

The Impact of Employee Involvement on Employee Performance: A Study with Special Reference to Managerial Employees of Workwear Lanka (Pvt) Limited

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The highly competitive environment needs a different approach to manage employees and various studies have shown that employee involvement is a critical component of human resources management. However, there have fewer studies that attempt to see the impact of the employee involvement endeavors on the performance of employees in Sri Lanka. Thus, the purpose of this study is to examine the impact of employee involvement on employee performance of a selected company by examining the performance level of the managerial level employees and the involvement practices used by the company in Sri Lanka. This research used the Classic Motivation Theory to explain the theoretical understanding of the effect of employee involvement practices towards employee performance.

This study adopted a cross-sectional survey where data was collected using a standard questionnaire. The sample consisted of one hundred and four respondents of the selected company and sample was selected through the stratified sampling method. Collected data were analyzed using the Statistical Package of Social Sciences (SPSS) and Excel. It was found that there is a significant impact of employee involvement on employee performance and a positive relationship between employee involvement and employee performance. Further, management by objectives identified as the most influential dimension within the employee involvement on employee performance. The study recommends implementing practices related to management by objectives and representative participation to ensure employee involvement and through that enhance employee performance.

Keywords: *Employee Involvement, Employee Performance, Management by Objectives, Classic Motivation Theory, Representative Participation*

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