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Historical Development of Employee Involvement in Decision Making

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Introduction

The survival of organizations tends to be dependent on maximizing the profits from the existing capabilities while adjusting and realizing the fact that what may work today may not necessarily work in the future. As a way to help maintain the profitability of companies, it is necessary for leaders to consider involving employees. The study aims to examine how employee involvement in decision-making is effective as it predicts goals achievement. In this section, it will describe the different research studies on this topic including the historical development of the topic, contemporary perspectives, the historical development of the theory, the significance of the study and implication for practice, and the direction for future research.

Over the recent years, employers have come to realize the significance of employee involvement. Employee involvement does involve creating an environment where people have an impact on decisions and the actions that affect their jobs. The non-involvement of employees in decision-making means that the vital input of employees is not considered when decisions are being made. Employee involvement is believed to lead to an increase in productivity and the achievement of goals and considering today's competition, eliciting employee's commitment towards the achievement of the goals is necessary.

The textile mills were the first factories in the US, replacing the home based production processes during the late 1700s to mid-1800s (Parks, 1995). Through the help of the railroads in opening the mass markets, the factory system did spread to almost every industry and it became the dominant method of production by the 1800s. After the transformation, there were significant changes that happened in the organization of work. As the centralized factory system started dominating, the craftsmen did trade independence for the access to capital necessary in competing with the larger manufacturing organizations. Rather than controlling its work efforts, labor had to comply with the work structures and rules that others determined. A major question during the time was how to structure the practices and organizations to increase productivity among the employees whose interests different from those of employers (Parks, 1995).

The attitude towards labor then changed, and there was the view that labor was insolent, lazy, and ignorant. There was also the belief that the relations between firms and labor would always be conflict and be adversarial. The alternative to this idea was having more Jeffersonian that held that the workers would willingly and proudly cooperate in the economic progress provided they were given an adequate stake in the survival of the firm and had satisfactory living and the working conditions. That approach did encourage cooperative solutions to solving conflicts and also promoting commitment, harmony, and loyalty. In the business environment, there has been a diversity of the American experience. To attract labor and also offer social control in the geographically isolated locations, factories build around the communities designed for the workers. As at 1915, many large firms had created special departments for the welfare work (Parks, 1995). The departments included individuals trained in psychology and sociology and they tried building employee morale and also helping to resolve grievances. Some of the businesses that were established in the mid-1800s in Philadelphia such as John Wanamaker's department store, the Brown Instrument Co, and John B Stetson Hat Co

did operate extensive programs to minister to the employees (Parks, 1995). During the period, some of the firms that were using the alternative methods did not fare any better than the other firms when fighting for their survival.

While the management continued experimenting with various practices, the dominant approach was more traditional, and the new approach emphasized on science and rationality. To offer fairness to firms and workers, Taylor did apply elements of science to determine the standards for piece work and job definitions (Parks, 1995); however, fear of unemployment did allow the efficiency effort in most instances to overwhelm the standards of decency. As a means of improving efficiency, jobs were designed to provide the staff with little or no discretion in their movement, and there were not expected to use their judgment or intellectual in performing work. The management did provide very little consideration to the idea that the efficient use of labor would involve dimensions other than the job process. Conflict did increase because there was mediation by the New Deal legislation that did serve as the basis for collective bargaining (Parks, 1995). For the last twenty years, collaboration has been emphasized, and some people claim that we tend to have come full circle in different stages of labor relations.

To be able to understand the evolution of business in the recent years, it is vital to differentiate between the technical and social division of labor. The technical division does refer to how work is fragmented and subdivided to limited operations that are operated by separate workers. Based on the description of a pin making factory by Adam Smith, it does shed some light on the traditional aspect of specialization as a key source of productivity. The simplification of a particular operation and repeated on a short cycle was meant to increase the dexterity of workers on a certain task. Frederick Taylor is normally considered as the person who developed the idea as an approach that was properly adapted to the industrial production of standardized goods (Tomlison et al., 1998). In the past years, the tendency has focused on decreasing the technical division of labor and providing the employees with a wider scope of activities.

In the last ten years, there has been a trend of reducing the number of job classifications, making work groups and teams responsible for the extent of horizontal coordination, and fostering internal mobility and job rotation. Previously, workers used to be assigned jobs individually and usually for a long period on jobs made up of well-specified jobs; however, the ongoing trend tends to be making the employees be more versatile and work in organizations to be more flexible (Tomlison et al.,.1998). When considering the social division of labor, it is a feature of the employment relation. With this feature, it has focused on reducing direct supervision which was a key element in the traditional hierarchical structure. As things are changing, organizations are now doing more than just changing the supervision style, but there is also an evolution from individual to work groups and the sphere of regulation where employees tend to manage their contribution to organizations.

The reforms that have been happening tend to be accepted by the workers, and as a result, there tends to be an ongoing research that aims to establish the extent to which employee involvement does contribute to the workplace productivity (Tomlison et al.,.1998). It is clear that success of the organization does not just depend on the know-how and skills, but also involves the shared will of using them. Employees are an important element in the accomplishment of organizational goals and the survival of the organization. It is an idea that is based on the fact that the employees are operators and they tend to be at a better position of knowing the problems that they encounter when doing a certain task and how they can best resolve the issue. The main problem that exists is that while involvement though obtained, it is not understood and also its benefits. Some managers tend to feel that the process of decision-making is their sole purpose and as a result, it must be protected. Another reason is that the top management sometimes like remaining aloof from the employees to build an all-important environment around themselves.

Employee involvement is normally considered as a way of empowering employees to participate in decision-making and improvement of activities appropriate to their levels in the company. Organizations should realize that at the end of the day, there is only one thing that stands to differentiate them from other organizations, which are the people. It is not the service establishment, product, process, or the secret ingredient, but the people. The Japanese have always realized this, and it is the main reason for their success in the global market. The Japan companies normally

place great value on the integration of people with the organizational processes, equipment, and objectives.

While the concept of employee involvement has not been properly obtained in the organization, it tends to be a long-term commitment and a new way of doing business and also a fundamental change in the culture. Those employees who have been involved, empowered, and recognized for their achievement tend to see their jobs and their firms from a different perspective. Such employees normally feel like they own the company and also have a feeling of being personally responsible for the company's performance. According to Zoghi and Mohr (2011), the most appropriate way for obtaining a genuine commitment from people is through involving them in the project from the start.

Those organizations that are operating considering the involvement of their employees tend to have evolved beyond merely telling employees what is going on, but also actively seeking their contribution in the decision-making process. There is just a minority of organizations in the industry that truly operate with the involvement of its employees; however, organizations need to moves towards a different direction where they involve employees in the process of making decisions.

The new technological changes, competition, cultural changes, and the demographic changes in the last decades have necessitated higher qualifications, skills, and flexibility from employees. Traditionally workers did not have any say or indirect say on the issues concerning their job environment. Thus, in an effort of boosting organizational efficiency, the issue of employee involvement is becoming an area of concern and great interest. The cultural effect that is being sought is the sense of ownership of the company among its employees (Zoghi & Mohr 2011). The change does have a remarkable effect on the commitment of employees to the organization and the type of activities that they undertake. Some companies are involving employees in the decision-making process, and managements are also asking employees to join the employee involvement programs to help improve the quality of their work lives. It is necessary that organizations should realize that the days for destructive adversarial labor management relations are over and the ruthless competitive economic world requires that the management and workers should corporate so that both can survive.

Employee involvement is all about developing an enabling environment where individuals have an impact on the decisions and actions that influence their job.

Contemporary Perspectives

Employee involvement matters to both the employees and the organization as a whole. According to McCuiston and DeLucenay (2010), the failing global economy tends to have created a huge shift in the way the businesses occur. A company that is bound by regulations and rules from the union perspective may either break or make an organization because employees may use contract agreement provisions to impede attainment of the organizational objectives and goals. The capability of the management to leverage the employee involvement strategies is vital to an organization. Employee involvement has emerged as being one of the greatest challenges in today's workplace. It is an issue of concern in the past and is still an area of concern today.

Decision rights normally allow for greater involvement of employees in deciding the issues that affect their work. In this case, the employees tend to have a say in the right key performance indicators and also establish the critical success factors that concern their job responsibilities. According to Armstrong (2006), employees are usually likely to exceed or meet the performance goals when they are empowered with the authority of making decisions and also solving problems that are related to the results they are accountable. The contributions of employees are a starting point in enumerating results for which employees are accountable. Michelle and Lori (2007) stated that essential decisions in the organization do affect the decision-maker and also the other members of the organization. Therefore, through allocating decision rights, it can help to resolve the problem of externalities, which may have an impact on other stakeholders when essential decisions regarding them are made without their involvement. When the interests of employees and the management become more aligned, the delegation of decision-making tends to motivate employees to improve their performance even without causing major disruptions to the process of decision-making.

According to Michelle and Lori (2007), they observed that the employee involvement in decision-making does refer to participative decision-

making that concerns shared decision-making in the work area. Decision-making needs to be a joint process between subordinates and managers. Julliette and Jeff (2005) purport that the employee involved in the process of decision-making may be realized through delegation where the subordinates will gain greater freedom and control of choice concerning bridging the gap in communication between the employees and the management. When an organization allows for employee involvement in decision-making, it tends to be an employee's chance of participating in the strategic planning activities of the organization. In support of this claim, Julliette and Jeff (2005) argued that the future direction of the organization is determined by the employer when he promotes employee involvement in deciding the course of action that should be taken so that to achieve already established goals.

Employee involvement in decision-making allows for decentralization of decisions. Li et al. (2006) does advocate for the full involvement of employees in decision-making because the frontline employees are those individuals who are closest to clients and also knowledgeable about the needs of the market and any dissatisfactions. Li et al. (2006) advocate for employee involvement claiming that it significantly helps improve the performance of employees; hence, increased the ability of the organization to meet its objectives. Employee involvement is usually based on the idea that the success of an organization is determined to a particular extent by the contribution of its employees. Li et al. (2006) claim that providing employees with decision-making power tend to boost their commitment and morale to the organization that aids goal achievement where everybody benefits. Employee involvement is also identified to result in employee attraction and retention, reduced turnover, absenteeism, tardiness, and greater staffing flexibility.

According to Worley and Lawler (2006), for high involvement work practice to be effective and for it to have a positive effect on employee engagement, the employees should be given power. According to the authors, they argued that it leads to employees having the ability to make decisions that are essential to their performance and also the quality of their working lives. Worley and Lawler (2006) claimed that power might be a relatively low level of influence as in offering input to decisions made by others or it may involve having

final accountability and authority for decisions and their outcomes. Involvement tends to be maximized when the highest level of power is pushed to the employees that have to carry out decisions, resulting in acquiring a maximum level of engagement possible from these employees.

A modern and forward-looking organization does not keep its employees in the dark regarding vital decisions affecting them. Such an organization trusts them and also involves them in making decisions at all levels. The traditional command and control model is not an adequate model, and there is a need for an open and collaborate model that will exploit the talents of employees (Hewitt, 2002). It is necessary that employees should be involved if they are to understand the need for creativity and if they are to commit to changing their behavior at the workplace in new and improved ways (Hewitt, 2002). Kuye and Salaimon (2011) stated that the more that an employee is allowed to exercise control over his task and to relate his efforts to those of his fellows, the more likely he is to adopt a positive commitment and cooperative attitude. That helps in achieving the goals of the organization without breakdown and conflict of the normative patterns of relationships between employees and management.

In a study that was conducted by Bhatti et al. (2007), it found that employee involvement is not just an important determinant of components of job satisfaction. Increasing the involvement of employees will have a positive effect on the job satisfaction of employees, productivity, and their commitment. Increasing the employee involvement is a long-term process that demands the attention of the management and initiative from employees. According to Kuye and Salaimon (2011), employee involvement in decisions is associated with higher efficiency. The involvement of employees tends to tap their considerable knowledge regarding their work and their under-used abilities. The more that the employees are involved and informed; the more ready they are to accept the technological changes and even unpalatable change. Through helping the management to be well informed of the views of employees, participation tends to improve the quality of the decisions made. The involvement of employees normally spurs managers to greater efficiency and satisfaction of employee's needs and the moral rights does make for a contented and efficiency through its contribution to industrial peace.

Research indicates that training, motivation, and development for the employees tend to enhance their performance. Apart from that, employee involvement in decision making also affects the performance of employees. Because of that, it results in the commitment of the employees to achieving the goals of the organization (Akuoko et al., 2012). A major channel in which the performance of the employees may be enhanced is through providing the workers with more autonomy in making decisions that do affect their jobs, which tend to refer to a concept of empowerment. According to Bohlander and Snell (2004), empowerment is considered as a technique of involving the employees in their job through the process of inclusion. Through empowerment, it does encourage employees to become managers and innovators of their work and involves them in their jobs in certain ways that provide them with more autonomy and control in decision making. That means offering employee power to initiate changes; thus, encouraging them to take charge of what they are doing.

When evaluating the significance of employee involvement in decision making, Bratton, and Gold (2003) claim that the main obstacle to employee involvement is the resistance to change by the management. The managers tend to form an organizational culture that reflects their styles and ideologies of management and also reinforce their control and strategies. The involvement of an employee in the process of decision making does pose a threat the more autocratic management. According to Bratton and Gold (2003), they state that most managers do resist participation because it is contrary to their habit formed ways of behaving and thinking. Additionally, the lack of responding to the employee recommendation is an excellent example that reduces the involvement of employees in decision making. When the management fails to recognize or acknowledge the recommendations from employees, the employees will conclude that the management does not have any interest in their idea (Kuye and Salaimon, 2011).

Another obstacle that may be identified for employee involvement in decision-making is fear. In a most private organization, fear tends to be a very common characteristic, and most employees have a fear that they might lose their jobs when they raise their voice about their views. Akuoko et al. (2012) claimed that any program of employee involvement in making a decision that is attempted over the foundation of fear is bound to collapse. That happens because fear will prevent developing a good relationship between the management and employees in the organization.

Importance of the Study and Contributions to Practice

Organizational researchers and managerial theorists regard employee involvement as a fundamental and essential element for improving the efficiency of the organization and the quality of the work of employees (Williamson, 2008). The involvement of workers in decision-making has been low in many organizations. Most organizations are struggling to relate the issue of employee participation and job satisfaction, and there are very few organizations that make employee involvement their top priority. That is because they have failed to understand the significant opportunity that lies in employee involvement. It is not possible for a firm to accomplish its goals and objectives if it does not have committed workers that cannot use their potential to the fullest. Therefore, it is vital that organizations should implement measures to see that employees are given an opportunity of using their abilities to the fullest. The general purpose of the study is to answer the business problem of why project managers should focus on employee involvement in decision-making to help realize goal achievement.

Employee involvement and goal achievement have lacked attention; thus, the study will provide a fundamental framework and also provide a good literature foundation on which further references and studies may be based. In conducting this study, it will serve as literature for further studies and mostly in project management and other related studies (Williamson, 2008). So that to increase the employee's commitment and humanize the workplace with the aim of improving work performance, the managers need to permit high degrees of employee involvement. The study will add to the body of knowledge through highlighting how employee involvement in decision-making can help to improve the performance of the organization.

The results of this study might guide the project management personnel and the administrators of corporations to ensure employee involvement in decision-making so that to ensure successful goal achievement. The biggest advantage of the study is

the potential benefit to employees and employers. Today's business environment is rapid changes with increasing uncertainty and turbulence. Businesses tend to be under pressure of seeking new strategies and also making quick decisions so that to overcome the change (Williamson, 2008). With such conditions, it tends to increase the importance of involvement of employees and their input in the management process. Therefore, this study does have business impact and application in the practice of goal achievement. Conducting this study will be beneficial to academicians, scholars, and researchers because it will help broaden their knowledge of the concepts and issues that face employee involvement initiatives. Additionally, this study will add to the existing literature through empirically studying the relationship between employee involvement in decision-making and goal achievement and also enrich scholars with knowledge on project management as a discipline and create interest for future researchers.

To organizations, the study will be important because it will ask the questions on the existing policies in employee involvement and also their effectiveness in achieving goals. The information gained from conducting the study will help to shed some light on the practices of employee involvement at the workplace and enhance decision-making towards improving the employee involvement initiatives that can read a review of the strategies. To the project management practitioners, the study will help to show the importance of employee involvement and also enable organizations to devise strategies for formulating innovation and implementing programs on employee involvement that are focused on the efforts of promoting involvement in decision making (Singh, 2009). Additionally, at the end of the study, it will help to identify the effect of non-involvement of employees in decision making and also help managers to understand and accept the concept of employee involvement in decision-making.

Implication for Practice

Organizations all over the world tend to play a vital role in the development and the growth of the economy. With the increasing competitiveness among organizations, the employers need to ensure that their organizations can tap the appropriate human skills necessary to increase productivity, which is an essential element in an organization that determines productivity and also gives it a competitive advantage. The extent to which the employees are allowed to participate in decision-making so that to enhance commitment towards goal achievement is not usually practiced in many organizations. The biggest challenge that managers face is to make sure that the jobs provide the needs for the employees. It tends to be very challenging to identify the type of employees' higher order needs as these tend to reflect the true motivators, based on Herzberg's claim (Irawanto, 2015); however, through offering opportunities for the employees to participate in the process of decision-making in their jobs, managers can be able to improve their chances of satisfying the higher order needs of employees.

The study will have many implications for business and project management practitioners as they will be able to use the study findings to understand the link between employee involvement in decision-making better so that to enhance goal achievement in the organization. Studies have indicated that employee involvement in decision-making does help enhance their performance (Singh, 2009). With the focus of the study being to have a better understanding of the benefits of employee involvement in decision making, it will help project managers gain some knowledge on how they can use employee involvement to help in goal achievement. In other words, intensive employee involvement in the process of decision-making may be a probable approach for increasing goal achievement in the competitive markets. The study will also help the practitioners to understand the relationship between employee involvement in decision-making and achievement of goals. Therefore, if project managers want to see growth and acquire a competitive advantage, they need to focus on increased employee involvement in the decision-making activities.

The impact of this study on the practice is that it will help in bringing up awareness surrounding the issue of employee involvement in decision-making. It is believed that employee involvement can affect an employee's productivity, commitment, and satisfaction that does create a comparative advantage for the organization (Abdulrahman, 2016). Therefore, the results from this study will contribute to solving the issue of employee involvement through extending knowledge of how the project managers can use employee involvement in achieving the set goals. The logic behind this is that through involving employees in the

decisions that affect them and by increasing their control and autonomy over their work, employees felt motivated and committed to the project.

Through offering the employees with the authority of making decisions tend to increase the control they have over tasks of which they are held responsible for, and they also gain a feeling of acceptance. Conducting the study will be very helpful to the practice of human resource managers. That is because they will be able to use the information from this study so as to better design the job descriptions that involve a culture of involving employees in issues regarding making decisions so that to ensure that employees are satisfied and show commitment (Singh, 2009). The study is also useful in helping understand the impact of involving employees in the process of decision-making on goal achievement; hence, find ways for improving goal achievement among the employees. Thus, this work will contribute to efforts among managers to highlight involvement as an effective way of motivating employees to put their best in the attainment of the organizational goals. The subject of employee involvement cannot be overstressed, and that is the reason that we should, by all means, find an appropriate method for emphasizing on the culture of employee involvement. In doing that, it will go a long way in ensuring better goal achievement by the employees; hence, helping organizations accomplish their objectives and goals.

Historical Development of the Theory

The empowerment of employees tends to determine the success of any organization. In the highly competitive environment, organizations need a different strategy for managing employees, and there have been various studies indicating employee involvement as a vital component in human management. Employee involvement is about creating an enabling environment where workers have an impact on the decisions and actions that influence their job. In conducting this study, we focus on the theory of Goal Setting Theory, which is linked to employee involvement.

Since the theory was first researched decades ago, of Goal Setting Theory has been heavily researched, used, and established a theory of work motivation. The theory started with the early work on levels of aspiration that was developed by Kurt Lewin. Edwin Locke primarily developed the

theory when he started the goal setting research in the 1960s (Locke & Latham 1979) and asserted that goal setting is linked to performance. The theory is an intellectual hypothesis of motivation that is grounded on the fact that goals tend to regulate the behavior of employees. Goal setting theory does involve the process of establishing levels of performance so that to obtain the desired outcomes. Based on the theory, it purports that the source of motivation involves the desire and the intention to reach a particular goal. Goal setting does involve the conscious process of establishing levels of performance so that to obtain the desired outcomes.

Edwin Locke and Gary Latham, who are the leaders in of Goal Setting Theory and research, did incorporate about 400 studies regarding goals in the theory of goal setting and task performance. According to the researchers, the form in which one experiences and individual's value judgment tend to be emotion. That means that a person's values to create the desire of doing things consistent with them. Locke and Latham (1979) claimed that the goal setting theory was based on the idea that much of the human action is purposeful and is directed by a conscious goal. The decision of setting a goal does result from the dissatisfaction with the current performance levels; thus, setting a goal must include setting a structure that directs the behaviors and actions that improve unsatisfactory performance. Based on this goal, through setting a goal, it will change the behavior of a person so that to work towards achieving the set goal.

The goal setting theory was developed in 1990, and the research on this theory continues even today with the latest development in theory being published in 2013. In the early development, before the goal setting theory, there was a doctrine known as behaviorism. The doctrine did assert that one may be able to understand the human action without having to deal with the idea that people are direct and conscious with their actions through thoughts. However, Locke did not accept the doctrine of behaviorism, and as he knew behaviorism was wrong, Locke got the idea of goal setting from a study by Mace (1935). Mace did study the effect of various types of assigned performance goals on task performance. It was not very clear what influenced Mace to do the study; however, his work was among the earliest experimental studied done of goal setting as being an independent variable. Mace was the first person to compare the effects

of specific and challenging goals with goals like do you best and compare the effects of goals differing in level of difficulty. In the study, it showed that a group offered specific standard to attain did greatly outperform the group that was told to do their best.

In this regards, Locke (2006) concluded that conscious performance goals are both scientifically sound and sophistically legitimate and that was the beginning of Locke long interest in goal setting. Mace's findings also suggest that task enjoyment and liking were greatly affected by the extent of success about the performance standards and goals. As Mace did not do any statistical tests on the experimental data, his work was an important impetus to goal setting theory. In a research conducted by Locke, he stated that a goal that is very easy is not usually a motivating force. According to him, hard goals are more motivating than the easy goals because it is much more of an accomplishment to achieving something that you have worked hard for it. A few years after Locke published his work, Gary Latham studied the effect of goal setting in the work environment, from his study, Latham's resulted supported what Locke found, and that formed the inseparable link between goal setting and the workplace performance Latham (2004). In 1990, Latham and Locke were able to publish their seminal work titled "A theory of Goal Setting and Task Performance," and in this book, they reinforced the need of setting difficult and specific goals and they also outlined three other characteristics of goal setting.

After Latham and Locke (2006) reviewed the 20th-century literature on goal setting, they concluded that all the goals effect tends to be mediated by ability and knowledge to perform a task. Goal setting without the adequate knowledge tends to be useless, and a goal can affect effort, choice, and even persistence; however, the employees cannot attain goals unless there is an awareness of how to do so.

Goal Setting Theory tends to be the single most dominant in the field of management. According to Latham and Locke (2006), goals are specific forms of one's value. So that to predict what an employee is going to do in a particular situation, it requires knowledge of how the person translates values to specific goals. The goals tend to be the immediate precursor of action. Goals tend to affect action in three different ways. The first is that they affect the facts, which people choose to act on and regulate

the direction of action through focusing attention and behavior on the value-goal relevant behavior. The second is that goals and values do affect the intensity of a person's action and the concomitant emotions that are dependent on the importance of the goal to the person. In this case, the harder it is to attain a valued goal, the more intense the effort to attain that goal. The final way is that valued goals tend to affect persistence to attain them.

In the present century, empirical studies and theoretical articles tend to advance the understanding of the effects of goal setting. When considering the performance goal, where the emphasis is on attaining a particular out, the research found that unionized telecommunication employees have high performance and also high job satisfaction with their performance appraisal process when specific high goals are set (Locke et al., 2010).

Goal setting tends to be an effective strategy of affecting performance through employee involvement, participation, and providing feedback. Latham (2004) claims that difficult goals normally lead to participation through involvement employees in decision making and setting goals, enhanced employee-employer relations and also improved performance through producing high levels of planning and effort. With Goal Setting Theory by Locke, there have been several studies done to support the need of setting specific goals if you want to improve performance. According to Locke (2006) goals need to be specifically set by either enumeration or quantification. Enumeration is the creation of a list of the tasks to be accomplished while quantification is creating numeric goals such as increasing production by 10%. Based on Locke and Latham (1979) study, they claimed that setting specific goals tend to be an effective way for increasing performance. The goal setting theory also suggests the importance of setting difficult goals as it leads to increased probability of goal achievement. Based on the studies by Locke and Latham (1979) for the difficult goals to lead to achieving the goals, the goals should be attainable. For the goal to be attainable, the person must have the ability and the knowledge of accomplishing the goal.

The Goal Setting Theory also suggests that if a person does not have the knowledge or the ability to complete the goal, the performance will decline. According to Latham and Locke (2006), the participation of the employee in decision-making

does include any process resulting in some extent of transfer of decision control and responsibility from the superior to subordinates. Locke and Latham (2006) claimed that the decisions rights tend to allow for a greater involvement of employees in deciding the issues that affect their works (Latham & Locke, 2006). That means that the employees do have a say in defining the right critical success factors and the key performance indicators in relations to their job roles. There have been some researchers who have claimed that participation in goal setting can lead to increased performance. In the 1970s, Latham was guided by the belief that participation may enhance performance that may be achieved through assigned or do your best goals. Latham and Yukl (1975) examined the effect of participating in goal setting on performance and after dividing participants into three groups, do you best, assigned, and participative set goals, the individuals in participatory goal setting, did perform better than the ones in assigned work groups.

Specifically, there were two field experiments done on two sets of logging crews differing in the levels of education. The productivity comparison between the two indicated that educationally disadvantaged people performed well when they were allowed to participate in setting their goals (Locke & Latham, 2015). From the study, there were no differences found for the educated group concerning the assigned and participative conditions. The findings indicated that by allowing the workers to participate in the process of decision-making, it tends to increase productivity. Locke and Latham (2015) found that there is a direct linear relationship between the level of performance, goal difficulty, and the effort involved. According to the researchers, that relationship will stay positive provided a person is committed to the goal, does not have conflicting goals, and also has the requisite ability to attain the goal.

In a series of studies that followed, Latham (2004) concluded that while participation can affect a person's level of goal selected, it does not just lead to higher performance. Thus, when a difficult goal remains constant, participative goal setting is not better than goal assignment. Locke et al. (2010) state that the involvement of employees in decision-making may contribute to the development of an effective strategy for attaining the goals that in turn increase the self-efficacy of the participant that the goal is attainable. Employee participation in setting the goal makes the goals to be more acceptable,

and it also leads to more involvement; however, the employee needs to ensure that they have the necessary skills, abilities, and knowledge for reaching the goals (Locke & Latham, 2015).

The Goal Setting Theory can be used effectively and any domain in which a group or an individual does have control over the outcomes. The theory has been applied in many work tasks including rehabilitation and sports. The success of this theory does depend on taking into account the moderators and mediators that determine its applicability and efficacy. Since goal setting tends to be an open theory, there tend to be no limits to the number of discoveries which can be made in the goal setting theory. Based on the discoveries on this theory, it tends to be an effective method for influencing the performance of employees through enhancing employee involvement initiatives.

Directions for Future Research

The culture of an organization does play an important role in the development and the growth of an organization, and it impacts the organizational performance. The aspect of employee involvement has been an important aspect of the organizational effectiveness. An organization culture that does promote employee involvement tends to recognize and embrace the development of employees, facilitation of their decision-making, and sharing power between employees and management. Several studies indicate that excellent performance outcomes are as a result of organization's culture of involvement and participation and indicate that the organization does value its employees and their input. Research has shown that offering the employees with the opportunity of participating in work-related decision-making, gaining appropriate skills, accessing relevant information, and earning suitable incentives does enhance productivity (Juliette & Jeff, 2005). While taking other organizational factors like strategic goals into consideration, the human resource practices that promote employee involvement must be embraced in an attempt of boosting organizational productivity.

By evaluating the various studies relating to employee performance and participation, it is clear that empirical study on the impact of employee involvement in decision-making and goal achievement is scarce. Thus, there is much, which can be gained through investigating this

area of study. The examination of the literature has shown that there is a gap in the literature regarding employee involvement in decision-making so that to ensure successful goal achievement. Hence, there is a need for more research so that to examine how goal achievement is successful as a result of involving employees in the process of decision making. Employee involvement in decision-making tend to be vital to the survival of any organization, and it is an area that requires significant attention so that to be able to address it and also ensure that there is harmony in an employer-employee relationship (Juliette & Jeff, 2005). When realizing that it is the attitude and motivation of workers that control their output, organizations and also organizations must provide an enabling environment, create a meaningful dialogue between employers and employees so that to attain a steady state of industrial harmony that is needed for productivity improvement in organizations. Organizations have recorded a decrease in incidents of employee participation in decision-making. When considering the many benefits associated with employee involvement when making decisions and achieving goals, it is vital that the future research must examine how employee involvement contributes to successful goal achievement.

Non-involvement of employees in the process of decision-making can result in organizational conflict. That may occur when the managers or employers consider their employees as being commodities and because of that; they see nothing good in them (Juliette & Jeff, 2005). The concept does make employees to feel as non-entities in the organization and thus contribute effectively towards the achievement of the goals. When considering the problem statement of this study, the researcher considers the involvement of employees as a management took in the process of decision-making that will help to reduce the problem. Employee involvement in decision-making is a concept that is not well understood by many as forming an essential part in predicting goal achievement. Therefore, future research needs to pay much attention on how organizations can develop employee involvement initiatives that will help them to achieve their goals through making employees a major part when making decisions. It is vital that future research should focus on determining how the management can use employee involvement in making decisions may help increase worker's satisfaction.

Conclusion

Organizations need to increase the employee awareness in involvement programs and mostly in the decision-making ones so that to be able to increase work motivation. It is vital that organizations need to encourage the introduction of perfect participation among their employees so that to increase awareness of participation and also their work motivation. In this chapter, it provides insight on the literature review of employee involvement in decision-making. Several concepts that have been highlighted include the historical development of the topic, contemporary perspective, importance of the study and implication for the practice, historical development of the theory, and the direction for future research. The findings from the studies indicate that when employees are involved in decisions that affect their jobs, they are likely to perform well than when the employees are not involved. Involvement of employees in decision-making tends to be a managerial strategy that has been argued to affect the organization commitment, performance, motivation, turnover, and also the satisfaction of the employees. Employees are usually central to the useful, unique ideas, and it is important that management should not ignore their contribution to the organization. Managers can be able to affect the creativity of employees through their behaviors that can encourage employees to present their ideas openly and freely. Based on the literature review, it shows that if organizations decide to consider the involvement of employees when making decisions, it can help ensure achievements of goals. From the evaluated studies, it shows that an increase in the use of employee involvement in the workplace can be very beneficial and hopes that if that continues happening, it is going to be a source of good jobs for the workers.

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