

EFFECT OF EMPLOYEE INVOLVEMENT ON JOB PERFORMANCE IN THE MEDICAL RESEARCH INDUSTRY IN KENYA

Mildred Ambani Kasaya

University of Nairobi, Nairobi, Kenya

mildredambani@yahoo.com

Mercy Gacheri Munjuri 

Department of Business Administration, School of Business,

University of Nairobi, Nairobi, Kenya

mercy.gacheri@uonbi.ac.ke

Abstract

The level of employee involvement in their jobs is a measure of the success of performance on their jobs. The objective of the study was to determine the effect of employee involvement on job performance in the medical research industry in Kenya. The study adopted a descriptive survey research design. The population for the study included all the employees of one regional research institute who were 867 in total. The study used a scientific formula by fisher to select the sample after which simple random sampling was used to select 174 respondents from the organization. Data was collected using structured questionnaires and analyzed using both descriptive and inferential statistics. Data was presented in form of tables. The study findings revealed that supervisors kept employees updated about the future direction of the organization. Representative participation was found to be an important means to involve employees for efficient job performance. The study further revealed that teams at the institute participate in deciding how the work should be done although they are not given control and autonomy to perform their functions. Thus it can be concluded that enabling employees participate and be involved in matters that affect their jobs increases job performance.

Keywords: *Employee Involvement, Job performance, Medical Research Industry, Kenya*

INTRODUCTION

New technological innovations, demographics changes, competition and cultural trends in the last two decades have necessitated flexibility, higher qualification and skills from employees in organizations. Walton (1985) affirmed that the dynamic business environment requires diverse strategic approaches be adopted in order to manage workers effectively. Traditionally, workers have had either no say or an indirect say in issues which concern their job environment. Therefore, in efforts to boost organizational efficiency, employee involvement has been an area of academic concern and recent interest (Lawler, 2010). Employee involvement is all about making an enabling environment in which individuals have an impact on actions and decisions that influence their occupations. Thus the management team should be proactive in addressing the needs of employees who are considered the organization's greatest asset. Applied management researchers have cited numerous beneficial outcomes of involving employees in organizational initiatives which include: enhanced managerial decision-making ability (Apostolou, 2000), change in attitude about work (Leana, Ahlbrandt, & Murrell, 1992), better welfare of workers (Freeman & Kleiner, 2005), reduced expenses through reduction of waste, (Apostolou, 2000), improved worker productivity across businesses (Jones, Kalmi, & Kauhanen, 2010), intent to stay, motivation, commitment, creativity, empowerment and job satisfaction (Light, 2004).

Numerous studies conducted both locally and internationally have indicated that employee involvement is a deep construct to all facet of human resource management known hitherto. If issues affecting human resources are not resolved in an appropriate manner, employees fail to fully involve themselves in their jobs (Ellis and Sorensen, 2007). Research has also evidenced that the more involved employees are, the more likely the organisation is to exceed the industry average in its revenue growth (Hewitt Associates, 2004). Other studies have also indicated that employee involvement is positively related to job performance (Towers Perrin Talent Report, 2003). Thus according to Heintzman and Marson (2002) employee involvement is a positive predictor of enhanced job performance.

The Public Health sector in Kenya aims at protecting, improving and securing community health and well-being, with emphasis on preventive rather than curative interventions among the population. There is a well-understood correlation between the performance of the economy of a nation and the health of its citizenry in that as the economy improves, so does the health of its people. The public health sector is a significant element of public security and not only functions to give timely and adequate medical care, but also control, monitor and track disease outbreak. A healthy state directly results in economic development because there will be more citizens able to carry out effective actions in the labor force. A study by Towett (2013) stated

that Kenya is currently experiencing concern in the area of human resources in its public health sector. The major causes of this crisis includes, high staff turnover, deficient information systems, inadequate wages, non-involvement of employees in decisions that affect their work life, low performance, poor working conditions to inability to attract and retain people into public health work. This poses a challenge on performance and lack of employee involvement initiatives in the Public Health Sector because an organization has the responsibility to create a conducive work environment and involve employees in decisions that affect their work life by removing barriers that hamper employee involvement.

A number of related studies on employee involvement in various countries have been conducted. Wachira (2013) investigated the connection employee engagement and commitment at a bank in Kenya. The findings revealed that employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. Addai (2013) conducted a study on the link between decision making, employee involvement and worker motivation in the banking sector in Ghana. The findings of this study revealed that, involving employees in various initiatives enhances job satisfaction and increases commitment to the organization.

Parasuraman, Kelly & Rathakrishnan (2013) conducted a study on employee participation in the Malaysian private sector. The results revealed that there was no genuine participation by employees in most organizations in Malaysia. Mostly, management imposed employee participation schemes without consultation with unions.

Most of these studies were conducted in developed economies that are economically, culturally, and politically different from developing countries and may therefore yield different outcomes and the findings may not apply in the current context. These gaps in knowledge thus necessitated this study which attempted to answer the research question; What is the effect of employee involvement on job performance at the medical research industry in Kenya?

LITERATURE REVIEW

Theoretical Foundation

This study was guided by three theories namely; goal setting theory and the Two Factor theory. The two factor theory was advanced by Fredrick Herzberg in 1959 and later constructed extensively by Barbara Snyderman and Bernard Mausner. Herzberg (1959) constructed a dual-dimensional model of factors regarding people's philosophy about work. Herzberg and his proponents secluded the two sets of model which he identified as satisfiers and dissatisfiers. The dual factor theory postulates that the existence of the motivator factors creates work satisfaction, but their absence does not lead to job dissatisfaction. Examples of motivating

factors include recognition, achievement and responsibility. On the other hand, the aspect of hygiene factors which describe the work environment, do not create feelings of satisfaction, but their absence leads to job dissatisfaction and examples include supervision, job security and salary (Daft, 2003).

Further, Herzberg (1959) contends that the lack of hygiene aspects if lacking in the place of work environment, can lead to employees' job dissatisfaction since hygiene aspects prevent employees discontent. In other words, these aspects do not contribute to motivation but, lack of them causes discontent. Unlike hygiene aspects, motivation aspects can truly encourage workers to work hard as well as enjoy their jobs. These aspects involve what individuals actually do on their occupation and must be engineered into the jobs so as to develop inherent motivation (Herzberg, 1984). Also, Herzberg (1959) argued that hygiene aspects only produced short-term improvements in job performance and attitudes while motivators were typically directly related to the real tasks given and are connected with long-term constructive effects in work performance.

Importance of the two factor theory to this study is that it places emphasis on job motivational factors that include challenging job, employee involvement and participation, empowerment responsibility, recognition, and opportunities for career development. Therefore, the dual factor theory provides a framework to support the validity of the argument that employee involvement enhances job performance in organisations.

Goal setting theory was postulated by Edwin Locke in 1960 and he asserted that goal setting is fundamentally linked to performance (Locke, 1968). Goal Setting Theory is an intellectual hypothesis of motivation grounded on the assertions that goals do regulate employee behavior. Goal theory postulates a positive link between performance and goal difficulty, with challenging goals eliciting much effort than simple goals (Martin and Manning, 1995). This hypothesis presupposes that behavior is purposeful and that goals focus employees' energies in performing specific task (Locke & Latham, 1990).

Consequently, Goal Setting hypothesis is an effective strategy of arousing performance by provision of feedback, employee involvement and participation (Latham et al, 2002). Necessary feedback of results and employee involvement in goal setting directs the employee behaviour and contributes to higher performance than absence of feedback and non-involvement. Also, specific, difficult goals lead to participation through employee involvement in goal setting, enhanced employer-employee relations and improved performance by producing higher levels of effort and planning (Latham et al (2002). Thus goal setting can be an effective method of influencing performance by enhancing employee involvement initiatives through provision of appropriate communication and regular feedback mechanism (Latham et al 2002).

Employee Involvement

Despite the high profile of employee involvement concepts in organisations recently, there have been many differing views and definitions of the subject. According to Lawler & Mohrman, (1989) employee involvement is defined as a method that utilizes the capacity of the workforce and it is designed to enhance workers commitment to the overall organization success. Another important definition was made by Robinson et al. (2004), who stated that employee involvement, can be described as the positive attitude that a worker has towards the values of an organization. Further, he stated that involved employees are of business context, and collaborate with colleagues to improve their job performance within the job for the benefit of the organization. However Peter B. Grazier (1989) defined employee involvement in a more descriptive fashion by stating that employee involvement as the process of enabling employees to participate in the critical thinking process that is intended at arriving at decisions that affect the organization. .

Employee involvement is an initiative that enables employee to partake in decision making and enhancement of activities convenient to their level in the organisation. According to the Chartered Institute of Personnel and Development (CIPD, 2001) employee involvement include a variety of processes devised to enlist the comprehension and maximum contribution of employees in an organization and their commitment to its objectives which results in increase of organisational performance (CIPD 2009). Further, Price (2004) also contends that employee involvement is a process involving participation, communication, decision making which leads to industrial democracy and employee motivation.

Therefore employee involvement has been conceptualized as a set of activities that enable workers to develop a feeling of ownership and responsibility towards the organization and it enables workers to take part in problem solving, decision making and information processing (Kearney, 1997). Thus, employee involvement harnesses the power of people in an organization and focuses it towards the achievement of strategic goals and objectives of the organization. Therefore, it can be deduced that employee involvement is a critical factor in the success and prosperity of any organization because employees are the organisation greatest assets.

Forms of Employee Involvement

A number of diverse forms of worker involvement practices have been recognized in several studies conducted by diverse authors and they include:

Representative participation is a form of employee involvement achieved by selecting or electing employee representatives from the different department and teams to sit on the

organization board. The process is consultative where employees elect representatives who are mandated to discuss with senior management issues that concern employees (Apostolou, 2000). This forum provides employees a chance to contribute to proposals before they are presented to senior management for implementation. Further Judge and Gennard (2004) contends that representative participation requires that acceptable solutions to problems be sought through an open communication of ideas and information.

Participative decision making is an employee involvement method described as the extent to which employers engage employees in making key decisions for the organization (Judge and Gennard, 2010). The goal of participative decision making is to enable the organization engage employees through involvement and consequently achieve higher job performance (Latham, 2010,). However, participative decision making is a power-sharing initiative where decision making roles are shared between senior managers and employees (Black & Gregersen 1997). In order to be effective, participative decision making should involve all the employees in the organization since it seeks to solve employee's problems and enhance decision making (Locke & Schweiger, 1979).

Downward communication from managers and upward problem solving communication are techniques used to inform employees of management plans, discuss organizational performance or solve specific issues related to employees (Judge and Gennard, 2005). Management employ various strategies and include sharing of videos, company newsletters, journals and reports. These materials enable employees to be informed about changes and development in the organization. Upward problem solving methods include team briefing, suggestion schemes, employee attitude surveys and regular team meeting are ways to create awareness for top management to be aware of the issues faced by the employees about the organization (Marchington, 1992).

According to Judge and Gennard (2005), financial participation enables workers to share in the financial achievements and failures of the company. This motivates workers to be more committed to the goals and objectives of the organization, leading to higher job performance. It is also widely accepted that financial participation boosts the morale and enthusiasm of employees towards the achievement of organizational goals. By sharing in the financial success or failure of the company, employees become important shareholders and may even own the company at some point (Judge and Gennard, 2005).

According to Ankarlo (1992), self-directed work teams are groups of employees assigned specific functions and the members team have to be sufficiently trained on specific skills related to the function of the group. Self-directed teams are involved in planning, implementing and controlling all the activities that are part of the assignment for the group and

since the team is self-directed, there is no leader to provide directions and all individuals within the team have the same level of authority (Ankarlo, 1992).

Quality circles are a method of employee involvement where the views, ideas and solutions of every team member are examined when solving work related problems. Quality circles provide an opportunity for employees to solve problems together. They identify, analyze and implement solutions to cost reduction. Quality circles have been known to reduce costs, enhance productivity, enhance employee career development and increase job satisfaction (Kretitner and Kinicki 2007).

Management by objectives is another aspect of employee involvement. It refers to the process of identifying and defining the specific objectives to be achieved in a company. Management by objectives also identifies the most efficient and effective methods on how to achieve each objective. According to Lambert, Bruce (1992), management by objectives enables employees to see achievement of objectives one by one as they are achieved. This instills a sense of achievement in employees and motivates them to accomplish more objectives and also improve their working environment. Employee involvement in management objectives gives employees an opportunity to participate in setting the objectives and identify the most efficient method of accomplishing the objectives (Lambert, Bruce (1992).

Job Performance

Job performance according to Motowidlo and Schmidt, (1997) refers to the values and overall benefits that an organization derives from an employee in a specific period of time. On the hand Campbell (1990) defined job performance as a means of attaining a goals and objectives within a job. He also indicated that job performance is a set of complex and intricate activities that refers how to a job gets done and not the outcomes of the acts used to perform a job. Carlson et al (2006) defined job performance as the completion of activities by employees in a prescribed measurable standard as set by management while utilizing resources in a dynamic environment.

A synthesis of the above definition shows that job performance is used to assess the level at which an employee performs a given job. However, Murphy (1989) emphasizes on the need for job performance systems to be based on employee behaviour rather than the consequences of those behaviours. Murphy (1989) further indicates that emphasis on consequences is likely to have employees devise easier or alternative way to achieve pre-determined outcomes which are detrimental to the organization in the long term. Consequently, Murphy (1989) and Campbell (1990) seem to agree on the fact that performance should be perceived as the outcome of a set of behaviour and that job performance should be regarded as

the observable behaviours that workers engage in. Pritchard (1995) proposed a theory of performance which explained that for an organization to improve its performance, it should either use its people or change technology. Pritchard (1995) further argued that an organizations workforce is the largest unexplored potential for improving its productivity.

Researchers have cited the importance and relevance of job performance because it is a important criteria used in determining the success and prosperity of an organization. Also, Job performance is significant to employees because it indicates level of efficacy, high performance, mastery and elicits feelings job satisfaction (Bandura, 1997; Kanfer et aL, 2005).

Indicators of Job Performance

Job performance indicators are defined as the observable, quantifiable measurements that show the level of success achieved by an individual or an organization. Indicators of job performance according to Lockwood and Ward (2013) are discussed as follows:

Quality of work is a measure of performance and it is obtained by physically inspecting the products, collecting feedback from purchasers of products and services through survey, statistically sampling out products. Other methods of measuring quality of work include calculating percentage of product or work rejected and redone. Quality of work can also be measured by determining the reliability, compliance level, accuracy and judgment of experts. Quantity of work is measured by counting the number of product units produced per day, per week or per month. For employees to achieve the targeted quantity of work, they should set priorities and timelines and make initiatives to determine ways of enhancing productivity. Consequently, individual performance and organizational performance is likely to increase.

Creativity and innovation may not be easily determined through short term measures but in the long term. It is important to note that creativity and innovation can be determined by examining the achievement of set targets and goals rather than long term improvement. It may be measured by determining the measures such as flexibility and ability to adapt to changes and use of alternative methods to achieve goals and objectives.

Efficiency is a measure of the ability to minimize unnecessary effort, resources and expenditures. Efficiency is concerned with the way resources are used and the time spent to achieve specific organizational goals. Employees that are efficient are able to achieve more using fewer resources.

RESEARCH METHODOLOGY

This study adopted a descriptive survey research design. Descriptive research design involves querying the selected population about a certain issue and allows the researcher to collect

information on the actual state of the phenomenon at the time of the study (Musungu & Nasongo, 2008). The target population was all the employees of the institute who are 867 in total. A sample size comprising of 174 respondents (20% of the population) was selected using the formula below:

$$SS = \frac{Z^2 * (p) * (1-p)}{C^2}$$

Where:

SS= Sample Size

Z = Z value (e.g. 1.96 for 95% confidence level)

P = % is expressed as decimal (0.5 assuming that the level of accuracy is 50 %)

C= Degree of confidence, expressed as decimal (0.75)

The margin of error adopted was 5% percent confidence (alpha level of 0.05) as applied in educational and social surveys (Krejcie & Morgan, 1970). There being no estimate available for the proportion of the target population, 50% (0.5) was used as the 'P' as recommended by Fisher et al (2005) as a conservative value for maximum variability (Mugenda & Mugenda, 2003).

$$SS = (1.96)^2 \times .5(.5) / (.075)^2$$

$$(3.8416 \times .25) / .0055$$

$$.9604 / .0055 = 174 \text{ respondents}$$

The study used stratified random sampling technique. According to Sakaran (2003) this is a type of sampling design that involves the division of a population into subgroups or strata which are formed based on members' shared attributes or characteristics. Random samples are then taken in proportion to the population, from each of the strata created. This method of sampling is widely used and very useful when the target population is heterogeneous. The respondents were stratified into three strata i.e. senior management, middle management and junior staff. A sample of 20% from each stratum was randomly selected.

Table 1: Sample Size

Job Category	Population Size	Sample size (20%)
Senior Level Management	88	18
Middle Level Management	502	100
Junior Staff	277	56
Total	867	174

The primary data collection instrument of this study were structured questionnaires which were administered to the selected employees on a drop and pick later method. The questionnaire was split into three sections. The first section was concerned with the demographic information about the respondents, second section dealt with employee involvement and section three covered job performance. The data obtained was analyzed using descriptive statistics for the general information and regression analysis was done to establish the effect of employee involvement on job performance. This was guided by the following model:

$$Y = \beta_0 + \beta X + \varepsilon$$

Where:

Y= Job performance

X= Employee Involvement

β_0 = Constant

β =Regression Coefficient

ε = Error Term

ANALYSIS AND RESULTS

From the targeted 174 respondents, 127 completed and returned their questionnaires, constituting 72.29% response rate which is above what Mugenda and Mugenda (2011) prescribed as a significant response rate for statistical analysis. The study sought data on the following respondents' characteristics:

Gender of the Respondents

The researcher sought to establish gender distributions of the respondents. The findings are indicated in Table 2.

Table 2: Gender of the Respondents

Gender	Frequency	Percent
Male	70	55.1
Female	57	44.9
Total	127	100.0

The findings showed that 55.1% were male while 44.9% were female. These findings indicated that there were marginal variations across the two genders.

Duration Worked in Organization

The respondents were further requested to indicate the duration they had worked with the organization. The responses obtained are shown in Table 3.

Table 3: Duration Worked in Organization

Experience	Frequency	Percent
Below 5 years	12	9.4
6 -10 years	20	15.7
11-15 years	51	40.2
Over 15 years	44	34.6
Total	127	100

The findings indicated that 40.2% of the respondents had worked with the organization for a period of between 11 and 15 years, 34.6% had worked for a period over 15 years, whereas 15.7% had worked for a period of between 6 and 10 years. The respondent's length of service affirms that they were knowledgeable with organization's processes and gave meaningful responses to the study.

Job Category of the Respondents

Respondents were also requested to show the job category they belong to. The results of the findings are indicated in Table 4.

Table 4: Job Category of Respondents

Level of Management	Frequency	Percent
Senior Management	24	18.9
Middle Management	64	50.4
Junior Staff	39	30.7
Total	127	100.0

The findings revealed that 50.4% were in middle level management, 30.7% were junior managers while 18.9% were in senior management. These findings indicate that the study was able to gather responses from all the job categories.

Level of Education

The study sought to find the education level of the respondents. The results are as shown in the Table 5.

Table 5: Level of Education

Level of Education	Frequency	Percent
PHD	11	8.7
Postgraduate	29	23.4
Undergraduate	57	44.5
Diploma	23	18.1
Certificate	7	5.3
Total	127	100.0

From the findings 44.5% of the respondents were under graduate while the lowest qualification which was represented by 5.3% had a certificate. These findings indicated that most respondents had university level of education and were able to comprehend the construct of employee involvement and job performance.

Employee Involvement

In this section, the researcher sought the respondents' perception in regards to the various form of employee involvement practices in the organization. Respondents were required to show the level of agreement to the statements related to employee involvement which were in a likert scale (1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly). The scores were calculated to mean scores which were interpreted as 4.5 - 5.0 strongly agree; 3.4 - 4.4 agree; 2.5 - 3.4 neutral; 1.5 - 2.4 disagree; and 0.0 - 1.4 strongly disagree.

Management by objective

Table 6: Management by objective

	Mean	Std. Deviation
I have clear goals and objectives for my job.	3.5906	1.31145
I understand how my work contributes to the overall organisations goals and objectives	4.3622	1.03640
I participate in setting the goals and objectives concerning my job and I am given the opportunity to suggest improvements.	2.4252	1.14448
I am allowed freedom and flexibility to exercise control over my work	2.1260	.90656

Respondents agreed with a mean of 4.3622 that they understood how their work contributes to the overall organisations goal and stated with a mean of 3.5906 that they had clear goals and objectives. Respondents were neutral with a mean of 2.4252 that they participated in setting the goals and also neutral with a mean of 2.1260 on being allowed freedom and flexibility to exercise control over their work.

Participative decision making

Table 7: Participative decision making

	Mean	Std. Deviation
I am involved in making decisions that affect my work	2.3543	1.03052
My manager consults me before making decisions that will affect me	2.7244	.98945
My supervisor keeps me informed about the organizations future directions.	4.0315	1.35657
Proposed decisions are made at the lowest level possible	2.0472	.89957

Respondents indicated with a mean of 2.3543 that they were involved with decisions that affect their word. They were also neutral with a mean of 2.7244 in regards to consultation with their supervisors regarding their work. Respondents also strongly agreed with a mean of 4.0315 that supervisors informed employees of the organization future direction. On the other hand, the analysis moderately agreed with a mean 2.0472 that proposed decisions were made at the lowest level possible in the organisation

Representative participation

Table 8: Representative participation

	Mean	Std. Deviation
My organization has elected employee representatives at the board.	3.3937	1.39817
Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees	2.8031	1.27888
Employees input and ideas is sought before major decisions that affect them are made	2.0110	.92352
I have enough involvement in decisions that affect my job and I am given the opportunity to suggest improvements.	4.0472	.97475

The findings in Table 8 show that respondents strongly agreed by mean of 4.0472 that they had enough involvement in decisions that affect their jobs and were given the opportunity to suggest improvements. However, the respondents were neutral with a mean of 2.8031 on statement that management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees in their organizations.

Self driven work team

Table 9: Self driven work team

	Mean	Std. Deviation
There is a strong feeling of teamwork and cooperation and management encourages formation of teams.	3.3937	1.39817
Employees in my department participate in deciding how the work gets done and team members are held accountable for the decisions they make.	4.5433	.96573
My team is allowed freedom, autonomy and flexibility to exercise control over their work	2.3110	.92352

Respondents agreed with a mean of 3.3937 that there was a strong feeling of teamwork and that management encouraged the formation of team. Respondents also strongly agreed with a mean of 4.5433 that team participate in how works gets done and are held accountable for their decisions. However respondents agreed on a low extent with a mean of 2.8110 in regards to teams being given freedom, autonomy and control over their work.

Communication

Table 10: Communication

	Mean	Std. Deviation
There are good Communication channels at and am kept up to date with what I need to know.	4.8346	.62696
Employee opinions and suggestions are given significant consideration in the organization's decision making process	3.3937	1.39817
Employees are encouraged to freely express their feeling and concerns	3.0866	1.22165

Respondents strongly agreed with a means of 4.8346 that the organization had good communication channels and that the organization kept employees updated with information they need. Nevertheless the respondents were neutral with a mean of 3.0866 that employees are encouraged to express their feelings and concerns.

Job Performance

Job performance indicators are quantifiable measurements that reflect the critical success factors of both the employees and the organization. Aspects of indicators include quality of work, meeting deadlines, cooperation, achievement of set targets and efficiency. Respondents were required to show the level of agreement to the statements related to job performance which were in a likert scale of between of 1 to 5: (1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly Agree). The scores were calculated to mean scores which were interpreted as 4.5 - 5.0 strongly agree; 3.4 - 4.4 agree; 2.5 - 3.4 neutral; 1.5 - 2.4 disagree; and 0.0 - 1.4 strongly disagree.

Quality of Work

Table 11: Quality of Work

	Mean	Std. Deviation
I have a clear understanding of the performance standards expected of me on my job	3.6486	1.13569
I have the necessary tools and equipment that need to work efficiently.	4.1351	1.13437
I looks for ways to improve processes and productivity	3.0541	1.10418
Management is committed to the idea that quality is at least as important as quantity	2.3784	.92350

Respondents strongly agreed by a mean of 4.1351 that had necessary tools and equipment that they needed work and respondents also agreed with a mean of 3.6486 that they had a clear understanding of the performance standards expected on their job. The findings showed that the respondents neutral with a mean of 3.0541 on searching for ways that improves processes and productivity.

Meeting Deadlines

Table 12: Meeting Deadlines

	Mean	Std. Deviation
I set for myself clear, realistic, and achievable goals.	4.1006	.83666
I organize my work to meet and deadlines.	3.0444	.99899
I priorities tasks so that I do the most important task	4.5556	.85240

The results of the findings showed that respondents priorities tasks so that they do the most important and urgent first as indicated by a mean of 4.555 and also respondents strongly agreed with a mean 4.1006 on setting clear, realistic and achievable goals. Respondents agreed to a moderate extent on organizing their work to meet their objectives and deadlines as indicated by a mean of 3.0444.

Cooperation

Table 13: Cooperation

	Mean	Std. Deviation
I get the cooperation I need from my co-workers	3.9334	.8227
My team fosters open communication and recognizes individual contributions	4.1332	.7526
There is good communication between my division and other divisions within my organization.	3.8027	.7214

In relation to cooperation the respondents agreed with a mean of 4.1332 that their team fosters open communication and recognizes individual contributions. There was a level of doubt among the respondent whether work between departments was well-coordinated as shown by a mean of 3.1064.

Achievement on Set Targets

Table 14: Achievement on Set Targets

	Mean	Std. Deviation
I am are held accountable for achieving goals and meeting expectations	2.8662	.9015
I review my progress towards goals and revise my plans as appropriate.	3.4675	.8765

The findings showed that respondents review their progress towards goals and revise their plans as appropriate but it was evident that they were not really held accountable for achieving goals and meeting expectations.

Efficiency

Table 15: Efficiency

	Mean	Std. Deviation
I am satisfied with the productivity and efficiency of my work and department.	4.7946	.98487
I am encouraged to come up with better ways of doing things	3.5676	.64724
Senior management consistently emphasizes efficiency and excellence in the workplace.	3.7703	1.19370

As per the findings in Table 15 the respondents strongly agreed that they were satisfied with the productivity and efficiency of their work and department with a mean of 4.7946. The respondents also agreed that senior management consistently emphasizes efficiency and excellence in the workplace with a mean of 3.7703. Respondents also agreed with a mean of 3.5919 that the amount of work they expected on their job to do was reasonable.

Employee Involvement and Job Performance

Table 16: Summary of Regression Model Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.859	0.738	0.734	1.324

Regression Analysis of the relationship among the test variables revealed that there was a significant and positive relationship between employee involvement and job performance. The adjusted R was used to establish the predictive power of the model, which indicated that all the variables combined explained 73.4% of the variations in job performance. The study found that employee involvement accounted for 73.4% of the variations in job performance. According to the model, 26.6% percent of the variation in job performance could not be explained therefore, further studies should be done to explain this variation.

Table 17: Analysis of variance results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1325.82	1	331.455	186.916	.000
Residual	469.92	125	1.773		
Total	1795.74	126			

The probability value of 0.00 indicates that the regression relationship was significant in predicting the effects of employees' involvement on job performance. The calculated F (186.916) was significantly larger than the critical value of F = 3.971. This again shows that the overall test model was significant.

Table 18: Pair-wise comparisons of the coefficients of determination using t-test

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.351	0.432		3.127	0.0032
	Employee involvement	0.865	0.196	0.684	3.888	0.0003

The established multiple regression equation for predicting job performance from the independent variable was:

$$Y = 1.351 + 0.865 X$$

Where,

Y = job performance

X = employee involvement

The regression equation above has established that taking independent factor (employee involvement) constant at zero, job performance was 1.351. The findings presented also show that a unit increase in the employee involvement would lead to a 0.865 increase in the scores of job performance.

DISCUSSION AND CONCLUSIONS

The findings of this study are consistent with the literature reviewed which affirms that employee involvement enhances job performance through improvement of quality and quantity of work, boosts employee-employee relationships, improves quality of decisions made,

increases job satisfaction and eliminates waste. These findings evidence the correlation between employee involvement and job performance because highly involved employees enjoy a sense of psychological ownership of the organization and are considered stakeholders thus endeavour to enhance creativity, processes and services in organisations which lower operating costs thereby increasing organizational effectiveness. Additionally, employee involvement improves collaboration and partnership between employers and employees and boost team spirit and cooperation amongst employees which leads to the creation of an enabling and positive organisation culture. The findings are supported by Bruce (1992) who indicated that when employees themselves have been involved with the goal setting and choosing the course of action, they are more likely to fulfill their responsibilities.

The study revealed that the employees at the institute have clear goals and objectives for their jobs and understood how their work contributes to the overall organisations goals. However, employees to a low extent participated in goal setting and had little opportunity to suggest improvements. The study established that supervisors kept employees informed on the organizations future directions but management did not really encourage sharing of information between managerial and non-managerial staff. The study evidenced a strong sense of teamwork within the organisation and that teams participate in deciding how the work gets done. Employees had the necessary tools and equipment which enable them to work efficiently, employees set clear, realistic, well defined and achievable goals and they do prioritize tasks such that they do the most important activities first. The study revealed that employees reviewed their progress towards goals and revised their plans as appropriate but it was evident that they were not held accountable for achieving goals and meeting expectations. However, senior management consistently placed emphasis on efficiency and excellence at the workplace.

The findings indicate that employee involvement enhances job performance as deduced from the results of the regression analysis. This concludes that there is a strong, positive and significant relationship between employee involvement and job performance. Based on the study findings it can be concluded that granting employees freedom to participate in decisions that affect their work life enhances job performance, job satisfaction, increases efficiency and boosts job employer-employee relationship which results in achievement of organisational goals. Employee involvement however, may not be effective if not aligned to the overall organisational strategy and it thus can be concluded that there is evidence to support that employee involvement has a direct effect on job performance.

RECOMMENDATIONS

There is strong need for managers to make the goal-setting process all inclusive and participatory as well as give employees opportunities to suggest improvements in the processes where necessary. Management team where possible should also encourage information sharing of ideas and knowledge between managerial and non-managerial employees because this enhances trust and commitment to the organization. The study also recommends that the teams should be given necessary information and autonomy to enable them to carry out their functions well and be encouraged to express their feelings and concerns. Managers should allow employees to suggest on ways to improve processes as this encourages creativity, innovation and improves quality and enhances efficiency and overall organizational performance and success. Replicating this study in different settings would be worthwhile to establish variations in the responses and generalizability and validity of the present findings across different contexts.

LIMITATIONS OF THE STUDY

The study did not examine all the stakeholders involved in the research study due to time limit and financial constraints posing a comparison challenge. However a representative sample was obtained from the study population and in depth analysis of the factors was done thus ensuring that generalization of the study findings were possible. Furthermore, the scope of this study was only confined to the medical research industry in Kenya, thus, the findings may not be generalized across industries. Future research can improve on this limitation by increasing the sample size to cover different industries.

REFERENCES

- Addai, D. (2013, June). Employee involvement in decision making and worker motivation: a study of two selected banks in Ghana. Unpublished Mphil Sociology Project, University of Ghana.
- Alan M. Mohrman, Jr., Susan M. Resnick-West and Edward E. Lawler: *Aligning Appraisals and organisational realities*: Jossey-Bass (London) May 1989. *Management Learning*, 21(2), pp. 157-158.
- Ankarlo, L. (1992). *Implementing self-directed work teams: The breakthrough method for increasing productivity*: Workbook. Boulder: Career Track.
- Armstrong, M., & Murlis, H. (2004). *Reward management: A handbook of remuneration strategy and practice*. London: Kogan Page.
- Baron, A. (2010). CIPD OD Conference, London, UK, 24 September 2009. *Strategic HR Review*, 9(2).
- Bartram, T., & Casimir, G. (2007). The relationship between leadership and follower in-role performance and satisfaction with the leader. *Leadership & Organization Development Journal Leadership & Org Development J*, 28(1), 4-19.
- Black, J. S., & Gregersen, H. B. (1997). *Human Relations*, 50(7), 859-878.
- Blyton, P., & Turnbull, P. (1998). Employee involvement and participation. *The Dynamics of Employee Relations*, 217-244.
- Burns, T. E. (2002). Employee Involvement. *Serious Incident Prevention*, pp. 48-59.

- Campbell, J. P., Mchenry, J. J., & Wise, L. L. (1990). Modeling Job Performance In A Population of Jobs. *Personnel Psychology*, 43(2), 313-575.
- Champathes, M. R. (2006). Coaching for performance improvement: The "COACH" model. *Development and Learning in Organizations*, 20(2), 17-18.
- Chen, Y. F., & Tjosvold, D. (2006). Participative Leadership by American and Chinese Managers in China: The Role of Relationships. *J Management Studies Journal of Management Studies*, 43(8)
- Colvin, A. J. (2004). The Relationship between Employee Involvement and Workplace Dispute Resolution. *Relations Industrielles*, 59(4), 681.
- Cotton, J. L. (1993). *Employee involvement: Methods for improving performance and work attitudes*. Newbury Park: SAGE Publications.
- Duvall, C. K. (1999). Developing individual freedom to act. *Participation and Empowerment: An International Journal Part and Emp: An Int Jnl*, 7(8).
- Gennard, J., Judge, G., & Gennard, J. (2010). *Managing employment relations*. London: Chartered Institute of Personnel and Development.
- Grazier, P. B. (1989). *Before it's too late: Employee involvement, an idea whose time has come*. Chadds Ford, PA: Teambuilding.
- Guest, D. (2014). Employee engagement: A sceptical analysis. *Jrnl of Org Effectiveness Journal of Organizational Effectiveness: People and Performance*, 1(2), 141-156.
- Handel, M. J., & Levine, D. I. (2005). *Special issue: The effects of new work practices on workers*. Boston: Blackwell.
- Heil, G., McGregor, D., Bennis, W. G., & Stephens, D. C. (2000). *Douglas McGregor, revisited: Managing the human side of the enterprise*. New York: Wiley.
- Herzberg, F. (1971). *Work and the nature of man*. New York: World Pub.
- Hewitt Associates Reports Fiscal 2004 http://media.corporate-ir.net/media_files/nys/hew/news/hew_110804.
- KEMRI - In search of better health. <http://www.kemri.org>
- Kompaso, S. M., & Sridevi, M. S. (2010). Employee Engagement: The Key to Improving Performance. *IJBM International Journal of Business and Management*, 5(12).
- Latham, G. P. (2007). *Work motivation: History, theory, research, and practice*. Thousand Oaks, CA: Sage Publications.
- Lawler, E. E. (1986). *High-involvement management*. San Francisco, CA: Jossey-Bass.
- Lawler, E. E. (1992). *The ultimate advantage: Creating the high - involvement organization*. San Francisco, CA: Jossey-Bass.
- Lawler, E. E., Ledford, G. E., Mohrman, S. A., Dulworth, M. R., & Winby, S. S. (1989). *Employee involvement in America: A study of contemporary practice*. Houston, TX: American Productivity & Quality Center.
- Levine, D. I. *Public Policy Implications. The American Workplace Skills, Compensation, and Employee Involvement*, pp. 273-282.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting & task performance*. Englewood Cliffs, NJ: Prentice Hall.
- Lockwood and Ward Taxation and Business Advisors <http://www.lockwood.com.au>
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.
- Ministry of Health. <http://www.health.go.ke/>
- Mugenda, N. O. & Mugenda, A.G. (2003). *Research methods: Quantitative and Qualitative approaches*, Acts Press.
- Organisational Behaviour Walton Statement. <https://www.scribd.com/document>
- Parasuraman, B., Kelly, D., & Rathakrishnan, B. (2013). Employee participation in the private sector in Malaysia: The Applicability of Favourable Conjunctures Model. *ASEAN Marketing Journal ASEAN Market. J.*, 1(2).
- Pendleton, A., & Robinson, A. (2010). Employee Stock Ownership, Involvement, and Productivity: An Interaction-Based Approach. *ILR Review*, 64(1), pp. 3-29.

Rousseau, D. M., & Shperling, Z. (2003). Pieces of the Action: Ownership and the Changing Employment Relationship. *The Academy of Management Review*, 28(4), pp. 553.

Tamkin, P., Hirsh, W., & Tyers, C. (2003). *Chore to champions the making of better people managers*. Brighton: Institute for Employment Studies.

Wachira, J. W. (2013). *Relationship between employee engagement and commitment in Barclays bank of Kenya*. Unpublished MBA Research Project, University of Nairobi

Wilkinson, A., Godfrey, G., & Marchington, M. (1997). Bouquets, Brickbats and Blinkers: Total Quality Management and Employee Involvement in Practice. *Organization Studies*, 18(5), 799-819.

Wilkinson, T. (1983). Positive Policies on Employee Involvement. *Employee Relations*, 5(3), pp. 2-4.

Witt, L. A., & Carlson, D. S. (2006). The work-family interface and job performance: Moderating effects of conscientiousness and perceived organizational support. *Journal of Occupational Health Psychology*.

Wright, P. C., & Geroy, G. D. (2001). Changing the mindset: The training myth and the need for world-class performance. *The International Journal of Human Resource Management*, 12(4), 586-600.

Zoghi, C., & Mohr, R. D. (2011). The Decentralization of Decision Making and Employee Involvement within the Workplace: Evidence from Four Establishment Datasets. *British Journal of Industrial Relations*, 49(4), 688-716.