

## Impact of Social Needs on Employee Performance

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### Abstract

This study examines the impact of social needs on employee performance. The study drew participant from three major manufacturing companies at Ewekoro in the state. A total of one hundred and six (106) respondents were purposively selected for study. Information was gathered from participants using five point Likert scale structured questionnaire. Data obtained was analyzed using Pearson product moment correlation ( $r$ ) through the use of Software Package for Social Sciences (SPSS). Findings revealed that majority of the responded that social needs through recognition has a strong positive effect on employee performance; also empowerment has a positive influence on employee performance, finally job autonomy and participation affect employee performance. The study recommends that the business organization should improve its employee social needs. The study also recommend organization should strive to improve on its social needs package given to their employees in other to get the best out of them. Also employees should participate in decision making so that they feel that their opinions are important for development

**Keywords:** Social needs, Job autonomy, Participation, Employee performance, Recognition

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### **Background to the Study**

Reward is one of the strategies used by Human Resource Managers for attracting and retaining suitable employees as well as facilitating them to improve their performance through motivation and to comply with employment legislation and regulation. As a result of these pressures, HR managers seek to design reward structures that facilitate the organizations strategic goals and the goals of individual employees.

Reward systems are very crucial for an organization (Maund, 2001). Rewards include systems, programs and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. Fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2003). The only way employees will fulfill the employers dream is to share in their dream (Kotelnikov, 2010). Reward systems are the mechanisms that make this happen. They can include awards and other forms of recognition, job enrichment, promotions, reassignments, non monetary bonuses like vacations or a simple thank-you.

When organization meets up with the social needs of its employee, they get work done. Employers get more of the behavior they reward, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the reward with behavior and higher performance they have attained. Effective social reward systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behavior in organizations. This encourages employees to take positive actions leading to rewards. Social reward programs should be properly designed in the organization so as to reinforce positive behaviour which leads to performance (Torrington and Hall, 2006)

The efficiency of a person depends on two factors, firstly, the level of ability to do a certain work. So far as the first factor is concerned it can be acquired by education and training, but the second factor can be created by provision of social needs. A person may have several needs and desires, it is only strongly felt needs which becomes motives. Thus, motives are a product of needs and desires. Social needs are numerous and dynamic in nature, needs are invisible and directed towards certain goals. Social needs are things such as acceptance, appreciation, sense of belonging, recognition, organizational support, job autonomy and companionship.

Social needs are most often discussed in reference to Maslow hierarchy of needs, this theory ranks the needs of all human in order of importance. Maslow hierarchy of needs typically displayed in a pyramid with five levels. Social needs are placed at the third level, such needs are considered to be deficiency needs or something that is essential for growth and development. Social needs are met in variety of ways i.e. families meet the social needs of children, but later in life romantic partners, friends and co-workers further meet such individual social needs. The assertion that employees performance is directly related to their social needs has been corroborated by different authors. (Nouria, 2008). Employee

resourcing is a tool used by organization to make sure that they get the employees needed and use them efficiently (Spector, 2000). People work with an organization and stay there when their needs are being met, most writers have established that the basic foundation for retaining high performing employees is to have them motivated through the adequate provision of social needs (Steer, 2004). This is because a motivated employee is likely to perform better. This research is interested in investigating social needs and employees performance in an organization.

An organization for global manufacturer of brand-name products for consumers needed to improve levels of employee performance fast in order to improve performance. Managers focused on 'recognition, participation and job autonomy' as the key to raising employee morale. Every employee could nominate anyone they considered worthy of recognition.

### **Statement of the Problem**

In every organization social needs like recognition are observed basically to motivate the employees to get the best from them and increase their level of performance in the organization. Manufacturing organization is not an exception to that. But what has been irritating is that lot of the recognition programs have not been successful by increasing the overall performance of the organization (Gyurcik and Brawley, 2000). This had made various managements taking steps toward initiating new recognition programs over the years. In an organization people are very important. They can be the resource or they can be the burden. People can be fully committed if they are adequately motivated through recognition but before this can work out, the management must analyze the perception, attitude and thinking of the people of the organization to avoid a mismatch.

Other social needs that make employee feel a sense of belonging is employee participation but attitude of some organization does not allow some employee at certain level to participate in some management decision and deny them being responsible for some task. Therefore, their performance is bound to be affected when there is no recognition even if their participation is allowed. What are found in most work setting is annual increment in pay and promotion of employee across board based on some organization given yardsticks Strauss (2006)

Employee empowerment may be a sign that guarantees job satisfaction but researches has found through pilot study that many of managers does not recognize the real importance of employee empowerment and its effect on job satisfaction, on the other hand some managers belief that employee empowerment will reduce their authority. Empowerment in the workplace is an often misunderstood concept. Employee empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice.

The absence of job autonomy creates melancholy (Stets, 1995) and frustration which results towards misbehaviour and felony (Agnew, 1984) creating serious problems for the organization. Although employees are hardworking and take seriously on their work, but

still they seems to be less satisfied and lack passion which cause them to be less committed to the organization. These problems happened as employees feel restricted from working freely and be a part in decision making regarding their own work by themselves.

### **Objectives of the Study**

The purpose of the study is determining the impact of social needs on employee performance. To achieve this, the following objectives would be pursued.

1. To examine the relationship that exists between employee recognition and employee performance.
2. To determine the relationship between job autonomy and commitment.
3. To investigate if there is any relationship between employee empowerment and employee performance

### **Conceptual Review**

#### **Concept of Reward Management**

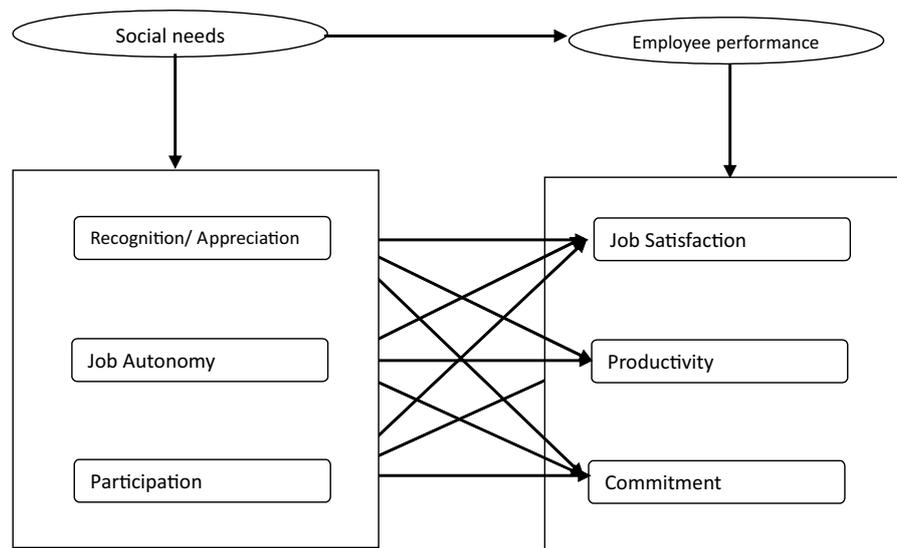
According to Dolgoff, Feldstein and Stolnik (1997), Social needs are all social interventions intended to enhance or maintain the social functioning of human beings. According to Hong Kong Government (1979) white paper; Social need/ welfare can embrace all efforts aimed at improving health, education, employment, housing, recreational, and cultural services for the community at large. More also, in the word of Abraham Maslow (1965) there are five stages of needs and the third stages of needs that motivates human behavior is our need for social relatedness or love and belongingness Scott, Yeld, and Hendry, (2007) termed non-financial rewards as a vehicle to develop the value of reward programs to justify significance employees give to non-financial rewards. The CIPD (2011) research indicated that employees give more importance to non-financial rewards when determining where to work and the level of commitment to give to their work. Similarly, Fagbenle, Adeyemi, and Adesanya (2004) survey revealed that "Application of non-financial incentive schemes increases the productive time of bricklayers and consequently enhances productivity. These schemes increased the output from 6 to 26% and concreting activities measured on site. A social reward is a way to reward someone without giving money. It is often used as an incentive or bonus system for employees, whose goal is to motivate, retain, and attract high-quality people to your workplace (Ballentine, McKenzie, Wipocki and Kepner, 2007).

Non-monetary gifts reward the performance of employees through opportunities and perks. The rewards are inclusive of recognition, opportunities for training, independent working environment and so forth. The non-financial rewards are crucial to a worker due to their ability of allowing workers to acquire new skills as well as to pursue opportunities for advancement. For instance, a worker who graduated recently from school may consider a training program that is exemplary as better compared to his salary because of the feeling that the training has the ability to benefit him or her in the career that he holds (Allen, 2007). Although standard organizations often have hardship experiences when offering incentives that are non-monetary, the extremes are not a negative as they could be thought of. This means that the benefits are higher when utilizing non-monetary gifts in organizations. Non-financial awards have the ability of enhancing creativity among the

associates of an organization because when employees become aware that they will receive gifts that lack a monetary value, they tend to work even harder so as to rise above the limits as opposed to just complying with organizational rules and requirements (Shutan, 2010). This occurs because competitions among the employees are normally curbed so that every employee can work to better his career life as well as to achieve the goals of the organization that he/she works for. For instance, when workers become informed that they may get a T-shirt, they tend to work harder in order to give a better outcome in every task that they are assigned. This has the implication that non-monetary incentives enhance teamwork in organization, from the management up to the lower level employees (Ballentine, 2007). Through an economy of downward spiral that is normally constant, employers have a duty to keep on finding out about what rewards are appropriate for employee motivation without necessarily having to break the bank (Appelbaum, 2000).

### Conceptual Issues- Social Needs

**Figure 1:** Conceptual Framework



**Source:** Authors' model (2019)

### Love

Love is not a word you often hear uttered in office hallways or conference rooms. And yet, it has a strong influence on workplace outcomes. The more love co-workers feel at work, the more engaged they are. (Note: Here we are talking about “companionate love” which is far less intense than romantic love. Companionship love is based on warmth, affection, and connections rather than passion). It may not be surprising that those who perceive greater affection and caring from their colleagues perform better, but few managers focus on building an emotional culture which ends up as a mistake. Employees who felt they worked in a loving and caring culture report higher level of satisfaction and teamwork, they end up showing up at work more often than others who felt otherwise. An example of an organization that practice a culture which have a companionate love can be explained as

thus: i.e. Imagine a pair of co-workers collaborating side by side each day especially caring and affection towards one another, safeguarding each other's feelings, showing tenderness and compassion when things don't go well. Now imagine a workplace that encourages those behaviors from everyone, Where managers actively look for ways to create and re-enforce close workplace relationships among employees. Surely not every manager will want to gather his team for a group hug everyday nor would every employee be comfortable with that, But there are many other ways to build an emotional culture of companionate love. Leaders can do these three things:

Firstly, broaden your definition of culture instead of focusing on Cognitive Culture, Values such as teamwork, results orientation, or innovation. You might think about how you can cultivate and enrich emotional culture as well. Emotional culture can be based on love or other emotions such as joy or pride.

Secondly, pay attention to the emotions you are expressing to employees everyday your mood creates a cultural blueprint for the group.

Thirdly, consider how your company policies and practices can foster greater affection, caring, compassion, and tenderness among workers. Most importantly, though, it is the small moments between coworkers- a warm smile, a kind note, a sympathetic ear day after day, month after month, that help create and maintain strong culture of companionate love and the employees satisfaction, productivity, and client satisfaction that comes with it.

### **Sense of Belonging**

The average workplace is often a struggle, work moves at the speed of technology, priorities change constantly and we must “do more with less”. In addition, every person is unique, has different skills, temperament, knowledge, skills and abilities. But no matter how different we are, we can find common ground that enables us develop a sense of belonging and work successfully together.

Humans are social animals, we are hardwired with a need for belonging and connection most of what we do and our need to belong drives our behavior to a certain level we define ourselves and measure our self-worth through our connection to others. We need to care about others and know that they care about us. In fact, our strongest emotions are tied to our sense of attachment and belonging- love and hate. Belonging is defined as a feeling of choosing, wanting and feeling permission to be part of a commonly group such as a work team, department company, volunteer organization, church, sports team, etc.

A sense of belonging gives us a feeling of being valued and respected. Research conducted by psychologist Geoff MacDonald and Mark Leary (1998) found that when we have a sense of belonging when we feel accepted, welcomed and included, we are likely to experience positive emotions such as happiness, calm and satisfaction. And as workers we are likely to; Be more patient Be more helpful to our coworkers with the need for personal gain Encourage and support one another Work more co-operatively as teams According to Greg Stewart,

Professor of management and organization at the University of Iowa. A sense of belonging and attachment to a group of coworkers is a better motivator for some employee than money. The need to belong is often overlooked in the workplace, we don't do enough to facilitate connection while we often implement programs, systems, and structures that have a tendency to alienate and cause divisiveness. The impact of failing to create a sense of belonging with our employee not only affects how much they enjoy their work, it has a significant effect on their ability to be productive. There are ways to create a strong sense of belonging within organization: By leading with an inspirational mission and purpose that aligns and creates an emotional connection with all employees Encode and live by a strong set of values that guide both business and interpersonal behaviors. Emphasize things like respect, collaboration and fun. Set the expectation and train your leaders to be champions of your purpose and exemplars of your values, teach them how to be open, available and inclusive. Know and respect all employees as complete individuals with their own personal relationships, interests and challenges. Encourage positive social connection and enjoyment in the workplace Provide vehicles and opportunities for all employees to have a voice. When employees have their need to belong satisfied their energy is free to focus on higher level social needs such as achieving, satisfying the social need of your employee is critical to achieving a highly engaged and productive organization.

### **Job Autonomy**

Research work on work design by Hackman and Oldham in 1976 foreruns the concept of autonomy where it was seen as a core work design characteristic (Smith, 2003) which is by nature a kind of freedom and the quality or state of being independent, free, and self-directing Self-Determination Theory grounds the concept of autonomy which was introduced in 1970s when intrinsic and extrinsic rewards were focused (Lepper, Greene and Nisbett, 1973) and by extending these rewards three indispensable needs in this theory, which were autonomy, competence and relatedness were offered (Deci and Ryan, 2000).

Research on self-determination theory demonstrates that the more independent the individual's enthusiasm, the better their perseverance and performance for the organization (Ryan, 2009) and further concentrates on the amount to which an employee's behavior is self-motivated and self-determined towards work.

Autonomy came into sight to set up a basis of what is superior to an individual (Parker, 1995) and is typically envisaged as a psychosomatic state; a kind of emotional development which we evaluate based on what we observe people doing (Spriggs, 1998), or it could include the situations like, behaving purposely, with accepting, and behaving free of controlling powers (Graaf, 2006). When we only talk about the term autonomy regardless of business, we come to know that it is the act of representatives who can realize and can make a choice what they will do (O'Neill, 1984) and is used in various ways from making independent choices to be a self-directed individual (Sneddon, 2001) who makes a decision to do things on the source of one's considerations (Henkel, 2005; McKnight, 1993).

Therefore, autonomy on work reveals the degree to which a work allows the liberty, self determination, and carefulness to routine work, take decisions, and choose the techniques used to do routine tasks (Morgeson, Delaney-Klinger and Hemingway, 2005) and appreciates the decisions which are made upon the basis of expertise and not on power of position (Gerwin and Moffat, 1997). Similar perception was identified about autonomy as the extent to which organization allows freedom and carefulness in job actions (Dee, Henkin and Chen, 2000) and was further elaborated and recognized as a choice of an individual, when applied, raises additional questions about whether employees perceive themselves as autonomous in moral decision making (Lützcén and Nordin, 1994) but when it comes to the culture of an organization, autonomy is a brooch of position, a pointer of a job's ability and accountability demands and, maybe an incentive for dependable and capable performance (Schwalbe, 1985).

It was researched by most of the theorists that whenever autonomy is chosen within the organization, employees should be motivated to behave in an obligated way (Coeckelbergh, 2006) which should be related to organizational performance by recognizing their responsibilities (Driedonks, Gevers and Weele, 2010) but sometimes this leads the moderate to overstate the value of autonomy (Crisp, 1989) and if everyone starts enjoying a high degree of autonomy, limitations must be forced (Brenkert, 1998) and the objections for liberally high autonomy are present in literature, which incorporates the delusion of the person's identity, the refutation of standards of fairness, not accounting for reasonable acts of paternalism, and not sensing sensible for the significance of personal associations (Ikonomidis and Singer, 1999) which would be the clear indication of lack of job satisfaction of an employee in within organization. However, the relationship of autonomy and organizational performance was shown as positively correlated in a meta-analysis (Marchese and Ryan, 2001).

### **Employee Performance**

Sinha (2001) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task. There are several factors that being described by Stup (2003) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. Franco et al (2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards.

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilized by manpower. Further, the business environment is changing drastically. The environmental factors are uncontrollable. These are beyond control of management of the firms. One has to adjust with the external factors to do the business in the market. Every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast. For effective working the knowledge of these factors is must otherwise the plan will misfire. In present situation it is difficult to predict about anything. It is uncertain to say that what will happen tomorrow. Again the need for highly skilled and dedicated manpower is felt who can give the best output.

### **Recognition and Appreciation**

When it comes to employers and employees having innate satisfaction, recognition and appreciation is two important tools for managers, businesses, Industrial counselors and HR professionals in promoting worker motivation and organizational success. Study done by (Mussie; 2013; Allen and Helms, 2002) revealed that it is very important for employers to research regularly on expressing an appreciation to encouraged behavior of employees to reach strategic goals. Studies in Malaysia, Canada, Finland and North America confirmed that IT companies globally have been perceived as a high rate of employee turnover (Nurul et al, 2014; Tham et al., 2008; Westlund and Hannon, 2008). Based on the exploration among Canadian employees, the study revealed what Canadian employees are looking for in a job, though getting good pay, job security and benefits are an important area of the package deal, but are not along with the set of what these employees were expecting. In order word, the study substantiated that the Canadian personnel create a higher worthy of on being treated with respect, doing interesting work, a feeling of fulfillment and good communication among co-workers (Sia, 2012; Finders and Keepers - Recruiting and Retention Strategies, 2003). Recognition shows confidence in workforces", and confident workforces are more gainful. Thus, it is critical to tell your workforces you have trust in their abilities and skills and share with others the extent you esteem your workers. Affirming to (Paul, 2016) it was stressed that when employees" feel appreciated and esteemed for their commitments in the work environment, great results take after, including expanded worker commitment, less staff turnover, higher customer loyalty appraisals and the organization develops in its feeling of motivation. It was further revealed about the augmented interest on employee recognition programs in the working environment, to the point where more than 80 percent of organizations have some type of worker recognition, but at the same time work satisfaction has declined (Gallup, 2014; Globoforce, 2011; cited in Paul, 2016). Conversely, employee engagement remains low with just 30 percent of the workforce being effectively engaged. However, the study encouraged on the need to viably help workers feel genuinely esteemed and increased in value by their particular organization

### **Employees Empowerment**

The word "empowerment", popularized since 1980s, is employed to refer to a new form of Employee involvement (Wilkinson, 1998); it is derived from various approaches and fields of study such as psychology, economy, education, and social and organizational studies (Page and Czuba, 1999). The history of its first definition goes back to 1788, regarding empowerment as the conferment of power to organizational role of the individual. This power should be endowed to the individual or should be observed in his or her organizational role. The term "empowerment" is elastic and so it is not always clear what it means in different organizations. There are many definitions about empowerment. Employee empowerment is one of those terms that everyone thinks they understand, but few really do. Ask a dozen different people and you'll get a dozen different answers to the question, "What is employee empowerment?" In fact, research a dozen organizational theorists and you'll get as many answers to the same question.

The common dictionary definition of empowerment, "to give official authority to: delegate legal power to: commission, authorize" (Grove, 1971,) is the one most understood by most people. As an example, Gandz (1990) writes, "Empowerment means that management vests decision-making or approval authority in employees where, traditionally, such authority was a managerial prerogative. However, this is not the definition of what is usually called employee empowerment. One author notes empowerment is, "easy to define in its absence—alienation, powerless, helplessness—but difficult to define positively because it 'takes on a different form in different people and contexts'" (Zimmerman, 1990,)

According to Nielsen and Pedersen, (2001), "employee empowerment" as defined by (McClelland, 1975; Conger and Kanungo, 1988) may be seen as part of the broader concept of "employee involvement" which also includes "participative management" (Lawler, 1992; Cummings and Worley, 1997) "job enrichment" (Hackman and Oldham, 1980), and "industrial democracy" (Poole, 1986. Nykodym., (1994) posit that employee empowerment or participative decision-making is neither a new or simple management concept; while Bowen and Lawler, (1992) point out that empowerment enables employees to make decisions and Pastor (1996) emphasizes the taking of responsibility for decisions made. From a mechanist or top-down approach, employee involvement is about delegation and accountability (Quinn and Spreitzer, 1999). Collins (1996) argues that that is a narrow definition of empowerment since it hinges more on accountability than any wider change in the process of work and decision-making which might be implied by a more active modeling of empowerment.

According to Olshfski and Cunningham (1998), empowerment is about delegation or sharing of power, authority or responsibility by those in the organizational structure to those lower levels of the organization. This in essence is the process of decentralizing decision-making in an organization where managers give more discretion and autonomy to the front-line managers. Wagner (1994) calls it a process in which influence is shared among individuals who are otherwise hierarchically unequal. Collins (1995) sees that as a limiting type of empowerment as at the end of it, the workers are empowered only in the sense that

they have a greater responsibility to act within a narrow sphere and then held accountable for their limited action. Hickey and Casner-Lotto (1998) state that empowerment is about delegating directly to non-management employees a significant amount of decision-making authority commonly reserved for managers. They further argue that a truly participative organization is characterized by work systems that are structured to make employee involvement ongoing. This is what Estad (1997) refers to as the involvement of everyone, including both management and employees, that results into the disappearance of boundaries between formal and informal leader to that of an inclusive organization where there are “leaders of leaders”. At that level everyone in the organization feels empowered. That kind of participatory management practice in a way balances the involvement of managers and their subordinates in information sharing, decision-making or problem solving endeavors (Wagner, 1994).

Conger and Kanungo (1988), define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. Brewer (1994), lending support to Conger and Kanungo's definition, posits that empowerment entails suggestion involvement that culminates into suggestion schemes, quality circles and job involvement where employees are in control of their jobs by designing job content. Collins, (1995) argues that democratic empowerment, represents a much more active, or activist model of empowerment that is representative of a process whereby workers gain or assume power and represent a process in which workers “act with a greater grasp and sense of their own powers”. Consequently, empowerment only truly occurs when workers actively take the initiative and attempt to wrest control from managers

Pun, Chin and Gill, (2001) points out that empowerment is a process whereby employees are taking part or having shares in managerial decision - making. They further point out that true involvement draws people on the hierarchy up to the levels above them and then shares the power that is available. They however, point out that many conventional managers would see employee involvement as the giving away of control since true involvement draws people lower on the hierarchy up to the levels above them and then shares the power that is available. Most definitions of empowerment refer to some aspect of control- control over decision making, control over work processes, control over performance goals and measurement, and /or control over other people (Howard and Foster, 1999). Ford and Fottler, (1995) emphasize that the empowerment process necessitates the sharing of information and knowledge necessary to enable employees to contribute to organizational performance.

Taking a holistic approach to defining employee involvement, Kinlaw (1996) points out that it is the process of achieving continuous improvement in an organization's performance by developing and extending the competent influence of individuals and teams over the areas and functions that affect their performance and that of the total organization. He adds that empowerment also requires structural and systematic changes in the organization, like shortening the lines of communication and modifying reward systems.

## **Theoretical Framework**

Scholars and researchers have produced comprehensive theories based on social needs and employee performance. Although there are many theories of motivation, there are only a few that can be relevant and valuable for this study. These theories used in the theoretical framework tend to focus on the needs of the individual, trying to explain the different factors that contribute to either encouraging or halting a behavior within that individual. These theories are also appropriately known as “need-based theories.” Some of the more famous theories within this category includes Maslow's Need Theory and Herzberg's Two-Factor Theory (1959).

### **Maslow's Need Hierarchy Theory**

According to this theory there are two types of needs. Lower level and higher level needs. Lower level needs can be satisfied externally (extrinsically) and higher level can be satisfied internally (intrinsically). Lower level needs are the basic biological human needs such as food, shelter, sex and dress while upper level needs are those which individual strives to achieve after the satisfaction of the lower level such as self-esteem and self actualization. Walker, Churchill, and Ford (1979) pointed out that intrinsic rewards are intangible such as recognition, appreciation and praise. Whereas, extrinsic rewards are external and tangible and reflect lower-order human needs such as food, shelter and dress. In his theory Maslow (1943) also discusses that employees can be motivated by satisfying their needs. In work setting employees are motivated through recognition, an increase in responsibility, high status, appreciation and positive feedback. According to Maslow (1943) needs emerge as a hierarchy. When lower level needs are satisfied in the hierarchy, individual strive for the next level. We can say that when physiological, safety and social needs are satisfied, the individual strives for self-esteem and self-actualization.

Hence, Maslow's hierarchy theory broadly supports the concept that reward and recognition (basic needs) and (self-esteem needs) of employees, if met, lead to satisfaction of the particular employee. The theory says that needs at different hierarchy level reflect reward and recognition. For example, physiological needs represent the tangible reward in the shape of salary and food. Social needs are intangible rewards provided by colleagues and superiors in the shape of encouragement, appreciation and positive feedback. Similarly, an individual strives for recognition which increases his / her self-esteem. It is the recognition that an individual wants to receive for his / her performance. Broad (2007) argues that incentives, reward and recognition are the basic factors for motivation of the employees. Reward and recognition develop an enthusiasm among employees, increase their desire for work and also establish a linkage between performance and motivation of the employees. (Flynn, 1998) Deci (1975) explored that behaviors which are motivated by need for self-esteem, competence and self-determination are called intrinsic factors, while behaviors which are satisfied by reward are extrinsic. Porter and Lawler (1968) added that extrinsic and intrinsic reward enhances employee's performance and it will lead to higher job satisfaction. At organizational levels employee extrinsically motivated by providing them with higher pay and promotions. Recognizing the contributions of the workers will add to the strengthening of their self-esteem. It will extrinsically motivate them towards better performance.

### **Steve Rose Theory**

According to Steve Rose (2015), Human beings have social needs that are just as important as our biological need for food. In the same way we may risk death by starvation if stop eating, those whose social needs are not met may find themselves at risk of a form of extreme emotional pain that leads to thoughts of suicide. Our fundamental need is a perceive sense of personal significance achieved through a perceived sense of both social belonging and social contribution. When either of these social need are not met and our sense of personal significance is threatened, we compensate through fight or flight responses in an attempt to restore or escape our lost sense of significance. When our sense of significance is fulfilled, we experience a high degree of subjective well-being, feel a strong sense of identity, belonging, interpersonal connection, social support, and maintain the sense that our efforts are contributing to a cause beyond ourselves.

### **Empirical Framework**

#### **Relational Perspective on Employee Involvement and Performance**

Employee involvement enables the organization to have a better insight about the way of functioning and where it can potentially make improvements that would be beneficial for both, the organization and the employees. There are many studies providing evidence that the employee involvement affects the organizational performance. Also, employee empowerment is considered an important contributor to organizational success. Much effort has been made to test the direct relationship between the level of employee empowerment and employee performance, and also, the job satisfaction and commitment. The findings show that there is a significant difference between the employee performance before and after the implementation of empowerment program. Among many dimensions of empowerment, delegation of authority has the strongest effect in improving the employee performance (Siami and Gorji2011). In another study, on a sample of 841 companies in Michigan, the findings suggest that employee participating programs contribute to firm's performance, and this contribution is stronger in the unionized settings (Cooke, 1994).

Jones and Kato argue that membership in offline team's results in enhanced enterprise performance. According to their estimates, team membership leads to rejection rates improving by about 27%. These findings provide evidence that the introduction of (and membership in) teams will produce more trust by employees in management, improved goal alignment between managers and employees and thus enhanced discretionary effort and attention to quality (Jones, and Kato2005).

In the study of direct participation and work organization, has been found that application of direct participation make a positive contribution to a range of indicators of business performance such as output, quality, and reduction in throughput time as well as reducing sickness and absenteeism. Many studies have been carried out on worker participation and organizational performance (Kuye and Sulaimon, 2011; Ravenswood, 2011; Thornton, 2009; and Barringer and Bleudorn, 1999). They concluded that to increase workers' commitment and humanize the workplace, with the intention of improving firms' performance and good citizenship behavior, managers need to permit a high degree of employee involvement in

decision making. Ray and Ray (2011) focused on SMEs and their findings showed that employee participation has positive impact on job satisfaction. Thornton (2009) established a significant relationship between frequency of employees' consultation and job satisfaction, while Spreitzer, Kizilos and Nason, (1997) found that workers who have greater choice concerning how to do their own work have high job satisfaction and consequently high job performance. The findings of Khattak, Iqbal and Bashir, (2012) also indicated that employee involvement and participation at work has significant positive effect on job satisfaction, leading to improved organizational performance.

There is growing evidence that firm performance rests increasingly on the involvement of workers in decision making (Arthur, 1994; Daft & Lewin, 1993; Deninson & Mishra, 1995; Spreitzer & Mishra, 1999). Scholars have argued that employee involvement contributes to organizational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcomes of the decision making process in the workplace (Miller & Monge, 1986; Markey, 1990, 2006). According to Spreitzer et al. (1997), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. A significant relationship between frequency of employee's consultation and organization commitment has also been established (Noah, 2008). While employee involvement may reside at the core of many contemporary practices and research, the extent to which organizational-level performance gains are actually achieved through decentralizing decision-making authority to lower level a employee remains unclear (Richardson et al., 2002). Latham et al. (1994) contend that there is much less research evidence for the value of employee involvement on quality decision making. Scholars have also argued that employees' involvement in decision making may primarily serve to make them feel good about their jobs and organizations but do little to increase firm's performance.

The past studies showed that employee involvement entails the employee perception of his importance or identity with his own organization (Bandura, 1982, 1986; Stryker, 1986). It is the combination of several initiatives and is considered in analysis of precursor to empowerment (Lawler, 1986; Kanter, 1989; Lashley, 1999) Researches showed that the non-managerial staff has knowledge about their work process and combines specific skills and expertise like a group workers. (Levine and Tyson, 1990; Cooke, 1994; Hu Blerand Jirjahn, 2002).

### **Relationship between Appreciation, Recognition and Performance**

A distinct difference between appreciation and recognition was made by Chapman and White, (2011). It was explicitly explained that appreciation can be given or done intentionally, for example, you give appreciation when you appreciate someone for whom they are, and so you can intentionally recognize a person's efforts when the situation calls for it. Psychological or intangible rewards (intrinsic) like recognition and appreciation plays a very important role in motivating staff and raising their performance. As opined by Fagley and Adler, (2012), "appreciation is genuinely attached to spirituality through a method of mutual relation, and each seem to be key influences in psychological and physical well-

being and effective performance within the work setting, with every employee producing a definite impact and input". Tanner (2009), articulated that appreciation is basic, every human need appreciation, every human craves for it, every human respond to it. Thus, that makes appreciation basic and significant to the success of any organizations. Consequently, to empower an organization, the people in the organization need to be empowered too. To empower individuals, leaders ought to demonstrate appreciation in ways in which it will maximize the impact for every individual in the organization (Chapman and Paul, 2011). For recognition and appreciation to be effective, they need to be personal and delivered in person (McClelland, 1989; Frodi et al., 1985). Thus, the employee with an honest performance can predict that their vital contributions are going to be completed and valued by the organization management (Bowen, 2000). Consecutively, recognition and appreciation includes a strong-willed and positive influence on worker performance

However, studies on employee recognition pointed out that IT sector is said to be confronted mostly with constant mobility of their highly skilled personnel. As a result, there is need to prevent these negatives result and find out the factors that influence within the IT organization which may lead to job satisfaction and increased job performance among the IT employees. Mussie et al., (2013) articulated that one valuable outcome and reason for recognizing employees is the fact that people who feel treasured are more positive about themselves and their capacity to contribute, i.e., employee recognition can improve productivity and increase satisfaction (Mussie et al; 2013; Gostick and Elton, 2007; Nelson, 2005; Daniels, 1999; Darling et al., 1997). An organization may use recognition as a standard measure to show employees that their contribution to the organization is acknowledged, and in so doing, influence their passion and job performance.

### **Job Autonomy and Job Satisfaction**

The determination of job satisfaction has therefore become a focus of numerous recent studies. Previous studies have explained job satisfaction as dependent on a number of factors such as gender (Clark 1997; Galdeano 2001), own wage or income, relative wages (Clark and Oswald 1996; Hamermesh 1977, 2001), union activity (Borjas 1977) and mismatches between education and skill (Allen and Van Der Velden 2001).

Among other factors believed to influence job satisfaction is job autonomy. More autonomy is expected to be associated with greater job satisfaction because workers have more freedom to determine their own effort and work schedule. Previous research in this area has been confined to the disciplines of psychology and sociology, and has been either qualitative in nature or relies on small, unrepresentative, samples of respondents (Anderson, Tolson, Filed and Thacker 1992; Bhuiman, Al- Shammari and Jefri 1996; Birdseys and Hill, 1995; Landersweerd and Bousmans 1994; Schienman, 2002). Much of this research also ignores the issue of 'how much' job autonomy increases job satisfaction. Furthermore, very few of the studies that investigate the impact of job autonomy on job satisfaction fail to control for other determinants of job satisfaction, such as personal characteristics. The economics literature on job satisfaction has also ignored the multi-dimensional nature of job satisfaction, focusing instead on overall satisfaction with a job.

A further variable that may be expected to influence job satisfaction, and its various domains, is the degree of perceived autonomy that workers enjoy in the way they do their job. It is expected that a higher degree of job autonomy will lead to greater satisfaction. Several studies that have investigated the influence of perceived job autonomy on job satisfaction are primarily qualitative in nature and fall within the field of business research (Bhuiyan. 1996; Birdseyes and Hill 1995), sociology (Schienman 2002) and psychology (Anderson 1992; Landersweerd and Bousmans 1994; Weaver 1977). Most of these studies are descriptive in content, employ small and unrepresentative samples and often do not control for other variables such as personal characteristics. For example, Bhuiyan. Focus on the influence of job autonomy on the job satisfaction of ex-patriots in Saudi-Arabia while Landerweerd and Bousmans focus on the influence of job autonomy on the job satisfaction of employee.

### **Research Design**

In this research, Predictive correlation research design was utilized to determine the predictive relationship between the independent variables (Social needs like recognition, job autonomy and participation,) and dependent variable (employee's performance), thus, a small sample size was selected form the whole population. Therefore, the findings were generalized to the whole population.

### **Data Source and Method of Collection**

The relevant data was collected from the primary source specifically through self-administered questionnaires

### **The Study Population and sample size**

The population of the study includes the entire middle level and lower level employees of some selected company in Ewekoro. The total workforce of the study is approximately two hundred fifty (250) employees as at the time of data collection. From the population a sample size of One Hundred and Six (106) Staff were selected from the selected company in total.

### **Method of Data Presentation and Analysis**

The method used in presentation of data is the simple percentage method with tabular presentation. The data collected were analyzed using the Pearson Product Moment Correlation calculated automatically through the use of Software Package for Social Sciences (SPSS) version 21

### **Test of Hypotheses**

#### **Hypothesis One**

$H_{01}$  There is no significant relationship between employee recognition and organizational performance

**Table 1: Correlations**

		Recognition	Employees' work performance
Recognition	Pearson Correlation	1	.059**
	Sig. (2-tailed)		.000
	N	106	106
Employees' work performance	Pearson Correlation	.059**	1
	Sig. (2-tailed)	.602	
	N	106	106

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Authors' field work (2019).

The correlation coefficient of the relationship between recognition and organizational performance is 0.059 with 0.602 probability of error. This implies that there is a positive relationship between recognition and organizational performance. The implication of this is that the hypothesis, which states that there is no significant relationship between recognition and organizational performance, was rejected.

**Hypothesis Two**

H<sub>02</sub> There is no significant relationship between employee empowerment and organizational performance

**Table 2: Correlations**

		Employee Empowerment	Employees' work performance
Employee Empowerment	Pearson Correlation	1	.127**
	Sig. (2-tailed)		.263
	N	106	106
Employees' work performance	Pearson Correlation	.127**	1
	Sig. (2-tailed)	.263	
	N	106	106

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Authors' field work (2019).

The correlation coefficient of the relationship between employee empowerment and organizational performance is 0.127 with 0.263 probability of error. This implies that there is a positive relationship between employee empowerment and organizational performance. The implication of this is that the hypothesis, which states that there is no significant relationship employee empowerment and organizational performance, was rejected.

**Hypothesis Three**

H<sub>03</sub> There is no significant relationship between job autonomy and job commitment

**Table 3: Correlations**

		Job Autonomy	Employee job commitment
Job Autonomy	Pearson Correlation	1	.960 <sup>**</sup>
	Sig. (2-tailed)		.263
	N	106	106
Employee job commitment	Pearson Correlation	.960 <sup>**</sup>	1
	Sig. (2-tailed)	.263	
	N	106	106

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

**Source:** Authors' field work (2019).

The correlation coefficient of the relationship between job autonomy and employee commitment job is 0.960 with 0.000 probability of error. This implies that there is a positive strong relationship between job autonomy and employee commitment. The implication of this is that the hypothesis, which states that there is no significant relationship between job autonomy and employee commitment was rejected.

### Conclusions

1. Conclusively, this project had been conducted vigorously and the research findings and recommendation are at its best.
2. It was found that job autonomy has a strong positive relationship with employee commitment. It is therefore concluded that employee commitment to work increases if they are given total freedom to work. The findings of the present study point out employee empowerment have a positive relationship with employee performance. Also increased performance is guaranteed if employees are well empowered by the organization.
3. Recognition and appreciation has a positive relationship with employee performance. Employee performance improves if employee is recognition and appreciated.

### Recommendations

Having dealt with the topic, impact of social need on employee performance, therefore, with respect on the study and major findings discussed above, the following will be proposed to the management.

- i. It is therefore recommended that organization should strive to improve on its social needs package given to their employees in other to get the best out of them.
- ii. Management should also provide the employees with more organizational freedom and respective autonomy.
- iii. Employees should participate in decision making so that they feel that their opinions are important for development.

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