

MEDIATING EFFECT OF EMPLOYEES' COMMITMENT ON THE RELATIONSHIP BETWEEN SOCIAL AWARENESS AND EMPLOYEES' PERFORMANCE IN TELECOMMUNICATION COMPANIES IN KADUNA STATE.

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ABSTRACT

The study aimed at investigation the mediating effect of employees' commitment on the relationship between social-awareness and employees' performance in the telecommunication companies in Kaduna State. Proportionate stratified sampling was used to select the sample size of 416 employees for the study. The study was cross-sectional and data was obtained from primary source and used PLS SEM to analyse the data. The findings of the study revealed that social awareness has a positive effect on employee performance, social awareness has a positive effect on employee commitment. Also, employee commitment has a positive effect on employee performance. The results further revealed that employees' commitment has a mediating effect on the relationship between social-awareness and employee performance. To enhance social-awareness, the study recommended that organizations should implement training programs, coaching, and include social-awareness in performance evaluations. Employee commitment is an important factor which can be improved through commitment-focused initiatives, performance management in order to promote social-awareness and improve employee performance.

KEYWORDS: Social-awareness, commitment, performance, telecommunication companies.

INTRODUCTION

The performance of employees has been one of main focus and major issue for both owner-managers and academic

writers (Armstrong, 2012). Iskandar, Ahmad, and Martua, (2014) viewed performance as one of the elements that is measurable through level of

productivity of workers, which includes quality, quantity, knowledge or creativity of individual towards accomplished work. Performance can also be viewed as a consideration of result, qualitatively or quantitatively of predetermined objectives, and the activities carried out in accordance with a plan.

The model of emotional intelligence was propounded by Goleman in 1998 and since then, emotional intelligence has attracted great attention from researchers worldwide because it is considered to be a vital catalyst for improving employees' performance in the work place. The model consists of four components; self-awareness, self-management, social-awareness, and relationship-management. Social-awareness involves being perceptive of the emotions, needs, and the concerns of others. It includes the ability to accurately read verbal and non-verbal cues, such as facial expressions, tone of voice, and body language, in order to understand what others are experiencing. This is a vital skill for employees to have a better understanding of the people around their work environment. This allows people to manage relationships with others in the work place positively.

This paper focused on social awareness because it is presumed to be an essential component of emotional intelligence that employees need to possess for better performance. Employees need to be aware of not only their own feelings and emotions, but also the feelings and emotions of other people in the organization. Stable social awareness determines one's capability to apply that knowledge to handle behaviors and relationships (Tripathy, 2018).

Although, there are great benefits of incorporating workforce diversity in the work place, managing a diversified workforce can be challenging for managers because people come from different cultural backgrounds. The

telecommunication industry in Nigeria involve employees from different ethnic groups who work together to achieve the organizational goals (Gitonga, Kamaara, & Orwa, 2016). Dealing with colleagues with different attitudes requires stable emotions in terms of social awareness to enable the employees to respect and tolerate the various differences between them otherwise, conflicts may occur due to the various disparities in the organizations. This may pose challenges to managers in creating favorable work environment that encourage unity among employees to work together towards achieving organizational goals.

In light of the challenges of managing a diversified workforce, emotional intelligence skills especially social awareness will play a significant role in making the employees to put in their best for higher performance. However, social-awareness may not influence employee performance directly, but after introducing employee commitment as a mediator, it is expected to show an obvious effect on the relationship. Employee commitment is simply an employee's willingness to stay with his/her organization. It is presumed that employees who are committed to their organizations will strive for better performance so as to be retained by their employers (Estigoy & Sulasula, 2020).

Globally, researchers have conducted studies on the effect of social-awareness and employee performance. Such studies include the works of Vasudevan, (2013) in Malaysia, Serhan and Gazzaz (2019) in Saudi Arabia. Hence, there is a need to carry out this study in Nigerian setting as the conclusion from other geographical locations may not be applicable in this nation.

In Nigeria, the review of existing literature indicated that the few studies on the effect of social awareness and employee performance were conducted in different sectors including Obaide, (2022) in government parastatals, Nwabali, (2023) in the banking sector,

and Fubara, (2020) in the manufacturing sector, among other sectors. However, this study aims at examining the above effect on telecommunication companies in Kaduna state.

The study of (Anyim, 2019) that examined the effects of social awareness and employee performance in the Nigerian telecommunication sector did not include a mediating variable. Hence, this study seeks to examine the mediating effect on employee commitment on the relationship between social awareness and employee performance in telecommunication companies in Kaduna State.

Organizations always try to improve employee performance to achieve their goals as it remains the major problem faced by managements. It requires them to recognize factors influencing employee performance, one of which is intellectual ability, which is supported by the ability to master, manage oneself and to build relationships with others (Mohyi, 2021). The intellectual ability alone is not enough to ensure higher productivity in an organization as employees are also expected to be committed to their job and be passionate about the job they do. Obiekwe, Mobolade and Akinade (2021) noted that the achievement of managerial efficiency and organizational productivity requires high level of employee's commitment to the organization to help drive the goals, vision and objectives of their organizations. Employees must have the emotional capacity and commitment to achieve results in order to realize organizational goals (Adhiyasa & Satrya, 2021).

Therefore, owing to the fact that some studies have studied the relationship between social awareness and employee performance but few researches have been conducted to study the mediating role of employee commitment on the relationship between social awareness and employee performance in the

telecommunication companies in Kaduna State necessitate the need for this study to fill the knowledge gap that has been identified in order to add value to the existing literature.

In addition, critical empirical review of previous researches indicated a methodological gap to be filled in this study because most of the previous studies on the effect of social awareness and employee performance used simple linear regression, and multiple regression among others but this study used Partial Least Square Structural Equation Modelling (PLS SEM) that enabled the researcher to analyze complex relationships with a mediating variable.

The hypotheses tested were stated in the null form as thus:

H01; Social-awareness has no significant effect on employees' performance in telecommunication companies in Kaduna State.

H02; Social-awareness has no significant effect on employees' commitment in telecommunication companies in Kaduna State.

H03; Employee commitment has no significant effect on employees' performance in telecommunication companies in Kaduna State.

H04; Employees' commitment does not mediate the relationship between social-awareness and employees' performance in telecommunication companies in Kaduna State.

LITERATURE REVIEW

According to Armstrong, (2006), performance is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. In other words, performance is the completion of a task with application of knowledge, skills and abilities. In order to appreciate the meaning of

performance, there should be basis for accepting or rejecting the level of performance, hence the need to measure performance. Accordingly, Armstrong, (2012) noted that performance measurement is fundamental to the firm's improvement, because it is work towards providing useful information about products, processes and services that are produced in the firm. Guta, (2013) defined performance measurement as a regular measurement of outcomes and result, which generates reliable data on the effectiveness and efficiency of programs.

Performance can be measured taking into consideration two types of performance: financial performance and non-financial performance. Financial performance tries to measure how well a firm can use assets from its primary mode of business and generate revenues. This term is also used as a general measure of a firm's overall financial health over a given period of time and can be used to compare similar firms across the same industry. Financial performance helps in examining the extent to which a firm's financial health over a period of time is measured. While the non-financial performance includes customer satisfaction, innovation, workflow improvement and skills development (Gin, 2008). This argument on whether such financial performance indicators can still measure the present day's firm performance led to the emergence of the dimensions of non-financial indicators (Aminu, 2016). In this study, performance was measured using non-financial measures, based on the ability of employee job completion in terms of service delivery.

According to Goleman (2001), Social awareness is the capacity to comprehend the emotional states of the team members who are immediately around them. It is essential to be able to handle people's emotions appropriately. Empathy is related to the following skills: the capacity for comprehending

and viewing things from many perspectives, proficiency in attracting and keeping talent, appreciation of diversity, and understanding of organizational objectives. Additionally, social awareness is essential for service competence, which is the capacity to recognize a client's or customer's needs and concerns, which are frequently unspoken, and then match those needs and concerns to appropriate goods and services.

The concept of employee commitment and its outcomes in organizations have received great attention from scholars, managers and employees. Don-Baridam (2017) defined employee commitment is a relative strength of an individual's identification with and involvement in an organization, and characterized by: a strong belief in and acceptance of the organization's goal and value, a strong desire to maintain one's membership of an organization, and a willingness to put in serious effort towards and on behalf of an organization.

Choi and Colbert (2015) further explained employee commitment as an effective response of an employee to the whole organization. Commitment is a bond an employee has with his or her employing organization, and the degree with which he can identify with the organization's value. Employee commitment refers to the psychological bond that connects an employee with the organization. It focuses on employee's attachment to the employing organization, and represents mental states that ties an employee to an organization and makes him or her see the organization as a place to be.

Nwabali, (2023) investigated the effect social awareness of managers on employee recognition of deposit money banks in rivers state. The survey research design was cross-sectional with 191 bank managers as the study participants. The study adopted the census sampling and used Spearman's rank order correlation coefficient to

analyze the data. The results of the study revealed that social awareness influenced employee recognition including trust and organizational climate. This current filled a methodological gap by using PLS-SEM as the data analysis tool which is expected to provide better result than Spearman's rank correlation coefficient. Victor, Aduba, and Douglas, (2022) carried out a study to determine the effect of social-awareness and firm growth. A general review of literature was carried out to link the relationship between self-awareness and firm performance. Based on the review of several existing studies, the study concluded that social awareness affected firm's growth. The study suggested that managers should develop ways to improve the social awareness of the employees so as to achieve the overall growth of the firm in terms increased customer satisfaction and profit. The study did not use data or any statistical instrument to carry out the research. Therefore, the need for this study to be carried out using adequate data, and the appropriate data analysis tools for better result.

Obaide, (2022) examined the effects of emotional intelligence on organizational performance of social development secretariat, Abuja. The study adopted the descriptive survey design and used questionnaires to obtain data from 51 employees sampled from a population of 175 employees. Social awareness was used as a proxy of emotional intelligence. The T-statistical analysis tool was employed in the study. The finding revealed that social-awareness was a critical factor for improving organizational performance. This sample size of the study is considered small which may not be adequate enough to make general conclusion as compared to the larger sample size used by this study.

Oyuru and Ambali, (2022), carried out a study to investigate the mediating role of

employee commitment on the relationship between emotional intelligence and employee performance. The study adopted the survey research design, and primary data using a structured questionnaire was collected. SMART PLS was used for data analysis. The findings revealed that there is a significant and positive relationship between emotional intelligence and employee performance. The findings also revealed that employee commitment mediated the relationship between emotional intelligence and employee performance. However, the study was carried out in the foods and beverages companies which is a different domain that this study assessed. Also, the study used emotional intelligence using three components including self-awareness, self-management, and relationship management but failed to include social-awareness despite its great importance in the model of emotional intelligence. This indicates another gap to be filled in this study by studying the mediating effect of employee commitment on the relationship between social-awareness (specifically) and employee performance.

Fubara, (2020) studied the relationship between social awareness and organizational innovativeness. A total of 91 management staff of manufacturing companies were collected using a structured questionnaire. Census sampling technique was used. Descriptive statistic, SPSS were used for data analysis. The study indicated a positive and significant relationship between social awareness and organizational innovativeness. The study suggests that encouraging social awareness among the employees will improve team work effectiveness and sense of belonging in the organization. The sample size is considered inadequate compared to this study that used a larger sample size to draw better conclusion.

Gilbert and Konya (2020) examined the relationship between continuance commitment and organizational performance of manufacturing firms in Port Harcourt, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The findings revealed that there is a positive and significant relationship between continuance commitment and relationship management and organizational performance of manufacturing firms in Port Harcourt, Nigeria. The study used commitment as predictor variable while the current study makes use of commitment as a mediating variable.

Sehran and Gazzaz (2019) examined the influence of emotional intelligence and employee performance in the banking sector in Saudi Arabia. The study examined social awareness as a major component of emotional intelligence. The study used 300 respondents and used SPSS as the analysis tool for the survey research. The findings of the study revealed a negative impact of social awareness on employee performance. The SPSS analysis tool is considered as outdated as compared to PLS-SEM which was used in this current study.

Vasudevan, (2013) assessed the influence of emotional intelligence and creativity on employee commitment and employee performance in private organizations in Malaysia. Social awareness was examined as a component of emotional intelligence. The study used questionnaires to collect data from 300 employees. SPSS was used as the analysis tool for the study. The results showed a positive and significant relationship between social awareness and employee commitment and performance in an organization. The study was carried out since 2013 (pre-pandemic period) which shows a periodical gap to be filled by this current

study conducted in 2024 (post-pandemic period). This is because of the various changes that organizations encountered world-wide as a result of the Covid-19 pandemic that took place in 2020. Therefore, the result of the study in the pre-pandemic era may not be used to make general conclusion in the current post-pandemic period.

Gunu and Oladepo (2014) investigated on the major contributing factor to employees' performance and organizational commitment. The major objective of the study was to examine the impact of emotional intelligence on organizational commitment and employees' performance in the manufacturing industry. Survey research design was adopted and 206 questionnaires were randomly administered to respondents out of which 120 were returned that were used for analysis. The result from the regression analysis revealed that there was a significant relationship between employees' emotional intelligence, organizational commitment, and their performance. However, the introduction of a mediator should have revealed stronger relationship thereby necessitating the use of SMART-PLS instead of SPSS in order to obtain more robust result.

Social Exchange Theory

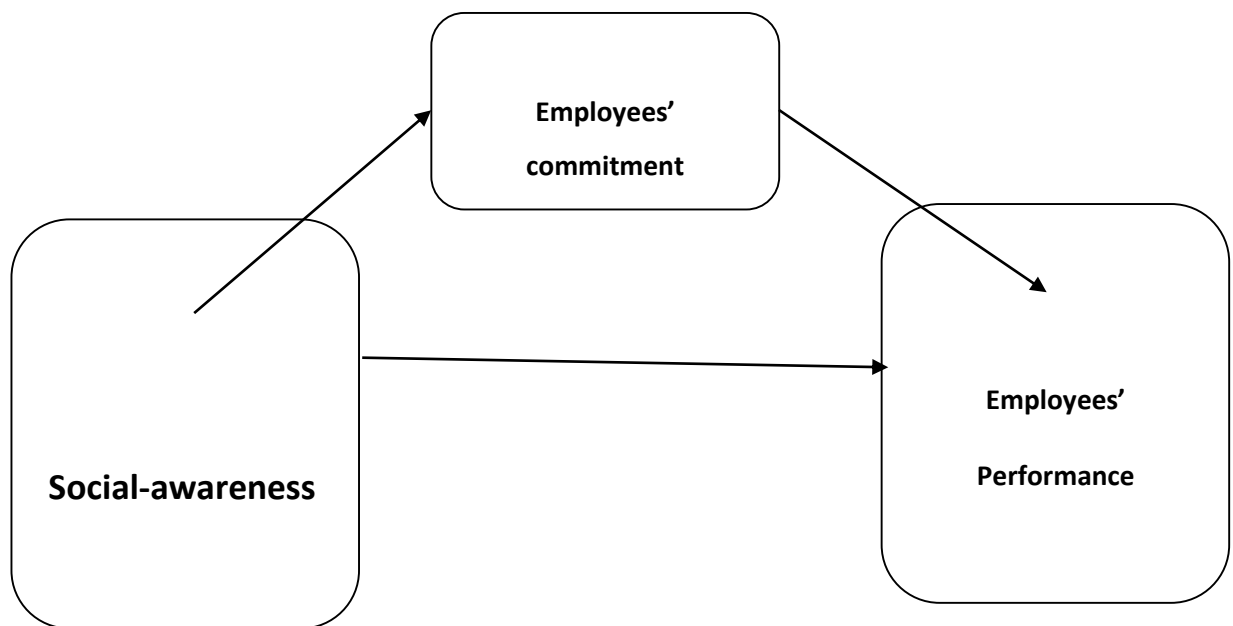
The theoretical lens of social exchange theory was used for the study. Homan (1958), proposed one of the most generally acknowledged social exchange theory. He explained that organizational commitment results from the relationship of exchange between a person and an organization. According to this theory, the exchange improves from the perspective of the individual, his or her dedication to the company grows. This theory suggests that organizational commitment is a structural process that develops over time as a result of various transactions

between the individual and the organization.

According to Social Exchange Theory, reciprocity is created in social interactions by the exchange of resources. The ability to successfully recognize, comprehend, manage, and use emotions of others known as social-awareness has an impact on commitment and performance (Mayer & Salovey, 1997). The management of interpersonal connections is improved by employees with strong social awareness, resulting in more favorable interactions with coworkers and managers. According to research by Johnson and Johnson (2018)

social awareness affects the caliber of connections between coworkers, encouraging commitment and improving workplace performance. Therefore, social exchange theory supports the variables used in this study because employee's commitment, performance, and social-awareness can be improved when an employee feels that he/she is benefitting greatly from an organization and therefore feels the need to perform better in exchange for the benefits he receives from the organization.

Figure 1: Framework of the Study



Source: Author's construct 2024

METHODOLOGY

The study is quantitative in nature and therefore made used mainly primary data. The four hundred and eight (480) employees of the four telecommunications companies chosen for the Kaduna state study served as the research's respondents. The sample size of 208 was determined using the sample size table of (Krejcie & Morgan, 1970). The population size median is 208 (196+217/2) and the mean population size ranges from 400 (196) to 500 (217).

In order to reduce sampling error—a bias resulting from mistakes made in the selection of possible sampling units or the computation of sample size Hair et al. (2008) recommended doubling the computed sample size. Consequently, the initial sample size of 208 respondents for this study was increased to 416. This addresses inevitable mistakes like improper filing and incomplete questionnaire returns. Proportionate stratified sampling was used to select the study sample for the

study. The selection of items from each stratum based on their respective proportions to the total population is known as proportionate stratified sampling. The ratio of each telecommunications company to the total number of employees in the sampled companies was used to calculate the samples of the selected telecommunications companies (cluster). This formula was applied:

$$S = \frac{\text{No of employees of a company}}{\text{Total no of employee of 4 telecommunications companies}} \times \text{sample size.}$$

Total no of employee of 4 telecommunications companies

The first selected company was MTN, the company has 319 employees, the sample taken 416: $S = (319 \times 416) / 480 = 276$ employees, the second selected company was 9 Mobile. The company has 27 employees, the sample taken 416: $S = (27 \times 416) / 480 = 23$ employees. Third selected company was Airtel, the company has 78 employees, the sample taken 416: $S = (78 \times 416) / 480 = 68$ employees. The fourth selected company was Glo, the company has 56 employees, the sample taken 416: $S = (56 \times 416) / 480 = 49$ employees. Therefore, the four companies (MTN, 9 Mobile, GLO, and Airtel) have a total of 416 (276+23+68+49).

However, the data was collected from the 380 structured questionnaires that were returned, resulting in an 87% rate of usable questionnaires and a 91% overall response rate. Because the proposed model was being evaluated for exploratory purposes and had a limited set of components and indicators, the researcher employed partial least squares structural equation modelling (PLS-SEM) with Smart PLS software version 4 (Hair et al., 2011, 2012).

Measurement of Variables

All of the variables' item scales were adapted from previous research. The researchers utilized a 5-point Likert scale with a range of strong disagreement to strong agreement. The measurement for Social-awareness was adapted from Goleman, (2001) was used to create five (5) scale questionnaires to assess Social-awareness (SAW). There were five components items that measured Employee commitment (EMC) adapted from Williams and Anderson (1991). Also, using a scale adapted from Williams and Anderson (1991), employees' performance (EMP) was measured.

However, information was gathered from the 380 structured surveys that were returned. As a result, 87% of the questionnaires were deemed valid, and 91% of the surveys received responses. To achieve the study objective, Smart PLS 4, partial least squares, and structural equation modelling were used. In the current study, Hair J, Sarstedt, Hopkins, and Kuppelwieser (2014) suggested employing two methodologies: measurement model analysis and structural model analysis (Hair J, Sarstedt, Hopkins, & Kuppelwieser, 2014). According to Hair J et al. (2014), PLS-SEM is similar to multiple regression analysis in that it looks at potential relationships while paying less attention to the measurement model. The measurement model must meet all requirements through convergent validity, discriminant validity, and discriminant validity before the structural model can be considered. The degree of agreement between multiple items used in a study to test the same idea is known as convergent validity. Convergent validity factor loading is evaluated using composite reliability and extracted average variance (Hair, Black, Babin, & Anderson, 2010).

Table 1: Measurement Model Construct Reliability and Validity

Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employees' Commitment		0.826	0.876	0.587
EMC1	0.785			
EMC2	0.791			
EMC3	0.746			
EMC4	0.743			
EMC5	0.763			
Employees' Performance		0.787	0.851	0.535
EMP1	0.824			
EMP2	0.741			
EMP3	0.689			
EMP4	0.71			
EMP5	0.685			
Social Awareness		0.780	0.851	0.536
SAW1	0.632			
SAW2	0.779			
SAW3	0.793			
SAW4	0.793			
SAW5	0.645			

Source: Smart-PLS

According to Chin and Härdle (2010), it is advised that each construct's factor loading be more than 0.6. The latent variable constructions should account for more than half of the variation if the grand mean value of the squared loadings, or AVE, is 0.5 or higher. Composite reliability is used to assess

the consistency of measurement items in comparison to Cronbach's alpha. PLS-SEM states that the standard value of composite reliability is 0.70 or higher. (Hair et al., 2010) The measurement model has adequate convergent validity since every measurement in table 1 are above the required values.

Table 2: Fornell-Larcker Criterion

Constructs	EMC	EMP	SAW
EMC	0.766		
EMP	0.619	0.732	
SAW	0.472	0.44	0.732

Source: Smart-PLS, 2024

Discriminant validity is represented in table 2 is characterised as the absence of any correlation between two or more

independent measures (Sekaran, 2013). The top level in each column should be higher than the lower levels in that

column, indicating that discriminant validity occurs in the constructs. This is the Fornell and Larcker (1981) criterion,

which was used to evaluate the discriminant validity of the constructs.

Table 3: Discriminant Validity (HTMT 0.90 Criterion)

Constructs	EMC	EMP	SAW
EMC			
EMP	0.711		
SAW	0.569	0.516	

Source: Smart-PLS, 2024

A threshold that is close to 1 indicates a lack of discriminant validity. Another method for evaluating discriminant validity is the Heterotrait-Monotrait (HTMT) ratio of correlation. Once the

measurement model produced satisfactory results, the study used a structural model to test the established hypotheses. R square beta and correlating t values are found for every hypothesis in the study.

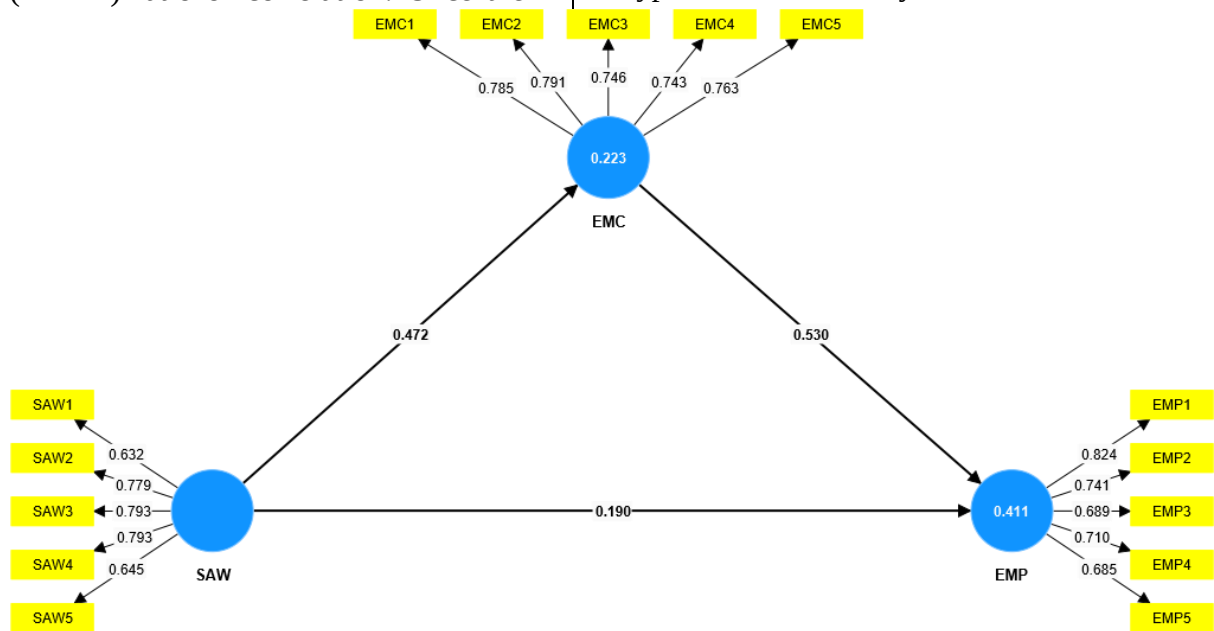


Figure 1: Conceptual Model with Loadings, Beta, and R-Square values
The conceptual model above displays the independent variables along with their loadings, beta, and r-square values. These variables include social-awareness, employees' commitment, and employees' performance.

Path Coefficients

A summary of our total path coefficient findings and the validation of the Table 4: Summary of the Structural Model

hypotheses are given in Table 4. A t-test and 5000 resamples were used in the bootstrapping procedure. Additionally, the Q Squared (Geisser Criterion value) of 0.18, which is greater than 0 (zero), shows that the latent variables in the model have a strong capacity for prediction.

	Coefficient	Standard Deviation	T-Statistics (O/STDEV)	P Values
EMC -> EMP	0.533	0.055	9.760	0.000
SAW -> EMC	0.473	0.052	9.016	0.000
SAW -> EMP	0.185	0.060	3.099	0.002
SAW -> EMC -> EMP	0.252	0.034	7.460	0.000

Source: Smart-PLS

The suggested investigation model's structural model shows the connections (paths) between the constructs. H1 evaluates whether employees' commitment (EMC) has no significant effect on employees' performance (EMP). The results revealed that EMC has a significant impact on EMP ($\beta = 0.533$, $t = 9.760$, $p < 0.000$). Hence, H1 was not supported. H2 evaluates whether social-awareness (SAW) has no significant impact on employees' commitment (EMC). The results show that SAW has a significant impact on EMC ($\beta = 0.473$, $t = 9.016$, $p < 0.000$). Consequently, H2 was not supported. Furthermore, H3 investigated whether social-awareness (SAW) has no significant effect on employees' performance (EMP). The results showed that SAW has a significant impact on EMP ($\beta = 0.185$, $t = 3.099$, $p < 0.002$). Hence, H3 was not supported. Lastly, H4 examined whether employees' commitment (EMC) mediates the relationship between social-awareness (SAW) and employees' performance (EMP). The results show that (EMC) mediates the relationship between SAW and EMP ($\beta = 0.252$, $t = 7.460$, $p < 0.000$). also, H4 was supported. The results are presented in Table 4.

Discussion

Employees' commitment has a significant influence on employees' performance in Telecommunication Companies in Kaduna State, according to the study's results. This implies that impacted by industry variables and workplace culture, it is the responsibility of managers to improve commitment through professional development, acknowledgment, and a happy

workplace. The finding aligns with the tenets of Social Exchange Theory, which underscores the significance of mutual benefits, comparison levels, reciprocal exchanges, and trust in forming social interactions and relationships within the workplace. Social-awareness has a significant influence on Employees' commitment in Telecommunication Companies in Kaduna State, according to the study's results. This emphasizes how crucial interpersonal abilities, mutual respect, trust, and teamwork are to creating a positive workplace culture that boosts social-awareness and employees' commitment. The finding is in line with the principles of social exchange theory, which emphasize the significance of commitment, cooperation, shared advantage, and confidence in forming relationships and social awareness at work. Social-awareness has a significant influence on Employees' performance in Telecommunication Companies in Kaduna State. The finding demonstrated the value of social skills and constructive workplace relationships. Using this knowledge, organizations can fund training and development initiatives that aim to raise workers' social awareness and create a collaborative, empathetic, and communicative culture. The finding conforms to the fundamentals of the Social Exchange Theory, which illustrate the significance of shared gain, reliability, dedication, receptive connections and comparison levels in forming connections and social relations at workplace. Lastly, employees' commitment mediated the relationship between social-awareness and employees' performance in

Telecommunication Companies in Kaduna State. The result demonstrated how these constructs are interrelated and emphasizes how crucial it is for the organizations to promote social awareness and employees' commitment in order to achieve the best possible employees' performance. Socially conscious workers promote relationships, certainty, and teamwork, which improves the workplace atmosphere. Performance standards are influenced by comparison levels through positive interactions. The outcome is in line with the findings of Victor, Aduba, and Douglas, (2022), Nwabali (2023) and Vasudevan, (2013) found a

significant influence between social-awareness and employees' commitment, on the other hand, contradicts the findings of Sehran and Gazzaz (2019) they identified no link between social-awareness and employees' commitment. Similarly, the employees' commitment has significant influence on employees' performance. The findings of Vasudevan, (2013), Andrew (2017) and Gilbert and Konya (2020) support the significance of employees' commitment and employees' performance. In view of the above, employee performance if properly managed would improve the performance of the organization as a whole.

Table 6: Summary of Major Findings

Table 4.6: Summary of test of hypothesis

S/No.	NULL HYPOTHESES	DECISION
1	HO1: Social-awareness has no significant effect on employees' performance in telecommunication companies in Kaduna State.	Rejected
2	HO2: Social-awareness has no significant effect on employees' commitment in telecommunication companies in Kaduna State.	Rejected
3	HO3: Employee commitment has no significant effect on employees' performance in telecommunication companies in Kaduna State.	Rejected
4	HO4: Employees' commitment does not mediate the relationship between social-awareness and employees' performance in telecommunication companies in Kaduna State.	Rejected

Source: Authors, (2024)

CONCLUSION

The study investigated the mediating effect of employees' commitment on the relationship between social-awareness and employees' performance. The aforementioned findings indicated that employees' commitment has a significant effect on employees' performance. This implies that leadership is a critical factor in improving employees' performance, retention, and overall success. The results also emphasise the need for

organisational investment in engagement, development, and support. Employee commitment is strongly influenced by social-awareness, which highlights the significance of promoting it in the workplace. Managers and leaders are essential in developing a culture of success and a supportive work environment. The performance of employees is greatly impacted by social-awareness, which revealed the significance of cultivating highly performing employees in an organisation. Establishing a conducive atmosphere for employee growth is a

critical responsibility of managers and leaders. The relationship between social-awareness and employee performance is mediated by employee commitment, emphasising the interdependence of these elements within organisational dynamics. Organisations have the power to raise performance standards, encourage social-awareness growth and development, and boost positive relationship in the work place.

Recommendations

The study presented the following recommendations based on the research findings and conclusions:

The employees in the telecommunication companies should be enlightened and trained through coaching and workshops to help them develop their social awareness skills.

A supportive environment should be created in the telecommunication companies where social-awareness including understanding of feelings and emotions of others, open communication, empathy, trust, and cooperation are valued. Managers should also reward and acknowledge employees who exhibit high social-awareness skills to increase employees' commitment.

Social awareness skills should be considered by the human resource managers in hiring, retention and promotion procedures. Emotional Intelligence related Key Performance Indicators (KPIs) that focus on assessing employee social-awareness should also be implemented and monitored in order to improve social-awareness of employees in the telecommunication companies in Kaduna state.

Better performance of employees can be achieved when there is good understanding between managers and their subordinates, and other colleagues in the telecommunication companies which in turn give room for effective team work and a positive harmonious working environment.

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