

## EMPLOYEE INVOLVEMENT IN DECISION-MAKING PROCESSES IN AGILE ORGANIZATIONS

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**Purpose:** The aim of the article is to analyze the importance of employee involvement in decision-making processes and to identify its impact on the functioning of the organization and employee attitudes.

**Design/methodology/approach:** The article is based on a critical analysis of the literature on employee involvement in decision-making processes, including empirical research and theoretical concepts in the field of management and HRM.

**Findings:** An analysis of the literature indicates that employee involvement in decision-making processes is conducive to an increase in organizational effectiveness, motivation, engagement and reduction of the intention to leave the organization, while at the same time there are conditions and barriers to its effectiveness.

**Research limitations/implications:** The limitation of the article is its review character, which does not allow for direct verification of cause-and-effect relationships and indicates the need for further empirical research.

**Practical implications:** The results of the analysis can be the basis for designing management practices conducive to real employee involvement in decision-making processes and for improving leadership styles and HRM policies.

**Social implications:** Employee involvement in organizational decisions can contribute to improving the quality of work, increasing job satisfaction, and building more inclusive and sustainable work environments.

**Originality/value:** The value of the article is a synthetic and multidimensional approach to employee involvement in decision-making processes, taking into account both the organizational and employee perspectives and contemporary technological conditions.

**Keywords:** agile organizations, employees, decision-making processes, training, competencies.

**Category of the paper:** research paper.

## 1. Introduction

One of the key areas of human resource management in agile organizations is undoubtedly the involvement of employees in decision-making processes. It is perceived as a mechanism that strengthens the quality of decisions made, the level of motivation and responsibility for the achievement of organizational goals. The importance of employee involvement in decision-making processes is increasing in both private and public organizations. This phenomenon is particularly pronounced in the conditions of digital transformation, technological changes and growing employee expectations regarding participation, autonomy and the meaning of work.

Despite the rich literature on the subject, the issue of employee involvement in decision-making processes remains relevant and therefore requires further analysis due to the diverse results of empirical research, different sectoral conditions and emerging new challenges, such as the digitization of decision-making processes or changes in leadership models. In the scientific literature, it is possible to point out both the positive consequences of involving employees in decision-making, as well as the potential barriers and limitations of the effectiveness of this approach. These issues justify the need for a synthetic approach to the research findings to date.

The aim of the article is to analyze the importance of employee involvement in decision-making processes and to identify the key factors determining its effectiveness from an organizational and employee perspective. The article brings added value to the practice of management sciences by organizing the results of research on employee involvement in the context of organizational effectiveness, leadership, human resource management practices and employee retention, as well as by taking into account the role of modern technologies supporting decision-making processes. The structure of the article includes a theoretical part. It is devoted to a literature review. In turn, the analytical part presents the key relationships identified in empirical research. The final part contains conclusions and directions of further research. Such a structure of the article allows for a comprehensive and coherent approach to the issues addressed.

### 1.1. Employee in agile organizations

An employee in agile organizations is perceived as an active co-creator of organizational value. His role in organizations goes far beyond the implementation of strictly defined tasks. It includes autonomy, co-responsibility and the ability to constantly adapt to the changing conditions of the organization's functioning. Agile organizational projects promote greater employee involvement in decision-making processes. They also support the development of self-organizing and interdisciplinary teams. This, in turn, leads to a strengthening of the sense of agency and responsibility for the results achieved (Omachi, Ajewumi, 2024; Kohnová, Salajová, 2021; Owusu, 1999). In this aspect, efficiency management becomes an important

determinant of the functioning of the organization. In agile environments, there is a shift away from hierarchical control in favor of continuous feedback, learning, and flexible adaptation of goals to changing conditions. This results in an increase in employee engagement and productivity (Darino et al., 2019; Bannikov et al., 2024; Nughroho, Putri, 2025). The literature on the subject has shown that agile organizational practices have a positive impact on the level of employee dedication and their sustained engagement, especially in project environments based on trust, empowerment and real participation in organizational processes (Mishra, Chakraborty, 2023; Meier, Kock, 2023).

The effectiveness of employees in agile organizations is strongly conditioned by the leadership style, organizational culture and human resource management practices. These values shape the holistic employee experience. Agile leadership promotes a simultaneous increase in organizational efficiency and employee well-being. In this way, the humanistic dimension of agility as a management concept is emphasized (Jimenez et al., 2023; Rzepka, Bojar, 2020). HRM systems play a special role in this process. They support the development of competencies, retention and consistency of employee behavior with the values of agility. This becomes possible by creating an environment conducive to learning and adaptation (Parojcic, Stamatovic, 2025; Temitope, 2022). From the perspective of the employee's experience, it is emphasized that agile organizational solutions can have a positive impact on the perception of the meaningfulness of work, cooperation and the quality of services provided, also in the public sector. This is the case as long as they are accompanied by adequate leadership support and digital infrastructure (Adhikersa et al., 2022). In addition, agile organizations foster attracting, retaining, and ensuring long-term employee engagement by supporting learning, strengthening perceived organizational support, and building professional development opportunities (Koch, Schermuly, 2021; Issa et al., 2019; Muthuswamy, 2022; Jo, Hong, 2022). At the same time, the literature on the subject indicates that organizational agility is a paradigm that requires continuous learning and adaptation on the part of employees and organizations (Denning, 2018; Miles, 2013; Naslund, Kale, 2020).

## **1.2. Involving employees in decision-making processes**

Employee involvement in decision-making processes can be considered a determinant of the functioning of an agile organization. This phenomenon refers to the extent to which employees participate in decision-making that affects the functioning of the organization and their own work. Classic approaches to employee participation indicate that involving employees in decision-making processes is conducive to better use of their knowledge and experience. In addition, it significantly strengthens the sense of responsibility and identification with the organization (Singh, 2009). Empirical research consistently confirms a positive relationship between employee involvement in decision-making processes and productivity and organizational performance, both overall and sector-specific (Charles et al., 2021; Kuye,

Sulaimon, 2011; Asokk et al., 2021). It should also be emphasized that involvement in decisions is an important motivating factor. It leads to an increase in the internal motivation of employees. They are encouraged by their willingness to make an additional effort for the organization. However, the relationship between the scope of participation and organizational effects does not always take on a linear character. And excessive or inadequately designed forms of involvement can lead to decision-making overload or dilution of responsibility (Tian, Zhai, 2019).

The effectiveness of involving employees in decision-making processes is determined in particular by leadership style, human resource management practices and institutional conditions. The literature on the subject emphasizes that inclusive and transformational leadership is conducive to creating conditions that enable real participation of employees in decisions. This, in turn, translates into a higher level of engagement. It contributes to a better work-life balance and a more sustainable employee-organisation relationship (Atiku et al., 2024; Charoensukmongkol, Puyod, 2024; Mazzetti, Schaufeli, 2022). At the same time, it is necessary to point out the existence of barriers on the part of the managerial staff. Among them, it is necessary to point out the fear of losing control or prolonging decision-making processes, which may limit the actual scope of employee involvement (Klein, 2024). Taking into account the systemic perspective, employee involvement in decisions is undoubtedly a determinant of high-involvement human resource management practices. This is because it affects organizational resilience and operational efficiency, also in complex systems such as supply chains (Gu et al., 2023). Sector research also shows that the lack of real influence on decisions may increase the intention to leave the organization. This is especially evident in the public sector, while participation fosters employee retention and improved organizational performance (Hur, Abner, 2024; Liu et al., 2022). Nowadays, attention is also paid to the role of digital technologies, including tools based on artificial intelligence and machine learning. These tools can support decision-making processes and modify employee behavior patterns. Thus, they create new opportunities, but also challenges for employee involvement in decision-making processes (Ramachandran et al., 2022).

## **2. Methods**

On the basis of the conducted research, the research goal, the research hypothesis and the research questions were formulated. The aim of the research was to identify the way employees perceive the degree of their involvement in decision-making processes in the organization and the possibilities of developing competencies, in particular competencies required in the conditions of technological development, as well as to identify the forms of support offered by the organization in the field of individual professional development of employees.

The following research hypothesis was formulated: employees' attitudes towards involvement in decision-making processes and opportunities for competence development in the organization are characterized by a predominance of positive evaluations over neutral and negative evaluations. The research questions were: (1) how do employees assess the possibility of influencing decisions about their cases? (2) To what extent do employees perceive their involvement in decision-making processes in the organization? (3) How are the opportunities for the development of competencies required in connection with technological developments assessed? and (4) to what extent does the organization support employees in their independent search for professional development opportunities? The method of a diagnostic survey was used as a research method, carried out using the technique of a questionnaire, conducted in 2025 among employees of the organizations covered by the survey. In order to deepen the analysis of the results and their synthetic approach, a synthetic characterization of the distribution of responses was performed: dominance and balance of grades (%). The use of this approach was aimed at identifying the dominant type of attitudes of respondents in individual research areas and determining the relationship between positive and negative assessments. This procedure made it possible to comparatively and comprehensively approach the structure of the responses, without violating the descriptive nature of the analysis and without formulating premature interpretative conclusions.

The empirical study was conducted among employees of organizations operating in various sectors of the economy. The respondents held operational, specialist, administrative, and managerial positions. The collected data were declarative and cross-sectional in nature, which limited their generalizability but allowed for the identification of dominant patterns in employees' perceptions. The analysis was deliberately focused on basic dimensions of involvement in decision-making processes, including influence over decisions concerning one's own affairs, participation in organizational decision-making, and perceived support for competence development under conditions of technological change, while omitting aspects such as team autonomy or psychological safety, which constitutes a limitation of the study and a direction for further research. The managerial recommendations formulated are derived directly from the structure of the obtained responses, particularly from the relatively high share of neutral and negative evaluations, which indicate diverse employee experiences and the need to strengthen the transparency of decision-making processes and to clearly communicate the principles of participation.

### 3. Results

In the course of the research, an attempt was made to determine the level of perceived employee involvement in decision-making processes in the organization (table 1). The presented percentages show the diversity of respondents' assessments in terms of perceived influence and involvement of employees in decision-making processes. We focused on two statements that referred to the influence of employees on decisions concerning their cases and their general involvement in decision-making processes. With regard to the statement "The company cares about employees having a say in decisions about their affairs", more than half (54%) of respondents declared positive answers. These included both "I tend to agree" and "strongly agree" answers. This indicates a significant percentage of respondents who see the possibility of having a real impact on decisions directly affecting them. At the same time, 22% of respondents indicated a neutral answer "I have no opinion". This may indicate a lack of clear experience or limited knowledge in this area. Negative responses, including "I tend to disagree" and "strongly disagree", accounted for a total of 24%. This may illustrate a significant group of employees who do not identify with the thesis about influencing decisions concerning their cases. In the case of the second statement, "The company cares that employees are involved in decision-making processes", 52% of respondents gave positive answers. This highlights the comparable level of declared employee involvement in decision-making processes in general. Neutral responses in this case accounted for 19%. Therefore, they were slightly less numerous than in relation to the first statement. On the other hand, negative responses reached the level of 29%. This fact indicates a higher share of respondents expressing disagreement with the statement about the organization's care for involving employees in decision-making processes.

**Table 1.**

*Involved in decision-making processes in an agile organization*

Statement	Negative responses (%)	Neutral (%)	Positive responses (%)
The company ensures employees have influence over decisions concerning their matters	24%	22%	54%
The company ensures employees are involved in decision-making processes	29%	19%	52%

Source: In-house studies.

In the course of the research, as a logical consequence of the earlier analysis of employee involvement in decision-making processes, an attempt was made to expand the scope of assessment to include the area of competence development and training. This area should be considered as an important element of the functioning of the organization in the conditions of technological changes. With regard to the statement "Employees have the opportunity to develop competencies required due to technological developments", 63% of respondents

indicated positive answers, including both "I tend to agree" and "strongly agree" declarations. Positive responses indicate a dominant share of assessments confirming access to the development of technological competences. At the same time, 21% of respondents marked a neutral answer "I don't have an opinion", thus emphasizing the lack of unambiguous experience or limited awareness of the activities taken by the organization in this regard. Negative responses, including "I rather disagree" and "strongly disagree", accounted for a total of 17%, indicating a minority group of respondents who do not see opportunities to develop competences adequate to technological changes. In the case of the second statement, "The company supports employees in their independent search for development opportunities", the percentage of positive responses was 53%. This means that more than half of the respondents see the organization's support in the field of individual development initiatives. Neutral responses reached 25%. Therefore, they were higher than in relation to the first statement. This may reflect a greater diversity in the employee experience in this area. On the other hand, negative answers accounted for 22% of indications, showing a relatively significant share of respondents who did not identify organizational support in their independent search for development opportunities. The presented percentages allow for a detailed illustration of the structure of responses in the area of competence development and training. It should be noted that consistency has been maintained with the previously discussed issue of employee participation in the functioning of the organization.

**Table 2.**  
*Competence development and training*

<b>Statement</b>	<b>Negative responses (%)</b>	<b>Neutral (%)</b>	<b>Positive responses (%)</b>
Employees have opportunities to develop competencies required due to technological development	17%	21%	63%
The company supports employees in independently seeking development opportunities	22%	25%	53%

Source: In-house studies.

In order to synthetically organize the results presented earlier in the form of table 1 and table 2 and to deepen their description at the level of the structure of the response distribution, Table 3 is presented. Its task was to identify the dominant type of attitudes of respondents and determine the relationship between positive and negative assessments using the assessment balance index.

**Table 3.***Synthetic characteristics of response distribution - dominant and balance of grades (%)*

<b>Evaluation area</b>	<b>Positive responses (%)</b>	<b>Neutral (%)</b>	<b>Negative (%)</b>	<b>Type of dominant posture</b>	<b>Assessment Balance Index</b>
Influencing decisions about one's own affairs	54	22	24	Positive dominant	+30
Involvement in decision-making processes	52	19	29	Positive dominant	+23
Development of technological competences	63	21	17	Positive dominant	+46
Support in independent development	53	25	22	Positive dominant	+31

Source: In-house studies.

The presented synthetic summary confirms that a positive assessment of the examined phenomena dominates across all analyzed areas. However, it should be noted that the intensity of this assessment varies. The differentiated values of the assessment balance index indicate that the perception of involvement in decision-making processes and support for competence development is not uniform and depends on the specificity of the analyzed area.

#### **4. Discussion**

On the basis of the conducted research, conclusions were formulated regarding the way employees perceive both their role in decision-making processes and conditions conducive to the development of competencies in the organization. The results obtained indicate that the analyzed areas are dominated by a positive assessment of the studied phenomena. This confirms the predominance of positive responses over neutral and negative answers. At the same time, the structure of the distribution of responses is not unambiguous. This proves the diversity of experiences and perceptions of employees. In the area of involvement in decision-making processes, there is a noticeable predominance of positive evaluations, both in relation to the ability to influence decisions regarding one's own affairs and to the general involvement of employees in decision-making processes in the organization. At the same time, a relatively high share of neutral responses and a significant percentage of negative evaluations indicate the existence of a group of employees who do not notice or experience the unambiguously declared participation mechanisms. This suggests that decision-making processes may be perceived as available to varying degrees, depending on the position, the scope of responsibility or the specificity of the tasks performed.

The analysis of the results of research on the development of competences and training emphasizes a clearly positive perception of the possibilities of developing competences required in the conditions of technological development. The high predominance of positive over negative evaluations in this area proves that employees notice the organization's activities aimed at improving qualifications. At the same time, the higher share of neutral responses in relation to support in self-search for development opportunities suggests that this aspect was not equally recognized or accessible to all respondents. The use of synthetic characteristics of the response distribution, which included the identification of the dominant and the index of the balance of assessments, allowed to confirm that there is a positive dominant in all analysed areas. At the same time, the different values of the assessment balance index indicate a different intensity of the predominance of positive attitudes. This certainly indicates an uneven distribution of assessments between individual dimensions of the organization's functioning.

## 5. Conclusions

The results of the research obtained in this article are consistent with the findings presented in the literature on the subject. They can be compared to the studies of Charles, Francis and Zirra (2021) and Tian and Zhai (2019). Similar to the research of Charles et al. (2021). The predominance of positive assessments of employee involvement in decision-making processes was indicated. In this way, the importance of this phenomenon for the functioning of the organization and perceived efficiency was emphasized. At the same time, according to the observations of Tian and Zhai (2019), based on the results obtained, it can be concluded that decision-making participation is not unambiguously perceived by all employees employed. This is reflected in the occurrence of neutral and negative responses. Such answers indicate the existence of limits to the effectiveness of excessive or improperly designed engagement.

Future research directions may focus on deepening the analysis of factors determining the diversity of employees' attitudes towards involvement in decision-making processes and the possibility of developing competencies in the organization. It seems reasonable to expand the scope of research to include organizational and individual variables. These include the level of the position, seniority, form of employment or the specifics of the tasks performed. This would make it possible to identify the sources of the observed discrepancies in assessments. It is also advisable to conduct comparative research between organizations representing different sectors of the economy and different levels of technological advancement. This procedure would allow for the assessment of the universality of the results obtained. Quantitative research can be supplemented by qualitative research. They would allow for a better understanding of employees' experiences and the mechanisms shaping their perception of participation and development. It is also advisable to conduct longitudinal research that would make it possible

to observe changes in employee attitudes over time and to assess the impact of the implemented organizational activities on the level of engagement and competence development.

The main limitations of the research include the use of the survey method, which is based on the declarations of respondents. It may be burdened with the subjectivity of assessments, as well as the influence of current professional experience. The study was cross-sectional. This makes it impossible to analyze changes in employee attitudes over time and assess cause-and-effect relationships. Another limitation is the lack of an in-depth analysis of the diversity of responses due to the characteristics of respondents and organizations, narrowing the interpretation possibilities of the results obtained. In addition, the scope of research included selected aspects of engagement and competence development. And this, in turn, does not allow for a full grasp of the complexity of the phenomena studied.

## 6. Summary

Based on the results obtained, it is recommended to strengthen the transparency and consistency of decision-making processes. That is why it is so important in this process to clearly communicate the principles of employee participation and the scope of their influence on organizational decisions. It is also advisable to systematically develop and disseminate activities that strengthen the development of competences, in particular in the area of technological changes. At the same time, the visibility and accessibility of support for independent development initiatives should be increased. It is also recommended to regularly monitor employee attitudes using synthetic analytical measures such as the dominant and the balance index. This will allow it to quickly identify areas for improvement and make data-driven management decisions.

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