

Leadership Trust and Worker's Passion among Government Parastatals in Rivers State, Nigeria

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Abstract: *The link between leadership trust and workers passion at government parastatals in Rivers State, Nigeria, was investigated in this study. In this study, a cross-sectional survey was used. A total of 302 employees were surveyed in this study and a sample of 169 were drawn. The data were collected from respondents via a questionnaire. In this investigation, the systematic sampling approach was applied. The data was evaluated using the Spearman rank order correlation coefficient to see if there was any association between the dimension of leadership trust (dependability and competence) and the measures of employee passion (harmonious passion and obsessive passion). Dependability exhibited a substantial association with measures of worker passion, according to the bivariate hypothesis. Competence was also revealed to have a positive significant association with worker passion measurements. As a result, the study indicated that leadership trust in terms of dependability and competence is important in increasing employee passion. According to the study, the leadership or management of government parastatals should demonstrate a high degree of dependability, as this would assist increase employee passion and so improve the organization's overall fortune.*

Keywords: Leadership Trust, Workers Passion, Dependability, Competence, Harmonious Passion, Obsessive Passion.

1.0 Introduction

Scholars in the management area have agreed over the years that the organization's workers are the essential resources that impact the organization's well-being. This obvious reality is based on the fact that an organization's resources add little or no value to the company without the support of its workers. As a result, businesses have realized that their success is determined not by the sophistication of their equipment, but by the individuals who possess tacit knowledge. Employees are sensible and cognitive beings whose passion at work is impacted by their own perceptions and trust. The employees' passion to the company is critical since it boosts the company's success. In line with the above argument, Zigarmi, Nimon, Houson, Witt, and Diehl (2011) asserted that work passion is undisputable since it aids in the success of any firm. Worker passion, according to Eketu (2018), is an unwavering emotional interest in a staff member's job that results from absolute job satisfaction but is driven by a favorable work environment. Workers' passion, according to Pati (2012), is the manifestation of an individual's purpose and its relationship to the firm's goal, resulting from an implicit connection with self-consciousness. In addition, Vallerand, Paquet, Philippe and Charest (2010) define employees' passion as a strong tendency toward a self-defining and self-driven activity to which individuals are dedicated, love and invest substantial time and energy. Workers' passion, according to Eketu (2019), is an individual psychological condition manifested in an addiction to a cause, person, activity, or organization; any organization lacking people who are enthusiastic about their work is likely to be ineffective. An employee's work passion is an inner drive that motivates them to work persistently to improve the organization's well-being. According to Hagel, Brown, Ranjan, and Byler (2014), enthusiastic workers have intrinsic motivation that stems from their sincere desire to make a meaningful contribution to the firm. Passionate workers are more likely to challenge existing state of affairs and give fresh perspectives, as well as be able to correctly position the company in the sector. According to Hagel, Brown, Ranjan, and Byler (2014), in a world where perpetual change is more important than ever, only passionate individuals can assist the company create resilience and navigate the environment of persistent disruption. Work passion is described as an employee's unwavering emotional active participation in his or her job (Eketu, 2019). According to the author, passionate employees show a high level of care for accomplishing organizational goals and they demonstrate emotional commitment, which helps increase productivity, reduce management costs, and improve the firm's overall well-being.

Worker's passion was described by Perrewe, Hochwarter, Ferris, Mcallister, and Harris (2014) as a condition of persistent desire based on affective and cognitive appraisal of the task itself. Worker's passion was described by Zigarmi, Nimon, Houson, Witt, and Dehl (2009) as a substantial and positive welfare state recognized from the subject's judgments of his or her work circumstances, resulting in consistent and productive labor. Employees' passion improves their cognitive ability to demonstrate the appropriate abilities set for task completion with little mistake (Fredrickson, 1998). It is important to remember that employees are calculated individuals whose working passion may be impacted by their impression of organizational or leadership trust. The subordinate favorable anticipation that his or her leader would not take advantage of him or her opportunistically in words or acts is known as leadership trust (Eketu, 2019). Because leadership entails exerting influence over subordinates, trust is a necessary component. According to Eketu (2014), leadership is defined as a leader's or superior's capacity to influence subordinate behavior and persuade them to choose a specific course of action. However, a subordinate's willingness to follow a superior's direction might be influenced

by his or her trust in the superior. Competence, care for employees, reliability, open and honest communication, and sharing of same standards, objectives, and values were highlighted as aspects of leadership trust by Adams and Wiswell (2017). Competence, vulnerability, durability, dependability, integrity, honesty, and openness are the qualities of leadership trust outlined by Singh and Desa (2018). Several studies have been conducted by academics throughout the years in an attempt to increase worker passion. Scales (2018) investigated how organizational commitment influences social workers' harmonious passion.

Li, Zhang, and Yang (2017) investigated the passion between leaders' and workers' job passion. The findings demonstrated that a leader's passion for their profession has a substantial impact on the passion of their employees. Employee job passion was also found to be favorably connected with organizational atmosphere (Permarupan, Saufi, Kasim & Balakrishnan, 2013; Permarupan, Al-manun, Saufi & Zainol, 2013). Eketu (2019) also looked at how workers' passion may be nurtured by having trust in the leadership of government tourist enterprises. Despite the numerous academic works that have studied ways to increase worker passion, there is a paucity of scholarly work that has examined how leadership trust affects worker passion among government parastatals in Rivers State.

Statement of the Problem

In recent years, the high prevalence of careless attitude toward work, demonstrated by employees mostly in government parastatals, has increased considerably. Many Nigerian businesses are dealing with a lack of employee passion. The absence of employee passion in government parastatals has resulted in a low degree of organizational performance. Unfortunately, while analyzing the issue of ineffectiveness in Nigeria, the majority of the government's own institution has always been used as a reference point. In most firms, poor worker passion manifests itself in a variety of ways, including a lackadaisical attitude toward work, absenteeism, failure to meet targets and low job morale.

According to Anderson and Geldenhuys (2011), the manifestation of low employee passion in the form of absenteeism and tardiness at work has resulted in yearly losses of millions of rand, and this cirnero is observed in Nigerian establishment. Many government parastatals are dealing with unpredictable service delivery, which has become a chronic challenge for organizations and has a number of negative consequences for the general population. The lack of employee passion for the company lowers the expression of pro-social conduct in the workplace. Low employee job passion results in low commitment, engagement and loyalty. Furthermore, the issue of employee job passion exacerbates workplace friction and undermines worker cohesion.

Despite multiple empirical studies by experts to address the issue, the problem of low employee passion continues. Discussions with some of the workers as a preliminary to this study indicated that the majority of the workers find no need to be passionate about their profession since the leaders, who are primarily political appointees who lack integrity and honesty in their dealings, are entitled to exciting benefits. Employees at government parastatals appear to have a negative psychological impact due to their distrust of authorities. As a result, the purpose of this research is to explore how leadership trust in terms of dependability and competence affects employees' passion in government parastatals in Rivers State, Nigeria.

Objectives of the Study

The specific objectives are to;

- I. Examine the relationship between dependability and harmonious passion.
- II. Determine the relationship between dependability and Obsessive Passion.
- III. Examine the relationship between competence and harmonious passion.
- IV. Determine the relationship between competence and Obsessive Passion.

Research Questions

The following research questions served as a guild in this study;

- i. What is the relationship between dependability and harmonious passion?
- ii. What is the relationship between dependability and Obsessive Passion?
- iii. What is the relationship between competence and harmonious passion?
- iv. What is the relationship between competence and Obsessive Passion?

1.4 Research Hypotheses

The following null hypotheses are proffered as a tentative answer to the research questions.

HO₁: There is no significant relationship between dependability and harmonious passion.

HO₂: There is no significant relationship between dependability and Obsessive Passion.

HO₃: There is no significant relationship between competence and harmonious passion.

HO₄: There is no significant relationship between competence and Obsessive Passion.

2.0 Review of literature

This study is anchored on Self-Determination Theory (SDT). Deci and Ryan (1985) formally presented the Self SDT, in the mid-1980s to investigate employee motivating elements. The SDT was created by Deci and Ryan and has been utilized in professional and academic studies on employee passion. SDT refers to a person's natural or innate desire to act in a healthy and successful manner. The SDT and the core of job engagement are linked through employee engagement and human behaviors (Deci & Ryan, 1985). The ability to regulate personal habits and objectives determines an employee's degree of passion. Humans have three psychological requirements (competence, autonomy, and relatedness) according to SDT, and they are drawn to activities that meet these needs (Ryan & Deci, 2000). Previous research has found that having a harmonious passion for work helps to satisfy the needs of autonomy (e.g., "I feel like I am free to decide for myself how to organize my work"), competence (e.g., "I often do feel very competent at work"), and relatedness (e.g., "I really like the people I work with"), whereas having an obsessive passion thwarts these needs (Forest, Mageau, Sarrazin & Morin, 2011). Staff engagement techniques applied by corporate leaders result in improved levels of employee passion, customer happiness, productivity, and profit (Bowen, 2016), and fewer employee accidents and turnovers (Blattner & Walter, 2015). (Barrick, Thurgood, Smith, & Courtright, 2014). SDT is a concept used by business executives to encourage workers to have favorable attitudes toward their company (Mowbray, Wilkinson, & Tse, 2014).

Leadership Trust

Leadership is a type of authority in which one person has the capacity to influence or modify another person's values, beliefs, behavior or attitudes (Ganta and Manukonda, 2014). Leadership according to Jackson and Parry (2008), is a process in which leaders utilize their skills and expertise to guide and motivate a group of people in the direction of their organization's goals and objectives. Furthermore, a successful leader with excellent leadership abilities should exhibit specific traits, such as passion, consistency, trust, and vision, since only leaders with these characteristics can generate trust in their workforce.

Gaining the trust of group members or workers may assist to increase overall performance and commitment of the group members or employees, hence trust is an important issue in leadership (Lee, Gillespie, N., Mann & Wearing, 2010). It is only when employees have faith in their leader that change can occur, since people will merely follow someone they trust to guide them down the right route; not a leader who only talks but does nothing to back up their words (Stacey, Paul & Alice, 2011). If employees trust their leader, this relationship will bond them together and increase overall performance and commitment; if the opposite occurs, employee performance and commitment will suffer, perhaps leading to a high employee turnover rate in the firm.

Dependability

Dependability refers to the ability to carry out duties to earn the trust of others. The idea of dependability is initially introduced as a broad term that encompasses the traditional properties of reliability, availability, safety, integrity, and maintainability among others. Concerns about confidentiality, as well as availability and integrity, are raised when security is considered. Being trustworthy was an important aspect of leader-follower interactions. Positive connections are more likely to begin if followers regard their leaders to be trustworthy. Leaders who recognized their dependability on followers, balanced honesty and interacted openly and assertively with followers. This thus positively influenced followers' feelings; followers then assumed responsibilities with the knowledge that leaders and organizations could be relied on while maintaining excellent leader-follower relations (Avolio, 2007).

Being a trustworthy and supportive person is what dependability entails. This is especially important for servant leaders who want to help others grow, and it should have a direct influence on their emotional state, empowerment and helpful behaviors. Followers are more likely to speak up about personal difficulties, leave their career and growth to their leaders, and make crucial professional

choices without fear of failure when their leaders are dependable and trustworthy. They know they can count on their leaders' support even if they fail (Schaubroeck et al., 2011).

Competence

Individuals, social organizations, and institutions are considered competent when they possess or acquire the necessary circumstances for accomplishing particular developmental goals and satisfying significant external demands. Webster's dictionary defines competence as "fitness or ability." Competence is defined as a system of individual and/or group talents, proficiencies, or skills that are required or adequate to achieve a certain objective. This may be used to describe individual dispositions as well as the distribution of such dispositions within a social group or an institution (i.e. a business). Although the term "competence" is used to describe both high-achieving individuals and successful social groups that master specific tasks and achieve significant goals, it is always concerned with the necessary learning dispositions that individuals and/or members of social groups must acquire in order to solve difficult problems. To recap, competence refers to a set of conditions for successful action in meaningful task domains that are available to individuals or groups of individuals (Sternberg & Kaufman, 1998). Terms like 'knowledge,' 'skills,' and 'attitudes,' i.e. important personal traits that underpin competent performance, are frequently used in descriptions of the talents or capacities necessary for competent execution of an occupation (Gonczi, Hager & Oliver, 1990). A competent leader in organization is able to gain the attention of the follows.

Workers Passion

Vallerand, Blanchard, Mageau, Koestner, Ratelle, and Léonard (2003) define passion as a person's desire to engage in an activity that they like, find important, identify with, and devote a significant amount of time and energy to. Individuals' commitment to difficult courses of action, such as extensive and continuous training, might be explained by their passion (Vallerand, Salvy, Mageau, Elliot, Denis & Grouzet, 2007). Worker's passion can be seen as a strong inclination and relentless craving of employees towards his/her work to the point that the individual is willing to vest their all in order to attain desired goal. Employees Passion is a long-term, emotionally positive, meaning-based feeling of well-being that results from repeated cognitive and affective assessments of varied job and organizational settings, resulting in consistent, constructive work intents and actions (Zigarmi, Houson, Witt & Diehl, 2011).

Harmonious Passion

An independent internalization of behavioral rules is thus theorized to result in harmonious passion. This sort of internalization results in a strong, but manageable urge to participate in the action, as well as a sense of volition and personal endorsement for doing so. As a result, the relevance of the activity is freely embraced, with no conditions attached. The action is in sync with other elements of one's personality and is fully incorporated into the person's true self (Deci & Ryan, 2000). People who have a harmonious passion are self-reliant in their rules, and they engage in both their passionate activity and other activities with an openness that fosters pleasant experiences (Hodgins & Knee, 2002). As a result, the individual may participate in the activity in a flexible and conscious manner. Harmonious passion is a self-defining feature that is part of people's perception of who they are, not a state of mind (Vallerand, *et al.*, 2003). Second, it is possible to be deeply committed to and engrossed in one's job without becoming enthralled by it (Vallerand & Houliort, 2003). In particular, one might be autonomously driven toward a job or activity (Deci & Ryan, 2000) if one realizes that the work or activity is essential to oneself but lacks passion for it. Harmonious passion arises when an individual performs a work that is in alignment with other activities in his/her life.

Obsessive Passion

Obsessive passion is thought to be caused by a lack of satisfaction of intrinsic demands, which leads to internalization of intra- or interpersonal pressures, or both. These pressures can emerge from activity-related variables (e.g., emotions of social approval or self-esteem), an uncontrolled sensation of exhilaration generated from activity involvement, or social situations that are pressing. In non-supportive situations, Hodgins and Knee (2002) hypothesized that people create an ego-invested or false self (Ryan, 1995) that is based on external circumstances. Self-structures infused with ego help to safeguard and protect a person's self-worth. Vallerand and his colleagues (2003) argue that in the event of an obsessive passion, partaking in the activity becomes a substitute for self-worth, in keeping with Hodgins and Knee's theories. As a result, the activity is followed with zeal because of the comfort and ego-affirming moments it offers. When an activity is ego invested, however, as Hodgins and Knee argue, it will be rigorously pursued, resulting in less than optimal performance. When an activity is valued for its defensive and protective characteristics, it is difficult to abandon it. People who have an obsessive passion feel obliged to participate in the activities. A regulated internalization of an activity inside a person's identity results in this form of passion. Intra and/or interpersonal factors related to the activity, such as

contingent self-esteem, social approval, or excellent performance, contribute to the development of an obsessive passion (Mageau, Carpentier & Vallerand, 2011).

Empirical Review

Davis, Schoorman, Mayer, and Tan (2000) investigated the link between trust in the general manager of a business unit and organizational performance. In a limited sample of eateries, they discovered that trust was highly connected to sales, earnings, and employee turnover. Simons and McLean (2001) examined whether a senior manager's "behavioral integrity" resulted in a better level of collective trust in the senior manager, which led to higher performance. They found that customer happiness and profitability were linked to views of behavioral integrity and trust in the senior management, using a sample of hotels. Trust found to play a key part in these benefits, as the model explained over 13% of variance in profitability.

As seen by NCAA basketball teams, Dirks (2000) believes that trust in leadership is linked to bottom-line outcomes for teams and work groups. After statistically adjusting for other potential determinants of team performance (i.e., player talent and tenure, coach experience and record, pre-season performance, performance in prior years, and trust between team members), trust in the head coach (team leader) accounted for nearly 7% of the variance in winning. The team with the greatest trust rating competed for the national title, while the team with the lowest trust score won about 10% of their remaining games, demonstrating the depth of the connection (with the coach being fired at the end of the season). The variance described by team member competence was approximately equal to that explained by trust. Furthermore, trust in leadership was found to be a more essential predictor of team performance than teammate trust.

Ho, Kong, Lee, Dubreuil, and Forest (2018) believed that a cooperative psychological atmosphere fosters harmonious passion and, in particular, serves as a compensation factor for employees who lack intrinsic desire. As a result, it is believed that harmonious passion would promote job performance. The study We put the model to the test with data from employees in two countries (Singapore and Brazil), it was observed that cross-national evidence that a cooperative psychological atmosphere compensates for poor intrinsic drive to predict harmonious passion. They discovered that harmonious passion predict task performance and interpersonal help.

Spehar, Forest and Stenseng's (2016) work dualistic model of passion was explored in a work context in Spehar, Forest, and Stenseng's (2016) study. Individuals can develop either a harmonious or obsessive passion for a valued activity, according to this paradigm. It was expected that having a harmonious passion for work will lead to increased job satisfaction by increasing feelings of belonging at work. From 278 Norwegian employees, belongingness mediated the effect of harmonious passion on job satisfaction in part. Because obsessive passion was unrelated to belongingness.

3.0 Methodology

The cross sectional survey which is a type of the quasi experimental design was used in this study. The accessible population were 302 employees of 10 government parastatals in Rivers state. The Krejcie and Morgan (1970) formula for sample size determination was used to arrive at a sample size of 169. Thus, a total of 169 questionnaires were distributed to employees in the 6 selected firms. The simple random sampling technique was used in this study. This technique was used because it gives a true representative of the entire population and reduces the tendency for researcher bias in selecting the sample case. The independent variable (leadership trust) was measured in terms of dependability and competence. 5 items were used in measuring dependability (e.g. This organization can be relied on to keep its promises) and 5 items were used in measuring competence (e.g. This organization has the ability to accomplish what it says it will do). Also, the dependent variable (worker's passion) was measured using harmonious passion and obsessive passion. 5 items were used in measuring harmonious passion (e.g. The activity in this organization is in harmony with other activities in my life) and 5 items was used in measuring obsessive passion (e.g. My mood depends on me being able to do the activities in the organization). Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The spearman rank order correlation coefficient statistical analysis was used in analyzing the bivariate hypotheses through the help of Statistical Package for Social Sciences (SPSS) version 21.

4.0 Result

A total of 169 questionnaires was distributed to respondent, however, only 144 (85%) copies were returned. However, only 132 (78%) were well completed and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Dependability and Measures of Workers' Passion

			DEPENDABILITY	HARMONIOUS PASSION	OBSESSIVE PASSION
Spearman's rho	DEPENDABILITY	Correlation Coefficient	1.000	.397	.214
		Sig. (2-tailed)	.	.001	.000
		N	132	132	132
	HARMONIOUS PASSION	Correlation Coefficient	.397	1.000	.065
		Sig. (2-tailed)	.001	.	.459
		N	132	132	132
	OBSESSIVE PASSION	Correlation Coefficient	.214	.065	1.000
		Sig. (2-tailed)	.000	.459	.
		N	132	132	132

Ho₁: There is no significant relationship between Dependability and Harmonious Passion.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.001 < 0.05$), $\rho = 0.397$ between Dependability and Harmonious Passion. This means that there is a significant relationship between Dependability and Harmonious Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between Dependability and Harmonious Passion*.

Ho₂: There is no significant relationship between Dependability and Obsessive Passion.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.214$ between Dependability and Obsessive Passion. This means that there is a significant relationship between Dependability and Obsessive Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between Dependability and Obsessive Passion*.

			COMPETENCE	HARMONIOUS PASSION	OBSESSIVE PASSION
Spearman's rho	COMPETENCE	Correlation Coefficient	1.000	.206	.239
		Sig. (2-tailed)	.	.008	.013
		N	132	132	132
	HARMONIOUS PASSION	Correlation Coefficient	.206	1.000	.065
		Sig. (2-tailed)	.008	.	.459
		N	132	132	132
	OBSESSIVE PASSION	Correlation Coefficient	.239	.065	1.000
		Sig. (2-tailed)	.013	.459	.
		N	132	132	132

Source: Author's Field Survey (2019) - SPSS version 21 output extracts

Ho₃: There is no significant relationship between Competence and Harmonious Passion.

The result of the analysis in Table 2 shows a significant level $p < 0.05$ ($0.008 < 0.05$), $\rho = 0.206$ between Competence and Harmonious Passion. This means that there is a significant relationship between Competence and Harmonious Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between Competence and Harmonious Passion*.

Ho₄: There is no significant relationship between Competence and Obsessive Passion.

The result of the analysis in Table 2 shows a significant level $p < 0.05$ ($0.013 < 0.05$), $\rho = 0.239$ between Competence and Obsessive Passion. This means that there is a significant relationship between Competence and Harmonious Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between Competence and Obsessive Passion*.

5.0 Discussion of Findings

Based on the above findings, the study realized

Dependability and Harmonious Passion

The examination of hypothesis one revealed that Dependability and Harmonious Passion had a substantial link. This link exists because the p-value ($p = 0.001 < 0.05$) was lower than the level of significance. The null hypothesis was thus rejected, but the alternative hypotheses were accepted. Furthermore, the spearman correlation coefficient found a correlation of .397 amongst Dependability and Harmonious Passion. This demonstrates that Dependability and Harmonious Passion have a significant positive association. As a result, increasing dependability will increase the workers Harmonious Passion. This discovery is in line with Dike's (2013) observation that Dependability might help Harmonious Passion flourish.

Dependability and Obsessive Passion

The study of hypothesis two demonstrates a substantial link between Obsessive Passion and Dependability. The p-value of 0.002 was less than 0.05 ($p = 0.000 < 0.05$) in the spearman correlation coefficient, suggesting that Dependability has a significant link with Obsessive Passion. As a result, the null hypothesis was disproved, and the alternative hypothesis was accepted. The correlation coefficient (r) yielded a value of 0.214. As a result, it's clear that Dependability and Obsessive Passion have a strong connection. As a result, increasing Dependability will aid in the development of Obsessive Passion. As a result, the study's initial goal of determining if dependability is linked to obsessive passion was met. This conclusion supports O'Connell, McNeely, and Hall's (2008) findings that dependability enhances obsessive passion.

Competence and Harmonious Passion

The bivariate analysis of hypothesis three reveals a substantial relationship between Competence and Harmonious Passion. The p-value of 0.008, which is less than the significant level of 0.05 ($p = 0.008 < 0.05$), indicates that Competence and Harmonious Passion have a meaningful association. The correlational (r) value of 0.206 indicates that Competence and Harmonious Passion have a weak positive relationship. This means that a shift in Competence will have an influence on Harmonious Passion. Competence will aid in the enhancement of Harmonious Passion in organization. This conclusion is consistent with the findings of Hodgins and Knee (2002), who found that persons who have a harmonious passion are independent in their rules and engage in their passionate activity as well as other activities with an openness that promotes happy experiences.

Competence and Obsessive Passion

The investigation of hypothesis four revealed that Competence and Obsessive Passion have a substantial link. The study of hypothesis four reveals that Competence and Obsessive Passion have a substantial link. This is supported by data that the significance value was less than 5% (i.e. $p = 0.013 < 0.05$). As a result, the null hypothesis was disproved, and the alternative hypothesis was accepted. This conclusion is consistent with Vallerand's (2003) findings, which revealed that when a person has an obsessive passion, partaking in the activity becomes a substitute for self-worth, as long as the leader is competent.

6.0 Conclusion and Recommendation

For government parastatals to flourish in today's chaotic and dynamic climate, workers' passion is required. As a consequence of the investigation, it was discovered that an employee's harmonious passion may be favorably boosted by workplace leadership competence. Competence can also have a little impact on obsessive passion. This means that as a leadership's competence grows, so does his or her ability to favorably enhance and strengthen the employees' obsessive and harmonious passion. Leaders who demonstrate dependability assist to build trust, which leads to higher organizational morale and as a result, increased employee motivation. This implies that dependability have a favorable impact on both harmonious and obsessive passion in government parastatals. The following suggestions are made based on the findings of this study;

1. The leadership or management of government parastatals should demonstrate a high level of dependability, since this will help to increase employee passion and hence the organization's overall success.

2. Government parastatal leaders should continue to grow themselves in order to improve their competence in areas important to their work. This will help them to appropriately guide and supervise subordinates, as well as increase their commitment to the organization.
3. Government parastatal management should guarantee that any promises made to employees are kept as soon as possible, since this would boost the management's dependability and enhance the employees' passion.
4. The ability of government parastatal executives to act without bias will help to foster the atmosphere of trust needed to boost employee passion.

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