
**Adoption of Motivational Theories in the Involvement of Employees in the Decision
Making Processes for Goal Achievement**

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ABSTRACT

The study aimed at the adoption of motivational theories in the involvement of employees in the decision making processes for goal achievement. This is to affirm the fact that modern management insists on the importance of employee involvement in decision-making and that some organizations in Ghana are still administrating on the basis of a traditional approach, or on the earlier approaches which relied more upon an autocratic style. From the studies it was observed that there is low level of employee involvement in the decision making processes in the ministries in Ghana. Also, there is remarkable extent of employee involvement in the decision making processes in the government ministries based on position. One of the recommendations was that employees at all levels should be actively involved in decision making processes in the government ministries so that all the employees get fully represented in the management of the ministries.

KEYWORDS: Employee involvement, decision making, government ministries and goal achievement

Introduction

One of the greatest underlying factors in the success or failure of any organization is the power of its people and how well that power is focused towards meeting organizational objectives. Organizations that can tap the strengths of their people will be stronger and more competitive than those that cannot (Apostolou, 2002). According to the Chartered Institute of Personnel and Development (CIPD, 2001), employee involvement is 'a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives'. Torgersen and Weinstock (2000) talk of decision-making as the essence of management. Even though other organizational participants might take decisions, the decision-making capability of the manager will play a major role in the success of the organization. Decision making in organizations has been described as a process of behaviour with the economic model at one extreme and the social model at the other extreme (Kimberly and Rotman, 1987). This description implies that only irrational decision making accords human values precedence over economic values. Leaders must find some middle ground between these extremes for it is evident that neither set of values can be ignored.

Employee involvement in decision making is a very important component of operating for the future enterprise. It gives the employee an opportunity to express their viewpoints about action. There are a number of ways that employees can partake in decision making; suggestion

boxes, in office surveys, etc- but some of the most popular ways are through staff meetings and the usage of trade unions, where applicable. Edelman (2006) noticed that organizations that offer employees with more autonomy and who engage trade unions less (not because they are antagonistic, but simply because they abide by the terms and conditions of the Collective Bargaining Agreement (CBA) have more committed and productive employees and ultimately a reduced rate of turnover.

Although modern management insists on the importance of employee involvement in decision-making, some organizations, in Ghana are still administrating on the basis of a traditional approach, or on the earlier approaches which relied more upon an autocratic style". In practice, the task of decision-making seems to be an appropriate task of top management. Obviously, this has direct and indirect negative impacts on those organizations, in terms of employees' commitment, efficiency, cooperation between managers and employees and finally on productivity. One paralleling arguments concerns employees' greater commitment to decisions in which they have participated. It is observed that the non-involvement of employees in the decision-making process could lead to job dissatisfaction which eventually would lead to lost man hours, low productivity among others that would adversely affect the fortunes of organizations and eventually the gross domestic product of the nation at large. In view of this problem, it is necessary to examine the extent of employee involvement in decision making process and goal achievement in selected ministries in Ghana civil service.

Employee Involvement in Decision Making

Employee involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization. Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. It is not the goal nor is it a tool, as practiced in many organizations. It is rather a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization. Decision-making makes it possible to adopt the best course of action in carrying out a given task. It becomes necessary to find out the best way when there are different ways of performing a task and the action finally selected should produce the best results and should be acceptable to both the workers and management. Satisfied workers put in their best efforts and this results in higher output which satisfies management who may come forward to share the gain with the workers, thus, there is improvement in the overall efficiency of the organization.

Decision-making is defined by Stone and Freeman (1996) as "the process of identifying and selecting a course of action to solve a particular problem". Wehrich and Koontz (1993) define decision-making as "the selection of a course of action among alternatives". In many organizations, managers have been confronted with the tasks of making severe, undesirable and unpleasant cuts of personnel and services in a hasty manner, because, in part, they failed to heed economic values in earlier decisions. Similarly, organizations have often been forced to retract decision, and to act in confusing manners, in chaotic situations, because they failed in part, to heed to human values in reaching earlier decisions.

Numerous studies, all point to the fact that employee involvement in decision making does influence organizational effectiveness; some of which includes lower absenteeism, (Marks et al,

1986), enhanced work attitudes (steel and Lloyd, 1988), higher individual work performance (Bush and Spangler, 1990), lower employee turnover and increased returns on equity (Vandenberg et al, 1999), and improved organizational learning culture (Thompson, 2002). Employee involvement in decision making is also expected to lead to increased product or service quality, greater innovation, stronger employee motivation, lower costs but a higher speed of production, and lower employee absenteeism and turnover (Lawler, 1996).

Employee Involvement in Decision Making and Goal Achievement

Employee involvement in decision making is a very important component of operating for the future enterprise. According to McGungale (2011), involvement is helping management to decide in selecting the courses of action in an enterprise. Sen and Khan (2003) assert that with involvement in goal setting, the employees can play a vital role in achieving business target. Workers can select their work schedules which ensure workforce diversity in organization. “Common outcomes of an effective performance appraisal process are employees’ learning about themselves, employees’ knowledge about how they are doing and employees’ learning about ‘what management values’” (Ishaq, et.al. 2009). Greenfield (2004) in an interview stated that “within our ministry and by extension, the public service, this is not the norm. At times, we believe that we are being lectured to, or ordered around as opposed to being listened to or even considered. Of course, this is what happens when the organization communication method is from the top, down. I can safely say, because I am an independent and motivated individual, being ordered around does not make me truly committed to the process, but rather, it makes me look for the end of the month when salary is paid and, the start of the New Year, when my salary increases”.

Bashir et al (2003) asserts that the benefits which accrue to individuals are related to their motivation or satisfaction. Giving employees the opportunity to participate in organisational decision-making processes would help employees to achieve ego self-actualisation, which are the higher order needs of an individual. Employee involvement in important decision-making would also allow individuals to have an opportunity to experience a sense of achievement in organisations. This is related to the findings from a survey of nurses in urban hospitals where Knoop (1991) found that employees who felt they had influenced decisions reported a higher fulfilment of their work values and higher job satisfaction. Conversely, there is reason to believe that reduced influence, especially after having been asked to participate, may lead to a decline in performance and poorer attitudes toward work (Mitchell, 1996). According to Kearney and Hays (1994), worker involvement has been found to improve job performance in different settings, to improve the quality of decisions due to increased information flow and the effective transfer of ideas (Kearney and Hays, 1994), to enhance workers' willingness to become more psychologically involved in their tasks (i.e., to internalize organisational goals) cited by the same authors, and to achieve improvement in product quality (Cooke, 1992) quoted in Kearney and Hays, (1994).

Theoretical Framework

A. Theory of Motivation: Herzberg’s Two Factor Theory, (1959)

Herzberg and his research associates (1959) developed the two factors theory of motivation and job satisfaction which this study considers apt. Herzberg focuses on two factors:

- 1) Outcomes that can lead to high levels of motivation and job satisfaction and;
- 2) Outcomes that can prevent peoples from being dissatisfied.

According to Herzberg, people have two sets of needs or requirements. Motivator needs are related to the nature of the work itself and how challenging it is. Outcomes such as interesting work, autonomy, responsibility, being able to grow and develop on the job, and a sense of accomplishment and achievement help to satisfy motivator needs. In order to have a highly motivated and satisfied workforce, Herzberg suggested, managers should take steps to ensure that employees' motivator needs are being met.

Hygiene needs are related to the physical and psychological context in which the work is performed. Hygiene needs are satisfied by outcomes such as pleasant and comfortable working conditions, pay, job security, good relationships with co-workers, and effective supervision (Jones et al, 2000). According to Herzberg, when hygiene needs are not met, workers will not be dissatisfied. Satisfying hygiene needs, however, will not result in high levels of motivation or even high levels of job satisfaction. "For motivation and job satisfaction to be high, motivation needs must be met" (Jones et al, 2000).

This theory has drawn wide criticisms from scholars. One major criticism against the theory is the issue of oversimplification of the nature of job satisfaction. Dunnette, Campbell and Hakerl (1967) state that:

Result show that the Herzberg two-factor theory is grossly oversimplified portrayal of the mechanism by which job satisfaction or dissatisfaction comes about. Satisfaction nor dissatisfaction can reside in the job context, the content, or both jointly. Moreover, certain dimensions – notably achievement, responsibility, and recognition are more important for both satisfaction and dissatisfaction than certain other job dimensions – notably policies and practices, and security.

The above criticism notwithstanding, Herzberg's formulations have contributed to the understanding of motivation in at least two ways. First, Herzberg helped to focus researchers' and managers' attention on the important distinction between intrinsic motivation and extrinsic motivation. Second, his theory helped to prompt researchers and managers to study how jobs can be designed or redesigned so that they are intrinsically motivating. These reasons make appeal for the adoption of Herzberg's theory as one of the theories relied upon by this study. For sure, employees' needs are basis for motivation in schools, when a level of job satisfaction is attained by teachers, they will exert energy to ensure that their duties are performed efficiently and effectively.

The implication to this study is that when participative decision-making is practiced in an organization or in the ministry, workers are motivated to be committed to their jobs, it increases employee's morale or job satisfaction and enhances productive efficiency. Participation tends to improve motivation because employees feel more accepted and involved in the situation. Their self-esteem, job satisfaction and cooperation with management may also improve. The results often are reduced conflict and stress, more commitment to goals, and better acceptance of change.

B. Decision-Making Theory- Simon (1960)

Simon (1960) distinguishes between two types of decisions, namely: programmed and non-programmed decisions, depending on the type of problem. Programmed decisions are those which are well structured, repetitive and generally routine in nature, but there are definite rules and procedures for handling them. Risks involved are not high and can therefore be more easily delegated. Perhaps most of the decisions that the principal or the head of a department makes are routine. For example, the decision to employ a new teacher or to calculate a grade point average (GPA) is a programmed decision. Programmed decisions are called routine decisions and are obviously the easiest for the administrator to make because there are written or unwritten policies that can easily be referred to rather than to think afresh as to how to handle certain problems.

Non-programmed decisions, on the other hand, are those that are out of the ordinary or unexpected. They are new and non-repetitive, unstructured and entail high risks. They cannot be easily assessed in quantitative terms. There are no established procedures for handling the problem because of its novelty. Decisions made may mean greater unbudgeted expenditure of resources. Administrators or managers should rely heavily on their problem-solving ability, creativity, intuition, tolerance and good sense of judgment when they make non-programmed decisions.

Stoner (1978) points out that the ability to make a good non-programmed decision helps to distinguish effective managers from ineffective managers'. Driver (1979) submits that decision-making is the very heart of the administrative process and leadership. It is the process of choosing from among alternative ways of achieving an objective or providing a solution to a problem. Heyel (1973) submits that decision theory also takes into account three other factors:

- I. Possible states of nature or events or outcomes to which, in some manner, probabilities of occurrence may be assigned
- II. Some method of assessment of the correctness of actions or events and their consequences in terms of utility and profitability.
- III. Some criterion or criteria for the determination of the best or 'optimum' act.

According to Duncan (1972), uncertainty in organizational decision comprises three components:

1. Lack of information concerning the environmental factors associated with particular decision-making situations.
2. Inability to accurately assess the probabilities of environmental factors affecting the success or failure of an organization performing its function(s); and
3. Lack of knowledge regarding the costs associated with an incorrect decision.

To conclude, it is pertinent to observe that it is advisable to adopt a type of decision-making that suit the prevailing situation. As pointed out by Stoner (1978) the ability to make a good non-programmed decision helps to distinguish effective managers from ineffective managers. Edem (1987) is depicted as conceiving management organization chiefly as a rational decision-making

mechanism. According to him, effective management requires rational decision, which leads to the selection of the best of the achievement of agreed goals. The rationalist here believes that the task of decision-making even in the day-to-day running of businesses by organizations is a complex business.

The implication of this to the study is that effective management is achieved when employees are involved in the decision making process of an organization. Decision-making makes it possible to adopt the best course of action in carrying out a given task. Satisfied workers put in their best efforts and this results in higher output which satisfies management who may come forward to share the gain with the workers, thus, there is improvement in the overall efficiency of the organization.

Conclusions

Based on the findings of the research work, the following conclusions are deemed necessary:

1. Motivation theory is a framework for workers' motivation at work place and this also affects worker's involvement in decision making.
2. There is low level of employee involvement in the decision making processes in the Ghana ministries.
3. There is significant difference in goal achievement due to employees' involvement in decision making.

Recommendation of the study

The following recommendations are deemed necessary:

1. Employees at all levels should be actively involved in decision making processes in the government ministries so that all the employees get fully represented in the management of the ministries.
2. On the part of the employees there should be a show of high level of commitment to their service in order to attract the management attention for their rapid promotion.

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