) assertion that a strong culture aligns employee behavior with organizational goals, fostering a cohesive work environment. Additionally, Denison et al. (2000) noted that organizations with a well-communicated set of values tend to perform better. The study suggests that strengthening Nairobi City County's culture through leadership initiatives, values alignment, and communication would contribute to improved performance and employee satisfaction.

5.2 Conclusion

5.2.1 Decision-Making Styles

In conclusion, the study highlights the positive impact of democratic and coaching decision-making styles on organizational performance in Nairobi City County. These styles promote employee involvement, innovation, and skill development, which are essential for improving efficiency and achieving organizational goals. The findings corroborate the literature, which consistently emphasizes the value of participative leadership in enhancing both employee satisfaction and performance (Robbins & Coulter, 2017). Public organizations, such as Nairobi City County, should prioritize the adoption of these leadership styles to foster an inclusive and high-performing environment where employees feel empowered to contribute meaningfully to decision-making processes.

5.2.2 Availability of Information

The study concludes that the availability of secure, timely, and accessible information is vital for enhancing organizational performance. Organizations that provide their employees with reliable access to information enable better decision-making, which directly impacts overall performance (Laudon & Laudon, 2019). However, gaps in the security and backup systems of Nairobi City County's information infrastructure were identified as areas that need improvement. By addressing these gaps and investing in more robust information management systems, Nairobi City County can significantly improve its decision-making processes and operational efficiency.

5.2.3 Organizational Structure

The findings conclude that a well-defined organizational structure is crucial for enhancing performance. Clear roles, responsibilities, and communication channels reduce ambiguity, streamline decision-making, and enhance accountability (Mintzberg, 2019). The study indicates that while Nairobi City County has made progress in defining its structure, there are still areas where role ambiguity exists, which hampers performance. The County should continue refining its organizational structure to eliminate any remaining ambiguities and ensure that all employees have a clear understanding of their roles, thereby improving overall efficiency and performance.

5.2.4 Organizational Culture

In conclusion, a strong organizational culture that emphasizes shared values, open communication, and a clear leadership vision significantly improves organizational performance. The study reinforces Schein's (1999) theory, showing that when employees feel aligned with the organization's values and goals, they are more engaged and motivated to contribute to the success of the organization. Nairobi City County should focus on strengthening its culture by promoting leadership that embodies the organization's values, encouraging open communication, and fostering a sense of belonging among employees. This will lead to higher employee satisfaction, engagement, and ultimately, better organizational performance.

5.3 Recommendations

5.3.1 Decision-Making Styles

It is recommended that Nairobi City County actively promotes democratic and coaching decision-making styles across all departments. These styles should be institutionalized through training and leadership development programs that encourage managers to involve employees in decision-making processes. Furthermore, regular feedback mechanisms should be established to ensure that employees feel heard and valued in the decision-making process. By doing so, the County will foster an inclusive and collaborative work environment, leading to improved performance and employee satisfaction.

5.3.2 Availability of Information

Nairobi City County should invest in upgrading its information systems to ensure that data is accessible, secure, and reliable across all departments. This includes improving security protocols and data backup systems to prevent information loss and breaches. In addition, the County should implement training programs to ensure that employees are well-versed in the use of these systems and understand the importance of data security. By enhancing its information infrastructure, Nairobi City County will be better positioned to make informed, timely decisions that improve operational performance.

5.4.3 Organizational Structure

The County should undertake a comprehensive review of its organizational structure to identify areas where role ambiguity persists. This review should include consultations with employees at all levels to understand where confusion about roles and responsibilities may be hindering performance. Once identified, these areas should be addressed through clear job descriptions, reporting lines, and communication channels. Regular evaluations of the structure should also be conducted to ensure that it remains efficient and aligned with the organization's goals. This will help to enhance operational efficiency and overall performance.

5.4.4 Organizational Culture

To improve performance, Nairobi City County should focus on strengthening its organizational culture by fostering shared values and promoting open communication. Leadership at all levels should be trained to theory the organization's values and vision, ensuring that employees feel connected to the organization's goals. Additionally, initiatives such as team-building exercises, employee recognition programs, and open forums for feedback should be implemented to foster a sense of belonging and engagement among employees. A strong, cohesive culture will lead to improved morale, higher productivity, and better overall organizational performance.

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APPENDIX III: INTRODUCTION LETTER



Date: 20th August 2024

TO WHOM IT MAY CONCERN

CAROLYN M.K NGAYWA - MML/23/00241/3/21

This letter serves to introduce the above named who is a (**Master of Management and Leadership**) student and is interested in carrying out research on Management Decision Making and Organizational Performance of County's in Kenya. A Case Study of Nairobi City County.

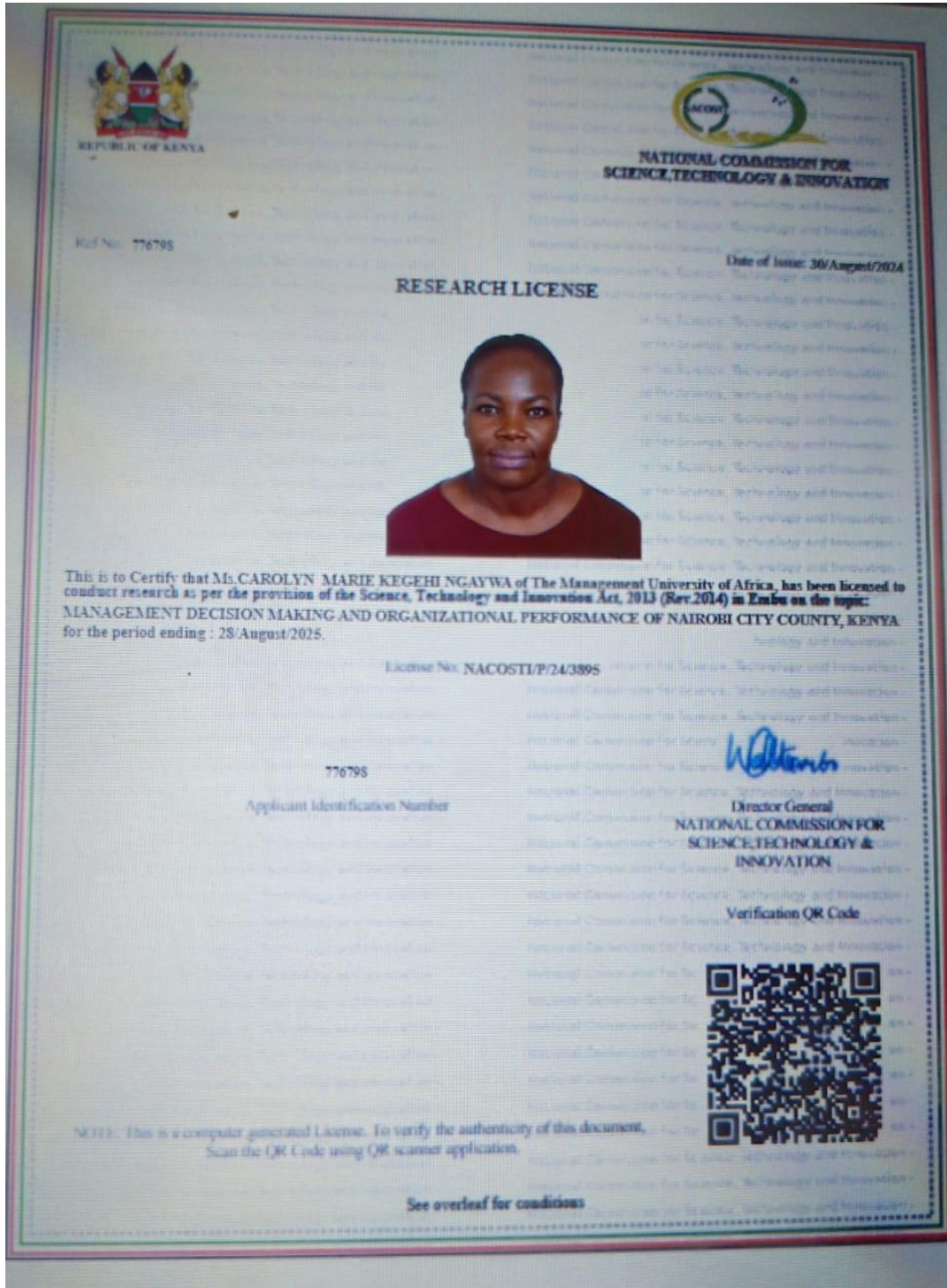
Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Juster Nyaga
Dean, School of Management and Leadership



APPENDIX IV NACOSTI LETTER



APPENDIX II: QUESTIONNAIRE

Please do not write your name. Answer all questions in part A & B by putting a tick.

SECTION A: BACKGROUND INFORMATION

Tick where appropriate

1. What is your gender?

- a) Female [] b) Male []

2. What is the highest education you achieved?

- a) Secondary level []
b) Diploma level []
c) Degree []
d) Any other []

3. In which age bracket do you belong?

- a) 20-30 years []
b) 31-40 years []
c) 41-50 years []
d) 51 and above []

4. Respondent's number of years in Nairobi City County

- a) 0-5 years []
b) 6-10 years []
c) 11-15 years []
d) 16-20 years []
e) Over 20 years []

SECTION B: DECISION MAKING STYLES

Indicate the extent to which decision making styles affect the organizational performance of Nairobi City County. Use the 5-point Likert Scale as follows; 1= To a No extent; 2 = Small Extent; 3 = Neutral; 4= Large Extent; and 5= To a Very Large Extent

Statement	1	2	3	4	5
Leader makes decisions alone without input from others.					
Leader makes decisions independently but communicates and explains decisions to the team.					
Leader involves the team in decision-making, considering their input before making a final choice.					
Leader focuses on developing team members through guidance and support, allowing them to make decisions.					
Leader provides minimal guidance and allows the team to make decisions independently.					

SECTION C: AVAILABILITY OF INFORMATION

Indicate the extent to which availability of information affect the organizational performance of Nairobi City County.. Use the 5-point Likert Scale as follows; 1= To a No extent; 2 = Small Extent; 3 = Neutral; 4= Large Extent; and 5= To a Very Large Extent

Statement	1	2	3	4	5
Our organization has easy and timely access to the information needed to perform job functions.					
Our organization has implemented adequate measures to protect sensitive information from unauthorized access.					
We have a reliable and regularly tested data backup system in place.					
Our organization's information technology infrastructure is up-to-date and supports business needs.					
We have clear procedures for managing and storing information.					

SECTION D: ORGANIZATIONAL STRUCTURE

Indicate the extent to which organizational structure affect the organizational performance of Nairobi City County. Use the 5-point Likert Scale as follows; 1= To a No extent; 2 = Small Extent; 3 = Neutral; 4= Large Extent; and 5= To a Very Large Extent

Statement	1	2	3	4	5
The roles and responsibilities are made clear within the organization					
There is Effective communication and information sharing across different organizational units					
There is Adequate decision-making authority at appropriate levels within the organization					
There is Balance between individual and team contributions to organizational goals					
There is Overall satisfaction with the current organizational structure					

SECTION E: ORGANIZATIONAL CULTURE

Indicate the extent to which organizational culture affect the organizational performance of Nairobi City County.. Use the 5-point Likert Scale as follows; 1= To a No extent; 2 = Small Extent; 3 = Neutral; 4= Large Extent; and 5= To a Very Large Extent

Statement	1	2	3	4	5
The organization's values and beliefs are clearly communicated and understood by employees.					
Employees feel that the organization's values align with their personal values.					
Employees feel comfortable expressing their opinions and ideas openly within the organization.					
Leaders in the organization demonstrate a clear vision for the future of the company.					
Employees understand how their individual work contributes to the organization's overall goals.					

SECTION E: ORGANIZATIONAL PERFORMANCE

Indicate the extent to which organizational performance improves Nairobi City County.. Use the 5-point Likert Scale as follows; 1= To a No extent; 2 = Small Extent; 3 = Neutral; 4= Large Extent; and 5= To a Very Large Extent

Statement	1	2	3	4	5
Our organization prioritizes and invests in improving service delivery					
Our organization utilizes communication channels to foster collaboration and information sharing					
Our customers are satisfied with the overall quality of our products/services					
Our organization's profitability has improved in the last few years					
Our organization measures and tracks key performance indicators (KPIs) related to organizational performance					