

The Study On The Influence Of Employee Involvement On Employee Performance

Thangaroopan Baskaran

Senior Assistant Registrar, Eastern University, Sri Lanka

t.baskar@ymail.com

Abstract

Nowadays organizations operate in a highly competitive environment and needs a different approach to manage employees. Various studies have shown that employee involvement is a critical component of human resources management. The level of employee involvement in their job is a measure of the success of individual performance on their jobs and overall organization performance. This research investigated the correlation between employee involvement and job performance to the organization. The objective of the study was to determine the effect of employee involvement on job performance in the divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka. The study adopted a descriptive survey research design. The population for the study included all the employees of one divisional secretariat who were 194 in total. Simple random sampling was used to select 100 respondents from the organization. Data was collected using structured questionnaires and analyzed using both descriptive and inferential statistics. The study findings revealed that employee involvement and employee performance were at higher level. Hence there is a strong positive relationship between Employee involvement variables and Employee Performance. 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, Organization.*

1. Introduction

Job involvement is one of the most successful HR practices used for enhancing employee efficiency and performance. Because employees are the strongest pillar and the most valuable asset that contributes significantly to the success and prosperity of any given organization, involving them is very essential. The concept of employee's job involvement has recently seen a growing interest from different scholars and human resource management.

Mohzan (2011) described Job involvement as an essential of primary source of an organizational commitment, motivation and job satisfaction that influences employee's job performance. This shows the employee being involved on enhancing the motivational process which turn individual job performance such as absenteeism and also turnover. Involved employees attach and connect their full selves in the job sharing their behavioral, cognitive and emotional efforts.

Ho (2006) defined job involvement as the individual's belief towards his or her present job. He also said that job involvement acts as a catalyst to satisfy the individual present needs. According to Rehman (2011) job involvement as motivation to carry out work and it is highly compatible between personal and organizational goals, which stimulate motivation among the employees to generate positive work outcomes. Job involvement is one's cognitive needs' fulfillment, which assists him or her to work harder and boost up his or her performance. Indeed, a higher degree of job involvement among the members of an organization is essential to enhance the organizational effectiveness.

The job-involved employees have been described to be totally engaged and dedicated to their jobs. When employees are involved in their jobs, it is found that organizations make more profit. Hence, organizations should pay attention to employees' involvement. Once employees are involved, they put all their efforts in the job and they are found to be less to turnover. Unlike those who are not involved and more likely to leave the organization. Recently, organizations have been working on enhancing employees' involvement.

Sethi and Mittal (2016) defined the job involvement as "the degree to which employees submerge themselves in their jobs, devote time and energy in them, and consider work as a central part of their overall lives." Most researchers focused on job involvement from a mere cognitive point of view. However, Yoshimura (1996) presented a multidimensional model of job involvement. In his conceptual model he stated that the job involvement is not unidimensional concept.

According to Yoshimura (1996), Job involvement concept consists of three dimensions; emotional job involvement, cognitive job involvement and behavioral job involvement. Emotional job involvement indicates how strongly the worker is interested in his/her job or how much the worker likes his/her job. Cognitive job involvement indicates how strongly the

worker wants to participate in his/her job related decision making or how important the job is in his or her whole life, and behavioral job involvement indicates how often the worker usually takes extra-role behavior such as taking an evening class to enhance job related skills or thinking about the job after leaving the office. All these dimensions are thought to be of a great importance to affect directly on job performance.

Job performance is considered to be the goal and the end while job involvement can be considered the means. Job performance is the main target which organizations seek to improve. Job performance is defined by the degree to which a person does his job's tasks, duties and responsibilities well. Job performance shows individual behaviors that contribute to achieve organizational objectives. These behaviors are given by employees who are considered an important part of the organization. Since performance is a critical factor in organizational success, organizations exert good effort to improve its employees' performance by following all the ways available including job involvement. Studies prove that the more employees are involved in their jobs the more they love and perform well in their jobs and that's why recent studies focus on this subject.

1.1 Research Problem Statement

It has been reported that employee involvement is on decline and there is a deep lack in involvement among employees today (Bates, 2004; Richman, 2006). On the other hands, involving employees is considered to be one of the most challenging tasks management ever faces. Half of all Americans in the workforce are not fully involved or they are disengaged, leading to what has been referred to as —involvement gap (Bates, 2004; Johnson, 2004; Kowalski, 2003). It costs businesses billions a year by decreasing productivity and performance. In a study conducted in 2013 by Steve Crabtree, it was found out that only 13% of employees are involved in their jobs.

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 Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka.?

1.2. Research Questions

The following research questions are advanced in this study.

1. What is the level of *employee involvement* in the Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka?
2. What is the level of employee performance in the Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka?
3. What is the relationship between employee involvement and employee performance in the Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka.?

1.3. Objective of the Study

The specific objectives of this study are given below. These objectives have been derived from the research questions and purpose of the study.

1. To identify the level of *employee involvement* in the Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka.?
2. To identify the level of employee performance in the Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka.?
3. To Measure the relationship between *employee involvement* and employee performance in the Divisional secretariat of kaluwanchikudy, Batticaloa, Sri Lanka.?

2. Literature Review

2.1. Employee Involvement

Despite the high profile of employee involvement concepts in organizations 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.

2.2. Job Performance

Job performance of employees is the most critical subject which plays an important role in accomplishing organizational performance (Wang, and Chang, 2016), Job performance can be defined as set of managerial behaviors express how employees do their jobs (Alawamlah, 2004). Schermerhorn, Hunt and Osborn (2005) stated that job performance contains a quality and quantity of results driven from individual or group struggle completion. In another meaning job performance can be described as the ability of individuals to achieve their respective work aims, then meet their expectations, achieve benchmarks or accomplish their organizational goals (Ismail, 2009).

According to Gallup (2004), employees who are highly involved in their organization produce high levels of customer care, retention, productivity and generate higher profits (Luthans and Peterson, 2002). The poll also revealed that employees the bottom 25% had lower sales, more issues with customers and increased staff turnover vs the top 25% who had much higher and positive scores (The Gallup Organization, 2004). Those employees that have a rational commitment are less likely to be top producers. It is in employers' best interest to have as many “true believers” as they can (Buchanan, 2004). These people tend to produce more for the organization than those who have low engagement and may contribute to a loss.

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 predetermined 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).

2.3. Employee Involvement and Job Performance

There is increasing evidence indicating that employee involvement enhances job performance since it has the ability to improve quality decisions making by raising the inputs (Miller & Monge; Markey 2006). Employee performance improvements linked to worker involvement range from improved quality as well as higher productivity to lower scrap rates as well as higher level of consumer satisfaction (Tamkin, 2003).

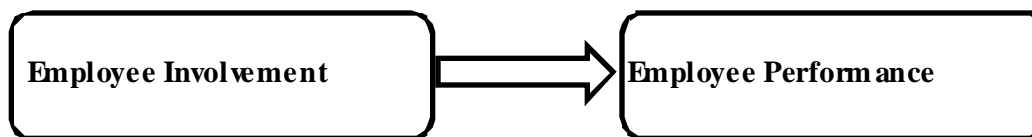
The Gallop Organization (2004) studied employee involvement in 7,939 departments in 36 organizations. The study findings evidenced that employee involvement was directly related to job performance in a several areas such as productivity, profitability and customer satisfaction (Harter, Schmidt & Hayes, 2002). Correlations between employee involvement and job performance and effectiveness were noted by Harter et al (2002) and Patterson et al (2004). Harter et al studied employee involvement initiatives encompassing job performance affecting 8,000 business units in 36 companies. The researcher noted that increased employee involvement was directly linked to improved performance and consequently higher profits. Equally in a related study of 42 organizations by Patterson et al (2004) noted that employee involvement was directly related with enhanced employee performance and resulted in increased company productivity in the subsequent year. In similar manner, a research of 2,000 financial institutions in the United Kingdom showed that for every 10 per cent increase in employee involvement levels corresponds to a four per cent increase in product sales (Young, 2007). Corporate Leadership Council, (2004) conducted a study of 50,000 and the finding indicated that the most involved and committed employees perform 20 percent higher than their counterparts. Sonnentag's (2003) study of employees from six state owned corporations in the United Kingdom showed that high levels of employee involvement at work was critical in motivating employees to learn skills related to the work and also take initiatives to find solutions to work related problems.

In another study, Watson Wyatt's (2007) researched on 946 organizations in 22 countries. The findings showed that involved employees who are more likely to perform better than

employees who are not involved. However, Balain and Sparrow (2009) contends that employee involvement relationship to job performance is over simplified as it implies that higher levels of employee involvements results in higher job performance but rather they contend that the correlation between employee involvement and job performance is rather complex to be explained through performance and that studies only indicate and measure the outcomes of performance rather than the underlying issues and causes.

3. Conceptualization

The conceptual approach for this research study is based on a broad theoretical framework and the study examines the influence of employee involvement on their performance in the Divisional Secretariat in Kaluwanchikudy, Batticaloa District.



(Source: developed for this study)

4. Methodology

4.1 Study Setting

For the study of the impact of employee involvement on employee performance, data were collected based on primary and secondary sources. Primary data collected by issuing questionnaire and secondary data collected from past research papers, literature, reports, and internet.

One hundred questionnaires were issued to the divisional secretariat staff in kaluwanchikudy on a Simple random sampling method. For this study purpose, employee involvement was analyzed to carry out the study on employee performance. Whereas, employee involvement

was considered as independent variables and employee performance was considered as depended variable. There were two types of analysis taken place in this study.

4.2 Unit of Analyses

The unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage. This study concerned the unit of analysis was individual staff of selected Divisional Secretariat in Kaluwanchikudy.

4.3 Time Horizon

This study was a cross sectional one in the time horizon, because data were collected in a one single time from the respondents.

4.4 Sample Size, Sampling Distribution

Sample selection is very significant process in conducting a research because in any research it is very difficult to examine entire research area or whole population. At the same time, when select a sample research should take more care because the findings taken through analyzing the sample is common for whole population. In this research researcher consider the divisional secretariat of kaluwanchikudy. There are 194 employees working in the divisional secretariat of kaluwanchikudy. Out of these staff, only 100 were selected as sample to conduct this research by using simple random sampling method.

4.5 Method of Measurement

Likert scale of 1-5 which ranges from “Strongly Disagree” to “Strongly Agree” was applied in the questionnaire to evaluate responses. The numerical values was given for the purpose of quantification of variable as follows:

1. Strongly disagree
2. Disagree
3. Neither Agree nor Disagree

4. Agree
5. Strongly agree

4.6 Data presentation, analysis and evaluation

Data was presented using tables, bar charts and pie charts. Meanwhile Inferential and descriptive analysis was used for data analysis. Hence under the descriptive analysis, mean and standard deviation was derived from the analysis of samples. In inferential analysis, correlation and multiple linear regressions were applied. Statistical package of SPSS 19.0 was used for this purpose. Furthermore criteria shown in table were adopted to evaluate mean values.

Table 4.2 Evaluation criteria for mean values

Range	Degree
$1 \leq X \leq 2.5$	Low level
$2.5 < X \leq 3.5$	Moderate level
$3.5 < X \leq 5.0$	High level

Source- Formed for this research

5. Data presentation, analysis and Findings

5.1 Personal Information

5.1.1 Gender perspective of staff

Among the total respondents, 55% of respondents were found to female category, and remaining 45% represents are male category.

5.1.2 Age distribution of staff

Age distribution was categorized into three classes. Among the total respondents, 51% of respondents were found in between to 25 - 35 years old, 33% were founded in between 36 to 45 years of age, and remaining 16% represents are above 46years.

5.1.3 Level of Educational Qualification of Staff

The educational level of respondents were classified by four categories from the questionnaire, 09% of the respondents had G.C.E Ordinary level qualification, 46% of the respondents had G.C.E Advanced level qualification, and 24% of the respondents had diploma qualification and remaining 21% of them were found with degree and higher diploma qualifications.

5.1.4 Level of Work Experience of Staff

Experience has been divided into four categories and 10 % of the respondents with less than 1year working experience, 63% were 2- 5 years working experience, 16% were 6-10 years working experience, 11% and were more than 10 years working experience.

5.2 Descriptive statistics

This section presents mean and standard deviation for the variables of Employee involvement and Employee Performance. Mean values have been distributed based on Likert's scale of between 1-5 which represent "Strongly Disagree" to "Strongly Agree". Meanwhile mean values were evaluated based on already established evaluative criteria which range from "Low level" to "High level".

Table 1 *Mean and standard deviation for the variables of Employee Involvement*

Variables	Mean	Standard Deviation
Employee Involvement	4.06	0.33

(Source: Survey data)

As presented in Table 1, all Employee involvement variables have taken mean values of more than 3.5 which fall under the evaluative category of high level. Ultimately construct of Employee involvement is with the mean value of 4.06 that shows the high level of Employee involvement.

Table 2: *Mean and standard deviation for the variable of Employee Performance*

Variables	Mean	Standard Deviation
Employee Performance	3.96	0.42

(Source: Survey data)

As highlighted in Table 2, the variable of Employee Performance has taken the mean values of more than 3.5 which fall in high level category. Total Employee Performance construct has taken a mean value of 3.96 therefore it comes under high level.

5.3 Correlation analysis

Correlation values were found to determine relationship between variables of Employee involvement and Employee Performance. It has been presented in the table 3.

Table 3: *Correlation between Employee Involvement and Employee Performance.*

Variables	Correlation with Employee Performance
<i>Employee Involvement</i>	0.789*

* Correlation is significant at the 0.05 level (2-tailed) (Source: Survey data)

As in table 3, the correlation value is positive and the value has been significant at 5% significant level ($P < 0.05$). This reveals that all Employee involvement variables are positively correlated with Employee Performance. Hence there is a positive relationship between Employee involvement variables and Employee Performance.

The statistical mean of Employee involvement scale showed employee willingness and positive attitudes towards organizational performance. Thus, the scale can be applied to ascertain employee attitudes and behaviours regarding readiness for change. The results of this study also show that employee involvement scale is significantly and positively correlated with other scale of Employee Performance.

In addition, the statistical mean of this Employee involvement “r” scale also showed that employee of organizations can be ready and open to change. In this scale participant’s response to the factors are related to situational and individual. According to Judges et al.

(1995); Goulet and Singh (2002) and Poon (2004) employee can develop positive attitudes and behaviours for an organization on the basis of the situational factor. In addition, the literature also shows that employee can develop positive attitudes on the basis of individual willingness. This was confirmed in this study, which shows that readiness for organizational change has a positive relationship to employee performance.

6. Conclusion and Recommendation

6.1 Conclusion

Research on the determinants of employee involvement was stimulated by new interest evidences due to recent change reforms in the government sector organizations in Sri Lanka. Increased attention on competition, advanced technology, mergers, expansion, product quality maintenance, enhancing employee efficiency rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches led to number of countries knowing employee attitudes and behaviours of organization change.

This study is concerned with examining employee attitudes, beliefs, and behaviours to readiness for organizational change. Overall, employee involvement to the organization predictors has a statistically significant and positive relationship with employee performance. This suggest that, other things being equal, the more employee involvement that is perceived, the more open and exert better and higher performance.

The findings of this study suggest that employees of government sector organizations can develop positive attitudes and behaviours as a result of institutional and individual predictors the more readiness of the employees that is perceived, the more and better performance to the self, to the organization and to the nation at large.

6.2 Recommendations

Based on the findings, the following recommendations are proposed for the enhancement of Employee involvement and Employee performance.

1. Systematic and timely introduction and reinforcement is necessary for improved performance through successful employee involvement.

2. The views of the employee should be taken into account when introducing new process and practices in the Organizational for higher performance
3. The content and the process of the organizational change processes should be relevant to the level of expectation from the employee
4. A systematic approach should be practiced to enhance the moral of employees or whenever their Performance is being reviewed by reviewers.

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