



The Effect of Job Involvement and Organization Commitment on Decision Making of Echelon II, III, and IV Employees in the Government of Bekasi District

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Abstract. The advantage of the investigation was knowing an impact of expert participation and organizational involvement in the Bekasi government's tier II, III, and staff decision-making. The hypothesis test was used in the investigation along with the pathway analysis methodology. 984 workers at echelon II, III, and IV are the survey's target population. 281 employees from echelons II, III, and IV made up the sample for this study, which used the proportional sampling methodology. The findings of this inquiry led to the following conclusions: (1) Job engagement positively affects decision-making directly; (2) Organizational participation positively affects decisions directly. (3) The direct and beneficial influence of expert participation on organizational involvement. It is frequently stated that organizational commitment and work participation have an impact on tier II, III, and IV decision-making.

Keywords: Decision making · Job involvement · Organization commitment

1 Introduction

Each organization or agency always face problems or difficulty in particular, management-related issues. The inaccuracy in lifestyle might be impacted by internal or external factors. Many stakeholders believe that problems from the outside are more harmful and should be dealt with first, while problems from the inside are less threatening and should be addressed later. Often, this point of view needs to be changed. Problems that originate inside are those that require prompt attention and close monitoring. Due to internal issues, many enterprises failed or groups disintegrated. An important skill for a pacesetter is problem solving. Making decisions is the final step in solving a problem. Making a decision involves choosing among potential courses of action.

Efforts to create leader effectiveness in providing the dimensions of technical skills and conceptual skills. As for private skills to be marginalized. In fact, the effectiveness of managerial activities and their influence on structural deciding is highly dependent on the sensitivity of the leadership to use their personal skills. These individual skills comprise

the power to recognize individual behavior and group behavior in their influence to shaping organizational dynamics, the power to modify behavior, the power to understand and motivate, the power to understand the process of perception and a formation of communicate effectively, the power to understand the relationship between the concepts of leadership-power-politics in organization, the power to recognize conflict and its negotiation, and therefore the ability to construct an ideal organizational culture.

Decision making is an important thing to research. Likewise, Dumler and Skinner in Ata Ellayan (2015: 56), in their research state that call all decisions have a temporal horizon or scope, and they include making a decision from a range of competing options and putting that decision into practice. The cognitive process of decision-making involves selecting a path of action from a range of feasible possibilities. Making consistent, value-maximizing decisions while staying within certain organizational restrictions is known as rational decision-making. Making decisions involves deciding between options and carrying out the preferred option. Making a decision is a cognitive process that logically results in the choice of an action from among multiple feasible possibilities. Making consistent, value-maximizing decisions inside the company is referred to as rational decision-making. The increase in fair decision-making is attributed to the influence of employees' opinions on job engagement, character, and the commitment of the organization. Against this background, there is an urgent need for research to determine the impact of expert participation and organizational involvement in government of echelon II, III, and IV employee decision making of Bekasi District.

2 Literatur Review

2.1 Decision Making

The process of decision making is the act of selecting alternatives. This is often related to the management function. For instance, when managers plan, manage, control, they create decisions. It deals with the solutions to issues like "what to try to do" and other related planning-related topics. It is also possible to assert that the choice of one of many potential solutions to the issues it encounters is the outcome of a cognitive process that led to the decision. The decision is a crucial part of the action. An individual's capacity for problem-solving and wise decision-making can reveal their leadership spirit. A decision that is significant and acceptable to subordinates is the right one. This is frequently a balancing act between the need for discipline and a human attitude toward subordinates. Making decisions entails coming up with options and picking one from them. Those alternatives in order to prepare a suitable action. A process that leads to a choice called decision-making process. Such a process is driven by our explicit tacit knowledge or belief system and should be more or less rational (Leonie et al., 2020). Deciding that cause the process of producing and selecting various options to resolve a challenge.

Employees who possess a greater depth of knowledge and competence are more likely to make well-informed judgments (Colquitt, 2009). A pacesetter has to have a thorough understanding of his workplace, including the conditions of the workplace and the status of the employees. Decisions will be made using this data as a foundation. To respond to opportunities and difficulties, members of an organization must decide on a specific course of action. This process is known as decision-making. Effectiveness

depends on individuals, groups, or organizations making good judgments. At all organizational levels, bad decisions result in subpar performance and unfavorable attitudes and inhibit effectiveness (Jennifer, 2012). Deciding is the procedure through which members make decisions of an organization choose certain actions to respond to the opportunities and problems that confront them. Making decisions amongst alternatives with the goal to move toward a desirable condition of things constitutes the act of deciding (McShane, 2010). Making decisions is a deliberate process that involves selecting one option over another with the intention of achieving a certain goal. As a result, it is frequently stated that decision-making is the outcome of a process. The decision-making procedure is carried out successfully and effectively. Making decisions involves identifying issues and opportunities and finding solutions to them. Making a decision requires work before and after the decision has been made. Making a decision is the process of selecting the best course of action from a range of options. However, unless the appropriate steps are done to implement the solutions, the entire problem-solving process won't be finished the decision and close the performance gap or uncover the right opportunity, Schermerhorn, 2007). Deciding is a process of choosing an action from many alternatives. However, the problem-solving process won't be complete until action is taken to do what is needed to make a decision and correct a performance gap or properly uncover an opportunity. Actions taken by a pacesetter can be an encouragement to his employees or can even make his employees not passionate about work. Thus the actions taken from several alternative decisions taken can affect the achievement of the goals of a corporation. The incorrect decision will be fatal, because it can affect employee performance. Deciding is the choice between two or more modes of action or alternative objects, with careful consideration of the pros and cons of supporting information for every, (Nicodemus, 2015).

Another opinion, decision-making results from interpretations that include the individual's experience and cognitive skills. A crucial part of decision making is dealing with stimuli in ambiguous everyday situations. Decision-making in uncertain situations requires a spread of cognitive processes, including analysis of favorable and unfavorable probabilities, mental flexibility in planning, and knowledge consistency. News about the present situation, (Serra, 2012). Making a decision involves selecting from a range of options. It is frequently seen as the consequence of mental processes (cognitive processes: remembering, thinking, and reasoning) that lead to the decision between a number of options. Choosing requires determining the best course of action to pursue, comprehending the significance of each individual component, and mapping the potential effects of actions (Muindi, 2011). Choosing from a range of options is the definition of deciding. It is frequently believed to be the end consequence of mental, cognitive, memory, and reasoning processes that lead to the decision to take action among multiple options. Choosing includes recognizing the significance of each individual component, mapping the potential effects of a choice, and picking the most straightforward path of action. Supported the aforementioned description, it is frequently concluded that decision making is a process of selecting actions and determining the best alternative from several alternatives developed to respond to opportunities and solve problems encountered in

achieving organizational goals with indicators: defining problems, identifying opportunities, selecting alternative actions, responding to an issue, and implementation of the chosen alternative.

2.2 Job Involvement

An employee who has job involvement will give the best effort in his work, including giving more than his job requires. The involvement of an employee in working towards work is influenced by several factors, such as attitudes towards work, support from colleagues, and other work environments. Job determines the level of psychological desire in a particular work and also point that a person's psychological state is cognitive, (Yuspahrudin et al., 2020). Employee involvement is a procedure for personnel to take part and make a contribution to control decision-making and development sports suitable to their ranges withinside the organization. Employee involvement associated with distinctive paintings layout strategies and unique sports; the best of the day there's handiest one aspect that differentiates one organization from others, (Mambula et al., 2021). Employee participation is the process of enabling employees to participate and contribute to improved management and decision-making activities appropriate to their level in the organization. Involving employees in different job design approaches will make employees feel valued.

In Sofijanova research find the importance Employee participation in different ways to achieve the goals hope for. Participation's of employee is the process of making your contributions available to individuals and organizations to improve their performance. Work engagement is the term used to describe a worker's greater autonomy inside the workplace as well as their involvement in decision-making and problem-solving. 2017 (Sofijanova). Employee empowerment and engagement at work are connected processes, and individuals may utilize their contributions to enhance both personal and organizational success. Participation refers to a rise in work process autonomy as well as employee involvement in decision-making and problem-solving. Employee involvement is one of the company's success indicators because it results from senior members of the organization making a conscious and intentional effort. It offers chances for more visible roles or roles to people or groups below the organization. Increase your volume throughout the board. Employee ownership has four components: power, information, knowledge and skills, and compensation (Simone, 2013). Employee engagement is the process of empowering workers to utilize their input to improve both their own performance and the performance of the business. Employee involvement refers to increasing autonomy within work processes as well as employee participation in decision-making and problem-solving. As a consequence, it is anticipated that workers will be more inspired, dedicated, productive, and content with their work.

The real engagement of a worker in a company's decision-making process is known as employee involvement. Some writers see a distinction between work participation and employee involvement. According to Ayman Adham, the definition of job participation is the extent to which a person has acknowledged the significance of his or her employment to their sense of self (2014). This term indicates that the emphasis of job participation is the employee. Involvement with their work. However, participation's of employee lead to what extent employees are notified and if they can influence

new decisions. The concept of employee engagement be composed of three main components: influence, interaction, and information sharing with employees. In addition, having autonomy over works is likewise taken into consideration as worker involvement, as it affords worker's capacity to persuade how he does his job, the rate of his works, the order where in he plays obligations and while he does his works. Employee participation lead to all hustle in which an employee participates in work-associated decisions and enhancement activities on the aim of harnessing the creative energy of all employees and increasing their encouragement, (Evans, 2002). Employee involvement in the work is an engagement process that maximizes the employee's potential and is designed to facilitate engagement with the success of the organization. The underlying logic is that workers are involved in the decisions that influence them, increase their autonomy and manage their working lives. Employees will be more motivated, devoted, productive and satisfied with their work. From this explanation, it can be concluded that job involvement is all potential employees to encourage their work improvement for the success of the organization with indicators; increase productivity, maintain quality, improve work morale, increase employee motivation, improve employee skills, adapt to change, strengthen management.

2.3 Organization Commitment

An organization's commitment is one in which employees feel that they are on the side of a particular organization and have their goals and desires to maintain their membership. High professional commitment means a commitment to a certain work of an individual, and a high commitment of organizational imply a commitment to the organization that hired the person. Within an organization that deals straightly toward many people, the leadership of the organization and the fellow can implement policies for specific purposes in the performance of their duties and have an intense commitment to the organization in which they are located. Organizational commitment refers to the psychological contact that determines employee attitudes and behaviors and characterizes the loyalty level, commitment, and connection to the organization and its aims, (Abdullah et al., 2013). An organization's commitment refers to the psychological contact that determines employee attitudes and behaviors, characterized by a level of fidelity, commitment, and connection to the organization and the goals. Colquitt suggests about organizational commitment as, "organizational commitment is defined as the desire on the part of an employee to remain a member of the organization", (Colquitt et al., 2011).

An organization's commitment reflects to what extent how an individual identifies their organization and how they commit to their aims, (Kreiner, 2010). This shows that employees have a robust urge and readiness to reach their goals while continuing to commit to the organization. Employees that have demonstrated organizational commitment may be particularly interested in the organization's ideals and aims. A commitment to an organization entails more than just official membership; it also entails a favorable attitude toward the organization and a high degree of readiness to exert effort for its success. This person believes that some aspects of organizational loyalty, work engagement, and organizational ideals and goals belong with organizational involvement. Employee attitude and loyalty toward the organization are examples of organizational commitment. This demonstrates how crucial dedication is for an individual to remain in a company.

Employees' dedication to the organization has traditionally been a vital act of support for the research. Organizational participation is what creates a relationship among an individual and an organization that centered on the relative strength of personal identification that involves involvement with a certain organization (Siegel, 2006). Luthans, stated organizational commitment as, Organizational commitment is frequently described as an attitude that includes the following three components: (1) a strong desire to stay a member of a particular organization; (2) a willingness to put forth significant effort to influence the behavior of the organization; and (3) a specific belief in and acceptance of the organization's values and goals (Luthans, 2008).

Identification of an organization's aims and ideals, desire to be a part of it, and readiness to contribute to it are all examples of organizational participation (Armstrong & Brown, 2006). Depending on his level of organizational engagement, each employee has a particular foundation and conduct. Employees who are emotionally committed to the organization behave differently from those who are encouraged in their work. Employees who wish to join the organization will have a desire to use businesses that are in accordance with organizational goals. On the opposite hand, those that are forced to become Members will take precautions to prevent financial and other losses so they don't perform subpar. Meanwhile, the degree to which the worker feels obligated determines how much of a normative component comes from the socialization process. Employees feel obligated to give back to the business what they have gained as a result of the normative component. Age, position within the company, and dispositions like positive or negative effectiveness, or attributions of internal or external control, were factors considered for determining organizational commitment attitudes (job design, values, support, and supervisor leadership style). Even external considerations, such as the availability of alternatives after making the decision to join the organization, can have an impact on subsequent commitment.

Organizational attachment includes three attitudes: (1) emotional identification of the organization's purposes, (2) sense of involvement within the organization's tasks, and (3) sense of loyalty to the organization, (Ivancevich, 2008). Employees working within the workplace can demonstrate stability, strength, and psychological ties to the workplace, students, and therefore the surrounding environment.

Engaged employees tend to achieve success in their work and want to improve their teaching skills and knowledge, in order that they are enthusiastic about participating in activities that are directly related to the education and learning process. Additionally, an organization's commitment includes quite passive loyalty to the organization. Namely, an organization's commitment involves a positive relationship among an employee and therefore the corporation or organization. Supported the concept, conclusion are often drawn that commitment of organization is strongly desired by employees towards an organization is associated with loyalty and desire to continue to be a member of the organization and struggle to reach the purposes of the organization on the following criteria: emotional commitment, long-term commitment, standard commitment occlusion.

3 Method

This study use a route analysis methodology. A survey is the methodology used for all variables. The equipment was checked to ensure that each component was reliable

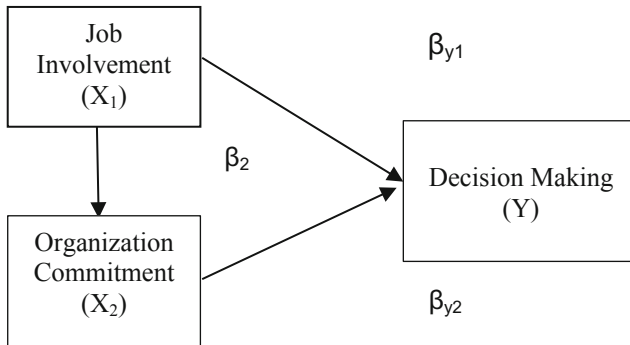


Fig. 1. Variables relationship (sources: Researchers)

and capable of being utilized in research before being put to use. 281 employees from echelons II, III, and IV in District Bekasi were the subject of the study. Up to 281 personnel from echelons II, III, and IV were sampling the Slovin formula's results. Using a straightforward random process, 281 employees from echelons II, III, and IV were randomly chosen from the general population and dispersed around the Bekashi region. An instrument in the form of a questionnaire, including one on job involvement, was used to gather the data, personality, and commitment of the organization, has gone through stages of experimental validation using experimental tools. The relationship between each variable is presented as a constellation as Fig. 1.

4 Result and Discussion

Before performing about the path analysis, researcher determines the equation of regression between the variables: (1) $\hat{Y} = 44.854 + 0.766 X_1$, (2) $\hat{Y} = 47.161 + 0.723 X_2$, (3) $\hat{X}_2 = 24.352 + 0.832 X_1$. Requirements testing is necessary in order to do regression analysis. Data analysis using statistical or path analysis was done to confirm the study hypothesis. The analytical requirements test was initially performed before the hypothesis was tested, and it contained the following: (1) The failure estimate's normality test; (2) The significance test; and (3) The linearity of the regression.

The Lilliefors test is used to test for normalcy with an estimated failure. The conditions are $L_{count} < L_{table}$ at $\alpha = 0.05$ and a properly distributed regression equation. Based on the findings of the normality test for the estimated errors of Y on X_1 , Y on X_2 , and X_2 on X_1 , it is demonstrated that $L_{count} < L_{table}$, resulting in the normal distribution of all regression equations (Table 1).

The significance test was performed by computing the ANOVA and using the criterion that the coefficient of the regression between the variables was significant if $F_{count} > F_{table}$ at $\alpha = 0.05$. According to the calculation's findings, each one shows that $F_{count} > F_{table}$, making the regression coefficient between all of the variables very significant. The basic regression equation and the criterion $F_{count} > F_{table}$ are used in the linearity test to determine if a connection between two variables is linear. The linearity test results show that $F_{count} > F_{table}$, indicating that all connections between variables are linear (Table 2).

Table 1. Normality Test Results

Estimated Error	L _{count}	L _{table}	Normality Test
Y on X ₁	0,052	0,053	Normal Distribution
Y on X ₂	0,043	0,053	Normal Distribution
X ₂ on X ₁	0,050	0,053	Normal Distribution

(sources: Researchers)

Table 2. Results of the Simple Regression Linearity Tests & Regression Significance Test

Reg	Equality	Significance Test		Linearity Test		Conclusion
		F _{count}	F _{table}	F _{count}	F _{table}	
			α = 0,05			
Y on X ₁	$\hat{Y} = 44,854 + 0,766 X_1$	448,927	3,875 ns	0,908	1,413**	Very significant/ Linear regression
Y on X ₂	$\hat{Y} = 47,161 + 0,723 X_1$	420,346	3,875 ns	0,934	1,397**	Very significant/ Linear regression
X ₂ on X ₁	$\hat{X}_3 = 24,352 + 0,832 X_1$	484,462	3,875 ns	0,901	1,143**	Very significant/ Linear regression

(sources: Researchers)

Table 3. Calculation Results and Path Coefficient Testing

Path	Correlation Coefficient	Path Coefficient	Tcount
X ₁ to Y	r _{1y} = 0,785	p _{y1} = 0,283	3,919
X ₂ to Y	r _{3y} = 0,775	p _{y3} = 0,319	5,303
X ₁ to X ₂	r ₃₁ = 0,797	p ₃₁ = 0,354	5,140

(sources: Researchers)

Path analysis was done to verify the research hypothesis after analyzing the estimated standard deviation, significance test, and linear regression. The criteria if tcount > ttable then the path coefficient test results seem very well and may clarify the effect among variables. The table defines the calculation results and testing of the path coefficient with t table = 1.650 for α = 0.05 (Table 3).

We will thus conclude that the intervariable route of job involvement on organizational commitment, organizational commitment on decision making, and job participation on decision making, the trail coefficient is significant based on the value of $t_{count} > t_{table}$. The results of the trail coefficient test in this study indicate that the path is very well shaped and can explain the impact of organizational commitment and job involvement on choices made by employees in echelons II, III, and IV of the Bekasi District government. This is done in order to explain how exogenous variables interact with the analyzed endogenous variable.

4.1 Job Involvement and Decision Making

According to hypothesis testing, work participation has a positive association with decision making of 0.785 and a negative path coefficient of 0.283. The significance test yielded the following results: $t_{count} = 3.919 > t_{table} = 1.650$. These findings point to an important route coefficient. The findings of this study's examination of the first hypothesis show that H_0 is not accepted. Conclusion: Involvement in one's employment positively affects one's ability to make decisions. In other words, more decision-making will come from increasing job participation. The study's findings suggest that job participation affects decision-making; this suggests that government personnel in echelons II, III, and IV who actively participate in their jobs make more decisions of Bekasi District. Supported this empirical evidence, these results are alleged to indicate that job engagement is one of the variables that directly affect decision-making variables. Job involvement will affect the rise in decision making on employees.

The findings of this study support McShane and Glinow's assertion that work participation has the following effects on decision-making: "Involving employees in the decision-making process is essential. To make the greatest judgments, we want to include those who have the most important knowledge and who will be most committed to putting the decision into action (McShane, 2008). Participation of the workforce in decision-making is essential. We want to include those who have the most important knowledge in the decision-making process and who will be more committed to seeing the choices through to completion. Job participation could be a key element in enhancing decision-making. When individuals are permitted, they feel like they're a member of the group make suggestions or participate in the decision-making process. This is often because employees who make decisions, including consent, are likely to realize good results. Participation in decision-making provides employees with a spread of opportunities to influence policy-making. Employees are expected to possess a role and be actively involved in every activity in the organization. Thus, good job involvement leads to increased decision making for echelon II, III, and IV employees within the Bekasi District administration.

4.2 Organization Commitment and Decision Making

Hypothesis testing demonstrates the impact of organizational commitment on choice with a 0.775 coefficient correlation and a 0.319 path coefficient. Simple significance test: $t_{count} = 5,303 > t_{table} = 1.650$ then a large path coefficient was achieved. The third hypothesis' testing revealed that H_0 is not accepted. As a result, it is frequently

concluded that organizational commitment has a favorable initial impact on decision making. According to the study's findings, organizational commitment affects decision-making, suggesting that an increase in organizational commitment as seen by employees will lead to a rise in decision-making by staff members at tiers II, III, and IV of the Bekasi District administration. According to the results, organizational commitment is one of the variables that directly affects the decision-making variables based on the preponderance of empirical facts.

The increase in decision-making among personnel in echelons II, III, and IV will be impacted by high organizational commitment. According to Gibson's comments, the study's findings demonstrate the impact of organizational commitment on decision-making. "Six individual behavioral factors, ethics, values, personality, propensity for risk, potential for dissonance, and escalation of commitment are discussed during this section," he writes. Each has a considerable impact on the choice-making process" (Gibson, 2006). The level of an organization's commitment can influence an employee's decision-making because a high level of commitment ensures that an employee will carry out his Tasks or labor must be completed promptly and in conformity with any applicable rules. His job will be of higher quality as a result, and this will help the company accomplish its goals. Ivancevich said the same thing, "In this part, we analyze four behavioral factors: values, predisposition for risk, possibility for dissonance, and escalating commitment. It has been demonstrated that each of those criteria significantly affects how decisions are made (Ivancevich, 2008). As a result, organizational commitment raises the level of decision-making for tier II, III, and IV staff members within the Bekasi District administration.

4.3 Job Involvement and Organization Commitment

The analysis of the hypotheses demonstrates the relationship between organizational commitment and work participation, with a path coefficient of 0.354 and a correlation value of 0.797. The important test results showed that $t_{count} = 5,140 > t_{table} = 1.650$. These results show a high path coefficient. The findings of this investigation, which examined the fourth hypothesis, show that H_0 is not supported. Thus, it is frequently concluded that work participation has a favorable direct influence on organizational commitment. Organizational commitment will rise as job participation improves. The study's findings point to the relationship between work involvement and organizational commitment, which is sometimes interpreted to mean that people who are actively involved in their jobs will exhibit higher levels of organizational commitment at the II, III, and IV echelons of the Bekasi District government. It is frequently stated that this conclusion demonstrates that work participation is one of the variables that directly affects the organizational commitment variable, which is confirmed by the empirical data.

The results be supported by the opinion of McShane and Von Glinow, stating the influence of job involvement on organizational commitment, employee engagement tends to improve employee commitment to the decision in addition to increasing decision quality. Staff employees blame their personalities for the success of the decision rather than seeing themselves as agents of someone else's choice. Additionally, it improves turnover, employee happiness, and motivation. Employee engagement, according to

a recent research, also enhanced work enrichment and perhaps employee motivation (McShane, 2008). The way one feels, how they think, and how motivated they are at work all have an impact on how things get done. Certain chores tend to be avoided by those who don't put much effort into them. People may struggle to inspire themselves, limit their efforts, or give up when faced with numerous impediments. Job engagement has an impact on a person's effort and resilience in the face of adversity. The identical thing was also stated by Ayman Adham, the employee job engagement has an impact on organizational commitment; it is seen to be one of the most effective ways to encourage strong organizational commitment. Numerous studies have looked into the beneficial effect of employee involvement on organizational commitment. These research shown that there will be a decrease in employee commitment to their work if there is little or no employee input in the decision-making process (Adham, 2014). In the Bekasi District government, good work involvement therefore causes an increase in organizational commitment among tier II, III, and IV personnel.

5 Conclusion

Based on the calculation results, confirm the assumptions, and describe the research findings from the previous part, which were confirmed by a survey of employees in echelons II, III, and IV. The following are search results for the Bekasi local government: Decision-making is directly influenced positively by three factors: (1) work engagement; (2) organizational commitment; and (3) job involvement. Job involvement also directly influences administrative commitment.

It is very important to identify the issues with tier II, III, and IV personnel' decisions. Echelon II, III, and IV personnel of the Bekasi government have improved engagement at work and better degrees of organizational involvement, which has increased the proper policymaking. Therefore, efforts should be made to extend work engagement and increase organizational commitment by taking into account the most influential and other pointers.

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