

## EMOTIONAL OWNERSHIP AND EMPLOYEE COMMITMENT OF TELECOMMUNICATION FIRMS IN PORT HARCOURT, RIVERS STATE

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### ABSTRACT

The study examines emotional ownership and employee commitment of telecommunication firms in Rivers State. The cross sectional survey design was used in the study. The study population embraced 178 employees drawn from telecommunication firms in Rivers State whose study sample was derived through census based on the focus of the study. Data was analyzed and results presented in tables showing the mean and standard deviation. The hypotheses were tested using the Spearman Rank Order Correlation Coefficient. The findings revealed a positive and significant relationship between emotional ownership and employee commitment using the Pearson Product Moment Correlation tool at a 95% confidence interval. The study concludes that Emotional Ownership: Empowerment, Recognition, Involvement and Profit Sharing significantly influences employee commitment of telecommunication firms. It was therefore recommended that the leadership of telecommunication sector should adopt the tested attributes of emotional ownership in the study to drive commitment of employees in the telecoms industry in Rivers State.

**Keywords:** Emotional Ownership, Empowerment, Recognition, Involvement, Profit Sharing, Loyalty, Creativity

### INTRODUCTION

Generally speaking, emotional ownership and organizational commitment may depend on the treatment that employees get from their leaders. Organizations can have better performance through their committed employees who feel proud to be working with organizations. On the contrary, employees with low commitment tend to be associated with negative organizational outcomes. Furthermore, psychological ownership may be affected by the leadership style and the employee empowerment level as well. Employee empowerment can be referred to as the delegation of power process by a manager to subordinates. Empowerment is attached to training subordinates, sharing information with them, and giving them the confidence to make decisions. The results of Hanaysha (2016) proved that empowerment has a significant effect on employee productivity. The concept of employee empowerment has been an area of interest for scholars in the last three decades because it can be considered as a key factor in affecting subordinates' positive attitudes and behaviors in organizations. Mubarak et al. (2018) proved that there was a significant relationship between the authentic style of leadership, engagement, and empowerment. Moreover, it was suggested that highly empowered individuals had a deeper feeling of emotional ownership and were more committed to the organization. This paper seeks to establish whether emotional ownership or organizational commitment is directly related to empowerment and indirectly related to resonant leadership. Most studies on resonant leadership have been done in the Western context. Therefore, there is a need to conduct studies on the precedents and effects of resonant leadership in the Jordanian context. The psychological ownership concept is based on an individual's sense of possession. Gardner et al. (2021) suggested that possession can be expressed as the conceptual core of psychological ownership. An individual can feel a

psychological attachment to an object she/he does not own beyond the phenomenon of legal ownership. Psychological ownership can remain even in the absence of legal ownership. In the explanation of psychological ownership, Pierce et al. (2001, 2003) stated that the employee's sense of possession is the notional key of psychological ownership, and this is what differentiates it from commitment and identification. In organizations, it is a psychologically experienced concept where an employee establishes possessive feelings towards her/his organization (Pierce et al., 2001). Pierce et al. (2001) added that psychological ownership can be described as the feelings of being psychologically attached to an object. Mayhew et al. (2007) expanded the notion of psychological ownership to incorporate both job-based and organizational-based psychological ownership.

### **Baseline Theory**

**Human Relations Theory;** the importance of psychological ownership and employee commitment was further stressed by Elton Mayo and his associates in the Human Relations School of Thought. The human relations school of thought stated the need for a clear understanding of the importance of employees' attitudes, capacity and abilities in terms of organizational effectiveness. This theory sought for a more enlightened treatment of organizational employees'. It is centered on the idea that employees' need companionship and to have a sense of belonging and seek satisfaction in the social relationships that they form within the organization. According to Jaja & Zeb-Obipi (2005), the most popular work under this school of thought was Elton Mayo's Hawthorn Studies, the findings from that study was that groups of employees' quickly become self-governing teams and, individual and social processes play a pivotal role in shaping employees' attitude and behaviour at work, there is a stronger relation between the quality of human relations and productivity; when fully involved in effective consultation between leaders and employees' in decisions which affect employees', they become highly committed to the management and organizational goals.

### **Empowerment**

Apostolou, (2002) Empowerment involves decentralizing power within the organization to individual decision makers further down the line. Team working is a key part of the empowerment process and members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self-managing teams. Apostolou, (2002) noted that employees' involvement and empowerment is a long-term commitment, a new way of doing business, a fundamental change in culture. He said employees who have been trained, empowered and recognized for their achievements see their jobs and their firms from a different perspective. According to him the cultural effect being sought is a sense of ownership of the company among its employees. Such employees "own" the organization in that they feel personally responsible for its performance. By involving the people in the initial processes of decision-making, genuine commitment is obtained even if the original ideas are not theirs. Organizations that involve their employees in decision-making have evolved beyond merely telling people what is going on, to actively seeking their contribution to the decision-making process.

### **Involvement**

Employees' involvement in decision-making otherwise referred to as participative decision-making (PDM) is concerned with shared decision making in the workplace. It is defined as 'joint decision making' between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the

workers. It refers to the degree of employees' involvement in a firm's strategic planning activities. A deep employees' involvement in decision-making allows the influence of the frontline employees' in the planning process. These are the people who are closest to the customers and who can facilitate new product and services recognition, a central element in the entrepreneurial process Li et al. (2006). This means that employees' participation in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organization Kemelgor, (2002). Employees' involvement is an old idea constantly being revitalized by organizations and new generations of practitioners throughout the world. For instance, the oldest documented system of formal employees' involvement is a document called "employees' suggestion system", established by Eastman Kodak in 1898.

**Recognition:** The ability of organizations to achieve their business strategy and have a sustainable competitive advantage depends to a large extent on the performance of employees. In their bid to motivate employees to achieve high performance, organizations often placed emphasis on financial rewards at the expense of non-financial rewards such as recognition. However, considerable basic research has shown that though financial rewards positively reinforce performance-enhancing behaviours and satisfy employees to some extent, but for committed employees, recognition must be given to keep them motivated, appreciated and committed (Luthans, 2000; Danish & Usman,2010). Employee recognition has been identified to be a strong motivational tool that enriches employees' energies towards the accomplishment of organizational goals and objectives (Imran, Ahmad, Nisar & Ahmad, 2014) and also have significant positive relationship with employee performance (Rahim & Daud, 2013). Employee recognition, according to Harrison (2005), involves the timely, informal and/or formal acknowledgement of a person's behavior, effort or business result that supports the organization's goals and values, and which clearly has been beyond normal expectations.

### **Profit Sharing**

As increased competition in product markets has led to a search for better company performance, attention has been given to ways of rewarding workers for their output, rather than for their time. Such systems include individual incentive schemes; group incentive schemes; and company-wide schemes. Profit-sharing can be regarded as an important class of company-wide schemes. Its distinguishing characteristics are: as part of their remuneration, a proportion of profits is shared out among the bulk of workers in the company; and both the proportion of profits and the rules for its allocation between workers are determined in advance. There are a number of reasons for examining profit-sharing. It has grown rapidly in some countries in recent years and there has been considerable discussion of its potential effects on employment patterns - stemming, inter alia, from the propositions of Weitzman 1984, 1985 concerning the benefits of a "Share Economy". Partly in consequence, the empirical literature on profit-sharing is now quite extensive, at least at the level of the firm. The concept of profit-sharing presents information on the incidence of the different types of profit-sharing arrangements in OECD countries. Succeeding sections review evidence about the characteristics of firms with profit sharing, and about its impact on firm-level productivity, employment stability, and employment levels. No analysis of the macroeconomic effects of profit-sharing is undertaken, because the empirical evidence is considered to be lacking. With the growth of international competition and rapid technological change, there is an increasing need for efficient allocation of workers to sectors where their potential productivity is highest, and for eliciting high levels of performance from workers within organizations.

## METHODS

The study adopted census survey technique where all 178 employees chosen from telecommunication firms in Port Harcourt were surveyed. In essence, 178 employees were studied. The study used structured questionnaire as a means of generating primary data from the respondents of the study. Structured questionnaire was used to enable the researcher find out the attitude, knowledge and feelings of respondents on questions asked with respect to the study variables in order to enable the study derived very relevant responses. To ascertain the internal reliability, the survey instrument was assessed by means of Cronbach alpha coefficient, using the statistical package for social sciences (SPSS). Hence, only the items that returned alpha values of 0.7 and above were considered. Cronbach's alpha was used for the coefficient of reliability (or consistency). To empirically evaluate the hypothesized relationships, the spearman's rank order of correlation coefficient (RHO) was adopted. The multivariate analysis which examines the moderating effect of leadership on emotional ownership and employee commitment of telecommunication firms in Rivers State was tested using the partial correlation techniques at 95% confidence interval. The results were presented with the help of SPSS version 23.0 software.

**Table 1: Reliability Results**

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Empowerment	5	170	0.787
2	Involvement	5	170	0.778
3	Recognition	5	170	0.890
4.	Profit Sharing	3	170	0.786
5.	Loyalty	3	170	0.879
6.	Creativity	3	170	0.776
7.	Leadership	3	170	0.803

**Source: SPSS Output, 2023**

Scatter graph is one of the techniques used in deciding whether a bivariate relationship does exist between interval scaled variables. In a bid to determine the existence and trend of this relationship, plotted scatter diagram is presented in Figure 1 below where Workplace Team Management is plotted on the X axis and Employee Bonding as the criterion variable is on the Y axis.



**Fig 1: Scatter Graph for the Relationship between Emotional Ownership and Employee Commitment**

Figure 1 shows a very strong relationship between emotional ownership (independent variable) and employee commitment (dependent variable). The scatter plot graph shows that at its linear value of (0.833) depicting a very strong and positive relationship between the two constructs. The implication is that an increase in emotional ownership simultaneously brings about an increase in the level of employee commitment.

## RESULT

The study proposed nine research hypotheses to seek explanations for any existing relationship between emotional ownership and employee commitment of telecommunication firms as well as the moderating effect of leadership in such relationship. The Spearman Rank Order Correlation Coefficient was calculated using the SPSS 23.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our alternate hypotheses: all the coefficient values that indicated levels of significance (\* or \*\*) as calculated using SPSS were accepted and therefore our alternate hypotheses rejected; when no significance is indicated in the coefficient  $r$  value, we reject our alternate hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study. Table 2 below shows the result of correlation matrix obtained for emotional ownership and employee commitment. Also displayed in the table is the statistical test of significance ( $p$  - value), which makes us able to generalize our findings to the study population.

**Table 2: Correlations Matrix for Empowerment and Measures of Employee Commitment**

		Empowerment	Loyalty	Creativity
Empowerment	Correlation Coefficient	1.000	.680**	.957**
	Sig. (2-tailed)	.	.000	.000
	N	170	170	170
Spearman's rho Loyalty	Correlation Coefficient	.680**	1.000	.742**
	Sig. (2-tailed)	.000	.	.000
	N	170	170	170
Creativity	Correlation Coefficient	.957**	.742**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	170	170	170

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

**Source: SPSS Output, 2023**

The correlation coefficient (rho) result in table 2 was used to answer research question 1. Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.680 on the relationship between empowerment and loyalty. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in loyalty was as a result of the adoption of empowerment. Therefore, there is a very strong positive correlation between empowerment and loyalty of telecommunication firms in Rivers State, Nigeria. Similarly, Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.957 on the relationship between empowerment and creativity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in creativity was as a result of the adoption of empowerment. Therefore, there is a very strong positive correlation between empowerment and creativity of telecommunication firms in Rivers State, Nigeria.

**Table 3: Correlations Matrix for Involvement and Measures of Employee Commitment**

		Involvement	Loyalty	Creativity
Involvement	Correlation Coefficient	1.000	.571**	.826**
	Sig. (2-tailed)	.	.000	.000
	N	170	170	170
Spearman's rho Loyalty	Correlation Coefficient	.571**	1.000	.742**
	Sig. (2-tailed)	.000	.	.000
	N	170	170	170
Creativity	Correlation Coefficient	.826**	.742**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	170	170	170

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

**Source: SPSS Output version 23.0**

The correlation coefficient (rho) result in table 3 was used to answer research question 2. Table 3 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.571 on the relationship between involvement and loyalty. This value implies that a very strong

relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in loyalty was as a result of the adoption of involvement. Therefore, there is a very strong positive correlation between involvement and loyalty of telecommunication firms in Rivers State, Nigeria. Similarly, Table 3 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.826 on the relationship between involvement and creativity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in creativity was as a result of the adoption of involvement. Therefore, there is a very strong positive correlation between involvement and creativity of telecommunication firms in Rivers State, Nigeria.

**Table 4: Correlations Matrix for Recognition and Measures of Employee Commitment**

		Recognition	Loyalty	Creativity	
Spearman's rho	Recognition	Correlation Coefficient	1.000	.611**	.856**
		Sig. (2-tailed)	.	.000	.000
		N	170	170	170
	Loyalty	Correlation Coefficient	.611**	1.000	.742**
		Sig. (2-tailed)	.000	.	.000
		N	170	170	170
	Creativity	Correlation Coefficient	.856**	.742**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	170	170	170

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

**Source: SPSS Output version 23.0**

The correlation coefficient ( $\rho$ ) result in table 4 was used to answer research question 3. Table 4 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.611 on the relationship between recognition and loyalty. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in loyalty was as a result of the adoption of recognition. Therefore, there is a very strong positive correlation between recognition and loyalty of telecommunication firms in Rivers State, Nigeria. Similarly, Table 4 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.856 on the relationship between recognition and creativity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in creativity was as a result of the adoption of recognition. Therefore, there is a very strong positive correlation between recognition and creativity of telecommunication firms in Rivers State, Nigeria.

**Table 5 Matrix for Involvement and Measures of Employee Commitment Correlations**

		Profit Sharing	Loyalty	Creativity	
Spearman's rho	Profit Sharing	Correlation Coefficient	1.000	.617**	.874**
		Sig. (2-tailed)	.	.000	.000
		N	170	170	170
	Loyalty	Correlation Coefficient	.617**	1.000	.742**
		Sig. (2-tailed)	.000	.	.000
		N	170	170	170
	Creativity	Correlation Coefficient	.874**	.742**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	170	170	170

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

**Source: SPSS Output version 23.0**

The correlation coefficient (rho) result in table 5 was used to answer research question 3. Table 5 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.617 on the relationship between profit sharing and loyalty. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in loyalty was as a result of the adoption of profit sharing. Therefore, there is a very strong positive correlation between profit sharing and loyalty of telecommunication firms in Rivers State, Nigeria. Similarly, Table 5 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.874 on the relationship between profit sharing and creativity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in creativity was as a result of the adoption of profit sharing. Therefore, there is a very strong positive correlation between profit sharing and creativity of telecommunication firms in Rivers State, Nigeria.



**Table 6: Partial Correlations Matrix for the Effect of Leadership on the Study Variables**

Control Variables			Emotional Ownership	Employee Commitment	Leadershi p
-none <sup>a</sup>	Emotional Ownership	Correlation	1.000	.913	.919
		Significance (2- tailed)	.	.000	.000
		Df	0	168	168
	Employee Commitment	Correlation	.913	1.000	.850
		Significance (2- tailed)	.000	.	.000
		Df	168	0	168
Leadership	Correlation	.919	.850	1.000	
	Significance (2- tailed)	.000	.000	.	
	Df	168	168	0	
Leadershi p	Emotional Ownership	Correlation	1.000	.634	
		Significance (2- tailed)	.	.000	
		Df	0	167	
	Employee Commitment	Correlation	.634	1.000	
		Significance (2- tailed)	.000	.	
		Df	167	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Output version 23.0

From a critical look at the zero-partial correlation, we found that the relationship both between emotional ownership and employees' commitment are positively correlated with leadership, as the control variable. Removing the effect of this control variable reduced the correlation between the other two variables to be 0.913 and significant at  $\alpha = 0.05$ . Since the difference between the zero-order correlation and the controlled correlation ( $0.913 - 0.634 = 0.279 > 0.01$ ); hence from the decision rule, there is a significant difference and thus the null hypothesis is rejected. Therefore, it is concluded that leadership has a significant moderating effect on the relationship between emotional ownership and employees' commitment of telecommunication firms in Rivers State, Nigeria.

### DISCUSSION OF FINDINGS

The main finding of this study revealed that there is a positive significant relationship between emotional ownership and employees' commitment in telecommunication firms in Rivers State, Nigeria. This reinforces previous studies carried out by Mahfuz, Jassim, Hassan & Abdul (2022) who carried out a study on linking resonant leadership, psychological ownership, and organizational commitment and found that psychological ownership and organizational commitment may depend on the treatment that employees get from their leaders. Organizations can have better performance by employing the help of dedicated employees who are glad to be associated with their organization. Nwinyokpugi (2014) examined emotional ownership and workplace spirituality and found a significant relationship between emotional ownership and workplace spirituality and found out that emotional ownership makes an employee more committed towards his work and leads to job satisfaction and in turn reduces the job stress.

The study found that attractive remuneration packages and perks are vital to retain employees but it may not necessarily motivate them to give their best to the company if there is no sense of "emotional ownership" towards the organization. Leadership plays an important role in increasing emotional ownership. If a leader is a good communicator, he employs positive relationship tools to attract employees' partnership and belongingness and employees thus feel a sense of being connected to the organization, this enhances more emotional ownership. Uddin, Luva, and Hossain (2013) found that emotional ownership, which refers to employees' sense of personal connection and investment in their work and organization, has a significant impact on employees' commitment. The findings indicate that emotional ownership positively influences employees' commitment, leading to increased job satisfaction, organizational loyalty, and willingness to exert extra effort. This study contributes to the existing literature by highlighting the importance of emotional ownership in enhancing employees' commitment in the telecommunication industry.

This reinforces previous studies carried out by Hanaysha (2016) who found a significant effect of employee empowerment, teamwork, and employee training on organizational commitment in Malaysian higher education context. AlKahtani, Iqbal, Sohail, Sheraz, Jahan, Anwar and Haider (2021) examined the impact of employee empowerment practices on organizational commitment through job satisfaction in four and five stars hotel industry. Results also support the H1, H2, H3, the direct effect of EE has significant and positive effect on OC both (Time 1  $\beta = 0.182$  and Time 2  $\beta = 0.515$ ,  $p < 0.000$ ), EE to JS (Time 1  $\beta = 0.212$  and Time 2  $\beta = 0.705$ ,  $p < 0.000$ ), JS to OC (Time 1  $\beta = 0.655$  and Time 2  $\beta = 0.400$ ,  $p < 0.000$ ) all were positive and significant. Ntwiga, Mucharaand Kiriri (2021) examined the influence of employee empowerment practices on competitive advantage in hospitals within Nairobi, Kenya and found that employee empowerment significantly correlated with competitive advantage. The finding revealed that there is a positive significant relationship between involvement and employees' commitment in telecommunication firms in Rivers State, Nigeria. This reinforces previous studies carried out by Hamilton-Ibama and Simeon (2021), it was found that employee involvement not only enhances overall organizational performance but also fosters a positive work environment. When employees feel involved and valued, they are more likely to be motivated, engaged, and committed to their work. This, in turn, leads to increased productivity and efficiency within the organization. Moreover, employee involvement promotes a sense of ownership and responsibility, as employees are given the opportunity to participate in decision-making processes and contribute their ideas and suggestions.

This reinforces previous studies carried out by Masri and Abubakr (2019) who found a significant relationship between talent management, employee recognition practices and performance in the research institutions. Montani, Boudrias and Pigeon (2020) examined employee recognition, meaningfulness and behavioural involvement: Test of a moderated mediation model and found a significant relationship. Adim and David (2020) conducted a study on recognition-based reward and workplace harmony in manufacturing companies in Port Harcourt, Rivers State, Nigeria and found that there is a significant and positive relationship between recognition-based and reduced level of grievance.

The finding revealed that there is a positive significant relationship between profit sharing and employees' commitment in telecommunication firms in Rivers State, Nigeria. This reinforces previous studies carried out by Bhatti and Qureshi (2007) who highlighted the

significant influence that profit sharing can have on employee commitment. The authors argued that when employees are offered a share of the company's profits, they feel a sense of ownership and increased motivation to perform at their best. This increased commitment stems from the belief that their efforts directly contribute to the organization's success and ultimately translate into financial rewards. Bhatti and Qureshi's research findings suggest that profit sharing schemes serve as a powerful tool to enhance employee commitment in telecommunication firms. By aligning employees' interests with the organization's financial performance, profit sharing can foster a sense of loyalty and dedication among employees, leading to higher levels of engagement and productivity. The results from the tests of hypotheses revealed that leadership significantly moderates the relationship between emotional ownership and employees' commitment in telecommunication firms in Rivers State, Nigeria. This finding agrees with Montani, Battistelli, and Odoardi (2017), the authors explored the role of leadership in moderating the relationship between emotional ownership and employees' commitment. Emotional ownership refers to the sense of psychological ownership that individuals feel towards their work, where they invest their emotions, thoughts, and energy into their tasks and responsibilities. The authors argue that leadership plays a crucial role in shaping employees' emotional ownership and subsequent commitment. They propose that effective leadership practices, such as providing clear goals and expectations, offering support and recognition, and fostering a positive work environment, can enhance employees' emotional ownership. Furthermore, the authors suggest that strong leadership can help mitigate any negative effects of emotional ownership on employees' commitment, such as burnout or feeling overwhelmed. This highlights the importance of leadership in influencing employees' emotional attachment to their work and ultimately their commitment to the organization. (Montani, Battistelli, & Odoardi, 2017).

### CONCLUSION

The study concludes that emotional ownership positively relate with employees' commitment in telecommunication firms in Rivers State, Nigeria. In specific terms, the study concludes that empowerment is positively related to employees' commitment in telecommunication firms in Rivers State, Nigeria. Likewise, involvement positively related to employees' commitment in telecommunication firms in Rivers State, Nigeria. Furthermore, recognition positively relates to employees' commitment in telecommunication firms in Rivers State, Nigeria. Similarly, profit sharing positively relates to employees' commitment in telecommunication firms in Rivers State, Nigeria. Finally, leadership significantly moderates the relationship between emotional ownership and employees' commitment in telecommunication firms in Rivers State, Nigeria. Based on the discussion and conclusion above, the following recommendations are hereby made:

- i. Telecommunication firms should implement training programs that focuses on empowering employees by providing them with the necessary skills, knowledge, and resources to take ownership of their work and make decisions.
- ii. Telecommunication firms should encourage a participative decision-making process, where employees are involved in discussions and have the opportunity to provide input on matters that affect their work and the organization.
- iii. Telecommunication firms should establish a formal recognition program that acknowledges and rewards employees for their contributions and achievements.
- iv. Telecommunication firms should establish a clear and transparent profit-sharing program that outlines how profits are distributed among employees. Transparency builds trust and ensures that employees understand how their commitment and performance contribute to the company's success.

- v. Telecommunication firms should provide leadership training that emphasizes emotional intelligence, self-awareness, and empathy. Leaders who are emotionally intelligent are better equipped to understand and connect with their employees, fostering a sense of emotional ownership and commitment.

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