

Organisational Trust And Employee Affective Work Passion Of Telecommunication Service Distribution Firms In Port Harcourt

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Abstract: *This work examined the relationship between organisational trust and employee affective work passion of telecommunication service distribution firms in Port Harcourt. The explanatory cross-sectional survey research design was adopted in this study. The population of this study consisted of 78 employees comprising 7 telecommunication service distribution firms in Port Harcourt, Rivers State, Nigeria. A sample size of 66 was adopted for the study using the Krejcie and Morgan Sample Size Determination Table of 1970. A structured questionnaire was used for data collection, distributed after validation and reliability check. However, 59 copies of the instrument were retrieved. Hypotheses were tested using Spearman Rank Order Correlation with Statistical Package for Social Sciences (SPSS) Version 25.0. The results showed a significant relationship between organisational trust and employee affective work passion (happiness, energy, and love) of telecommunication service distribution firms in Port Harcourt. The study concluded that organisational trust enhances employee affective work passion of telecommunication service distribution firms in Port Harcourt. Amongst other things, the study recommended that management of telecommunication service distribution firms in port harcourt should improve their trust elements to make their employees happy as they execute their tasks and responsibilities; Decisions made by management of telecommunication service distribution firms in port harcourt should be employee friendly to boost their energy for the execution of tasks assigned to them; Management of telecommunication service distribution firms in Port Harcourt should never make a promise it cannot fulfill to increase employees' love for their jobs.*

Keywords: Organisational Trust, Affective Work Passion, Happiness, Energetic, and Love

Background to the Study

As work becomes increasingly complex, rapidly changing, and technologically advanced, the puzzle of improving the affective work passion of employees seems to be more complicated in the telecommunication industry. Passionate employees are focused and committed to doing their best in everything they do for the organization to attain their stated goals and objectives (David, 2020). Effectively, passionate employees are happy, love and energetic as they carry out their tasks and responsibilities.

As stated in their objective clauses, telecommunication service distribution firms require a passionate employee to carry out their distribution and other services. According to Chuck as cited in Robinson (2022), finding joy in everything one chooses to do. In every job, relationship, home, etc., it is one's responsibility to love it, or change it. The above is seen in the way telecommunication service distribution firms attract passers-by with entertainment, dancing and sales of their products at the front of their workplaces and where they go to carry out awareness and sales. Sometimes, the employees are categorized into sales, repairs and entertainment departments, as they distinctively carry out their tasks. Some of these employees carry out their tasks with all sense of happiness, love and energy as seen in their faces and actions. This tells us more that there seems to be a driving force to their affective work passion.

Hitherto, Jacob (2021) stated that employee work passion could depend on the trust an organisation's management injects into its system while conducting business. Therefore, among other things, trust is an essential currency that can be traded with the affective work passion of employees. Employees believe in organisations where they have confidence in its management. This confidence cuts across actions and inactions of management while conducting business. Likewise, these actions and inactions cut across the firm's mission, leadership's vision, culture, workplace diversity, inclusion, equality, ethics and fairness of processes of an organisation. The above behooves management of telecommunication service distribution firms to portray unquestionable processes and operations while conducting business. If questioned, accountability should prevail to keep employee focused to enhance their work passion as long as they remain in the organisation.

Young stars and tech-savvy or gadgets-crazed individuals are craving to work in telecommunication industry. This could be as a result of the services it tends to offer to (NextGen, 2021). However, applying to work for a telecommunication service distribution firm is one thing, staying passionate to the job is another thing, and management sustaining the passion of these individuals is the supreme. The above implies that trust is critical to work passion of employees and organisational excellence in the 21st century (Jacob, 2021; Shockley-Zalabak et al. in Vito & Mekuri-Ndimele, 2020). In the light of the above, the study examines the relationship between organisational trust and employee affective work passion of telecommunication service distribution firms in Port Harcourt.

Statement of Problem

The telecommunication industry is considered a high-risk industry due to the rapid technological increase. The above has craved for workers who are passionate about technology to be employed by management to help them attain their stated goals and objectives. Less passionate employees poses grave danger to the operations and performance of organizations. Among others, less passionate employees could be traceable to the trust employees have for their management. The level of trust employees have for management of telecommunication service distribution firms matters greatly if they are to be affectively passionate about their jobs. Employees who perceived management as untrustworthy tend to be unhappy about their jobs. Some do not put in the energy required to perform their tasks, while others hate working in such organisations as they seek exiting means to justify their conscience. According to Shelley (2019), the virus that might produce an unhealthy workplace culture is a lack of trust in the workplace. It frequently starts with the team's leadership and spreads, setting off a chain reaction of undesirable reactions that lowers engagement and productivity. Expounding on the above, cycle of unhealthy responses that affect engagement and productivity could be stringent on unhappiness, unenergetic and hatred on the work among employees. Management competence, reliability, transparency and integrity are key elements of trust in an organisation. Low levels of the above trust elements permeate poor employee affective work passion. Hence, trust seems to be a sin-qua-non for enhancing employee affective work passion. A thorough search on internet and non-internet spaces has shown that the relationship between organisational trust and employee affective work passion is yet to be brought to empirical level among telecommunication service distribution firms in Port Harcourt. Hence, the conduct of this study.

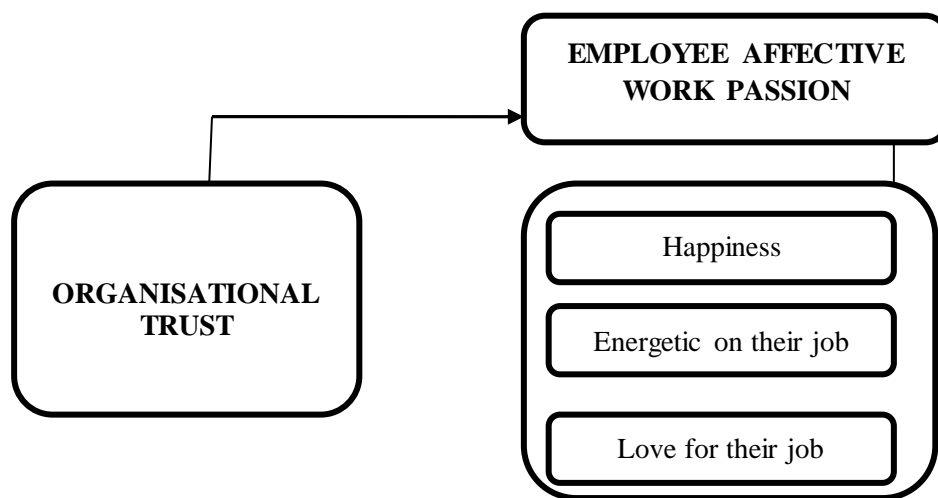


Fig. 1.1: Conceptual framework showing relationship between organisational trust and employee affective work passion. Source: Jacob, 2021

Aim and Objectives

The study examined the relationship between organisational trust and employee affective work passion of telecommunication service distribution firms in Port Harcourt. The specific objectives of this study were as follow:

1. To examine the relationship between organisational trust and employee happiness in telecommunication service distribution firms in Port Harcourt.
2. To examine the relationship between organisational trust and employee energetic on their job in telecommunication service distribution firms in Port Harcourt.
3. To examine the relationship between organisational trust and employee love for their job in telecommunication service distribution firms in Port Harcourt.

Research Hypotheses

The following null hypotheses were tested at 0.05 level:

- Ho₁: There is no significant relationship between organisational trust and employee happiness in telecommunication service distribution firms in Port Harcourt.
- Ho₂: There is no significant relationship between organisational trust and employee energetic on their job in telecommunication service distribution firms in Port Harcourt.
- Ho₃: There is no significant relationship between organisational trust and employee love for their job in telecommunication service distribution firms in Port Harcourt.

Theoretical Framework

Social Exchange Theory

Social exchange theory was proposed by George Casper Homans in the year 1958 (Blau, 1964). Social exchange theory postulates that “give and take” forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationships. The social exchange theory is a behavioural acceptance on the part of the individual in exchange for something perceived to be contingent on the individual’s behaviour. Thus, the social exchange theory is about giving something of more value to others than what has been given to you and also receiving something of higher value than you have given out.

The assumptions of social exchange theory are laced on the premise that: in a relationship, every individual has expectations from their partners. A relationship without expectations are meaningless; good relationships are mutually beneficial and not supposed to be one sided. An individual invests his time and energy in a relationship only when he gets something out of corresponding or higher value (Adeyeye, 2015; Jacob, 2021).

The justification for adopting social exchange theory as the theoretical foundation of this work, 'organisational trust and employee affective work passion', is predicated on the relevance of this theory to the independent and dependent variable. The theory explains that both the employer and the employee have unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the relationship quality. Employers expect employees to show unwavering passion for their work, be committed, efficient, effective, and utilize resources to attain predetermined goals and objectives, thus growing the organisation. Conversely, the employees expect employer or management to provide and implement strategies and systems to motivate and inspire them. This among others includes trust injected in the organisation by management. Therefore, the extent to which organization management is trustworthy has a long way in determining how employees would be affectively passionate about their work. Since social exchange theory posits that good relationships are mutually beneficial and not supposed to be one sided, organisational trust would enhance employees' happiness, energetics and love on their work. Finally, employees expect management to be trustworthy in making business decisions and contractual agreements, explicitly and implicitly stated in the employment contract. Thus, when management obliged to it, their affective work passion tends to increase.

Concept of Organisational Trust

The concept of organisational trust covers various arguments on its definitions among scholars. However, a general consensus among researchers concludes that organisational trust is important in various activities and processes such as team work, leadership, goal setting, performance appraisal, and generally, cooperative behaviours (Lau & Lau, 2016). The trajectory of thoughts on the concept of organisational trust has moved from emphasis on intentions and motivations to behavioural orientations. This could be seen in the definition of Hosmer (1995) which refers trust as one party's optimistic expectation of the behaviour of another when the party must decide how to act under conditions of vulnerability and dependence. According to Mayer et al. (1995), trust is defined as a party's readiness to be exposed to the activities of another party with the expectation that the other party would carry out a specific activity that is significant to the trustor, regardless of the capacity to monitor or control that other party.

Similarly, Lewicki et al. (1998) define trust as confident positive expectations regarding another's conduct, while distrust is confident negative expectations regarding another's conduct. According to Bhattacharya et al. (1998), trust is the expectation of favourable (or neutral) results from a contact based on the anticipated behaviour of the other party. However, Whitener et al. (1998) merge several existing definitional approaches reflecting three basic facets of trust which are firstly, trust in another party reflects an expectation or belief that the other party will act benevolently; secondly, a party cannot control or force another party to fulfill the expectation, that is, trust involves a willingness to be vulnerable and risky and thirdly, trust involves some level of dependency on the other party

so that the actions of another influence the outcomes of one party. According to Mishra (1996), who defines trust as one party's desire to be vulnerable to another party based on the conviction that the latter party is competent, open, concerned, and dependable, trust is another notable description of organisational trust. Mishra's definition of trust is built on the dimensions above which operate collectively to create the perception of trust. According to Fukuyama (1995), trust is the expectation that develops inside a community of regular, honest, and cooperative behaviour on the part of other community members. According to Lau and Lau (2016), trust is defined as positive interdependent expectations about the intentions and behaviours of others that are anchored on factors including competence, openness/honesty, care for workers, reliability, and identification. These expectations are founded on roles, connections, and experiences. All these definitions of trust depict its multidimensional nature in a business setting. The diverse definitions of organisational trust found in organisational behaviour literature all refer to similar, intangible characteristics of human behaviours within the workplace. Thus, its description is mainly built on three elements, as Starnes et al. (2010) stated them to be the belief in the integrity, character, and ability of a leader; reciprocal faith in one's intentions and behaviours; and a confident reliance on the integrity, honesty, or justice of another. These elements are strong to the extent that live up to in the modern workplace as some organisations have held them as cultural practices, to enhance operations and performance among its workforce.

In light of the above definitions of organisational trust, this study defines organisational trust as confidence of individuals or the workforce in management's actions while conducting business. While this may involve trust in managers or individual team members, it also includes organisational characteristics such as: the company's mission; the vision of senior leadership; the organization's culture and values; workplace diversity, inclusion, and equality; and the ethics and fairness of procedures. Will (2021) stated that not all characteristics of trust manifest with the same frequency in the organisation. After all, in the organisation, one likely will not question one's trust in senior leadership as often as one evaluates one's team's ability to hit a deadline. But that does not mean the former is less important than the latter. This implies that organisational trust means having confidence in the organisation's short-term and long-term future. This illustrates that when employees are not contented with their manager or team, they may not last the year. But if they are not confident in the organisation, they likely will not stick around. And they almost certainly will not put in maximum effort while there due to their low work apathy.

The more management can do to increase employee trust in all elements of their experience, the more tightly knit their company will be. According to Dennis (2018), trust makes people want to be a part of a relationship or group that has a common goal and is willing to rely on one another. Employees will voluntarily provide what is required when trust is intact, not just by contributing their presence, but also by sharing their devotion, skill, energy, and honest ideas on how the partnership works to enhance both ends. Importantly, everyone agrees that trust is a multifaceted term. According to Paine (2003), trust results from interactions that span co-worker, team, organisational and inter-organisational alliances (multi-level). It is also closely tied to the organizational culture's norms, values and beliefs (culturally-rooted). Trust is communication-based as it is the outcome of communications behaviours, such as providing accurate information, explaining decisions and demonstrating sincere and appropriate openness. Trust is dynamic as it constantly changes its cycles through building, destabilization and dissolving phases. It is also multi-dimensional as it consists of multiple cognitive, emotional and behavioural factors, all of which affect individuals' perceptions of trust. Thus, it has been one of several dimensions frequently included in measurement of relationships.

Organisational trust is also conceptualised as one person's vulnerability to another's action (Mayer et al. as cited in Chathotha et al., 2011) and the mutual interdependence that results from such reliance. Thus, trust leads to developing integrity, competence, transparency and reliability among actors in an organisational setting. This implies that organisational trust is individuals' positive expectations about the intent and behaviours of multiple organisational members based on organisational roles, relationships, experiences, and interdependencies (Shockley-Zalabak et al. in Jacob, 2021). When employees believe that their organisational systems are untrustworthy, they tend to reduce perceived vulnerability by objectively limiting work passion and performance. It is important to note that when people do not possess the necessary knowledge or experience to trust others, trust within organisations must be individually negotiated or substitutes for trust must be found. Such substitutes manifest in contracts or other administrative procedures that are costly and time-consuming for organisations (Vineburgh, 2010).

Trust can reduce these transaction costs by operating as a social decision heuristic. Social decision heuristics are defined as behavioural rules of thumb that can be used when deciding how to respond to various dilemmas. Organisational trust is critical for those in positions of authority. Tyler and Degoey in Vineburgh (2010) stated that authorities' abilities to manage effectively would suffer immensely if they had to explain and justify their actions constantly. Moreover, it is simply too costly and impractical to monitor the performance of subordinates. Managers cannot see and punish every act of insubordination, nor can they recognize and praise every cooperative act. As a result, employees must be willing to comply with rules and regulations, defer to organisational authorities, and accept dispute resolution procedures and outcomes if an organisation is to operate efficiently and effectively. Individuals are more likely to accept outcomes when they trust management's motives and intentions.

Nevertheless, organisational trust has also been linked to reduced conflict and greater innovation. After all, employees are more inclined to speak candidly when they confide in others rather than combat them. And this may be a big benefit to businesses that

encourage risk-taking and speedy decision-making. However, as previously stated, COVID-19 has put a wrench in the works. Many businesses were obliged to change their approach while going completely remote. In the midst of such upheaval and uncertainty, most individuals are less confident in their company's strategy than they were prior to the epidemic (Will, 2021). Thus, employees who trust their co-workers and believe in senior leadership (management) are likelier to outperform those who do not, enhancing organisational performance. When organisational trust is present within an organisation, employees' levels of work passion, job satisfaction and productivity tend to be higher.

Employee creativity and critical thinking are enhanced by organisational trust. Employee work passion and performance tended to surpass management's expectations, and workers felt greater freedom to express their ideas when leaders created trusting environments in their organisations (O'Brien as cited in Jacob, 2021). It is important to note that organisations with higher levels of organisational trust are said to be more successful and innovative than institutions with lower levels of trust. Product and service quality are significantly related to levels of organisational trust (Shockley-Zalabak et al. 2000; Vineburgh, 2010). Organisational trust influenced employees' perceptions of confidence in their organisations and beliefs concerning whether the organisations were acting in employees' best interests. It is unarguably that the absence or loss of organisational trust has been associated with: the loss of high-caliber employees to other (and often competing) organisations, a loss of interest among employees in the job and organisation, employee retirement, employee complacency, employee defiance, and increased levels of absenteeism and tardiness. Therefore, organisational trust must be instilled, largely, through the actions and words of management and leadership; it must be maintained daily (Petrovs in Vineburgh, 2010).

It therefore appears that when individuals have confidence on management, they feel vulnerable, thus management need trust to manage the anxiety of their feelings. Things go well when trust is present, but when trust is lost, the relationship is at risk (Dennis, 2018). In the organisation's operational and performance setting, employees are passionate about working with the organisation when trust is present. Conversely, when trust is lost employees' work apathy is permeated. Employees restrict their engagement and what they are ready to do or contribute when trust levels in a company are low. They may believe that "this is all I deserve," or "this is all I am willing to give."

In contrast, when the trust level is high, employees reward it by giving more, thus enhancing their work passion. But, often, employees feel that their distrust is unsafe to share. So a management may be slow to discover that it has lost an employee's trust. In the organisation trust is often related to management, leadership and power, but it is not given. To be effective, management must earn the trust of its employees to ensure their participation and allegiance towards the success of the organisation's aspirations. Indeed, any successful relationship between the manager (leader) and follower relies on trust that must be earned. Even acquired trust can be swiftly lost and is difficult to recover. If employees of an organisation lose trust in management, it takes a great deal of work to restore it. Employees are not quick to reinvest in a relationship where trust has been broken. They generally move on.

Employee Affective Work Passion

Affective work passion refers to intense positive emotions such as enjoyment, happiness, love, liking, and feeling of energy, enthusiasm and aliveness at work. Employees passionately experience these intense positive emotions while doing their work (tasks job related activities) as they build a positive attitude towards work (Stoia, 2018). They feel enthusiastic, energetic and aliveness at work due to their positive feelings associated with work. Affective work passion is generated in the process of appraisal through the cognitive aspect of passion, which is termed as work affect and helps the appraiser perceive the work experience as either threatening or enhancing. It is important to note that employees with a passion for work love work and consider it very important and meaningful for developing self and organisational concepts. Employees who are affectively passionate for their work are emotionally attached to the work as they tend to see their work on success and excellent paths, thus enhancing organisational growth (Lajom et al., 2018; Mas'ud et al., 2020).

From the preceding being passionate for an activity increases one's affective work passion. However, the type of affective work passion differs as a function of the type of predominant passion held by the employee. Employees engage in the enthusiastic activity with openness and attentiveness, allowing them to participate in the activity completely and, as a result, enjoy pleasant emotional experiences throughout task engagement (e.g., positive affect). The lack of conflict with other life activities that harmonious passion entails should maximize the duration of the positive affect experienced during activity engagement and lead one to experience positive affect after task engagement. Because work is voluntary, an employee is unlikely to experience negative affect when unable to engage in the passionate activity (such as feelings of dependence). Obsessively, an employee engages in the activity with a defensive, rather than an open orientation preventing them from fully experiencing the positive emotions that should be derived from involvement in one's favorite activity. Some conflict may thus be experienced with other life activities, thereby preventing employees from fully enjoying participation in the passionate activity and leading one to experience negative affect following task engagement (Vallerand & Verner-Filion, 2013). An employee is likely to experience high levels of negative affect when prevented from engaging

in passionate activity. Engagement in activity out of obsessive passion is experienced as an uncontrollable desire among employees to partake in the activity.

Furthermore, affective work passionate employees engage on average for about 8 hours per week in their work activity. This means that they experience 8 hours of cumulative positive affect per week on top of what may have experienced in other life domains. Such cumulative experience of positive affect may facilitate psychological well-being (Fredrickson in Jacob, 2021). Affective work passion describes employees' lasting emotions for their work and his work experience in the workplace. Emotional aspects of experience can often impart the individual's appraisals of their immediate and long-term perceptions of work (Roberts & Zigarmi, 2014). Affective work passion must be present for intention to be effectively sustained over time among employees while working for their employers. Our emotional reactions to work as employees speak a lot of our passion for the work in the organisation. It generates appraisal process resulting from perceptions that the work experience is either threatening or enhancing to the appraiser (Jaussi, 2007; Zigarmi et al., 2011). The emotional aspects of experience can often impact the individuals' appraisal of their experience on the work or job. In this work, happiness, energy and love are indicators of affective work passion.

Happiness: Happiness is an affective state characterized by joy, satisfaction, contentment, and fulfillment. While there are various ways to define happiness, it frequently combines joy and a sense of fulfilment in life. Most individuals refer to their current state of happiness or a more broad sense of how they feel about life in general when they talk about happiness. Because the term "happiness" has such a broad connotation, psychologists and other social scientists prefer to call this emotional state "subjective well-being" instead. Subjective well-being, as the name implies, concentrates on a person's total subjective sentiments about their current situation in life (Cherry & Goldman, 2020). In light of the above happiness as an indicator of affective work passion refers to feelings of joy, satisfaction, contentment, and fulfillment by employees while working for the organisation. It is feeling positive about one's work; it is about being willing to fix problems with joy; it is about accepting constructive criticism and constantly trying to put things aright with contentment. Improving employee happiness in firms leads to a more positive work environment and makes tasks easier. However, it is difficult for a company to abruptly shift their mindset and strive towards individual employee pleasure (Stoia, 2018). Employee happiness counts for a lot in a corporate climate increasingly defined by values. This is because when employees are happy, work activities are easily facilitated to attain the organization's predetermined goals and objectives.

Based on previous research, it appears that happy people stay on the job four times longer than dissatisfied employees, are more productive, and devote twice as much time to their jobs. Happiness has a multiplying effect. Happy employees are smile-contagious as they influence other workers without realizing it (Bednez, 2020). Unhappy employees generally are not much fun to work with! They are disengaged, and their negative outlooks can impact many job areas. Unhappy employees are discontented in nature as they breed instability. Unhappy employees are more likely to quit, so if management care about retention (and it really should be, given the cost of replacing employees), management should start paying attention to employee happiness. Just having one unhappy employee can affect the entire team; if the entire team is affected, the whole business will suffer. Happiness leads to greater productivity, less absenteeism, lower health care expenses and greater retention.

Energetic: The researcher denotes an energetic employee to be a very active person who does not feel tired when it comes to his tasks and responsibilities or beyond in the workplace. Such individual involves both his brainy and brawny energy in ensuring attainments are actualized by management of the organisation. Nitch (2017) stated the majority of employees who are not energetic do not work more than 8 hours a day. They clock in and they clock out. They complain about Mondays and live for the weekend. An energetic employee loves to work and strives to make everyone in the workplace better. Such employee demands more from themselves than anyone else could ever expect from them. This employee can often be described as "all working" or focused solely on the task. They will probably talk extensively on the state of the company and how they are doing in relation to their objectives. However, since they are so preoccupied with their tasks and outcomes, this individual may fail to establish stronger personal connections with others. Described another way, this employee is more task-oriented versus people-focused (Nicole, 2014). A highly energetic employee can get work or people's attention with humorous dispositions to spark interest and make a point about the task or business. Such employee shares ideas and concepts that are memorable and beneficial to customers, colleagues and other employees, all to enhance the organisation's operations and performance effectively and efficiently (Rains, 2011).

Similarly, an organisation's energetic employees are intense, eager and appreciative about work. They are highly communicative and focused on results, addictive to excellence, as they pass good judgment of people and situations impartially. An energetic employee is willing, and able to innovate. His teams realize success frequently, providing a foundation for more and more innovation. He does not seek or embrace failure even though his jobs fail (Rains, 2011). All of his intellectual, emotional and physical efforts are not tied to the success of his tasks and responsibilities and the organization's general performance. He is always fixated with reserve energy, always available to tackle more task and responsibility.

Love for the Job: A wide variety of powerful and uplifting emotional and mental states, including the most exalted virtue or good habit, the deepest interpersonal attachment, and the most basic pleasure, are all referred to be loving. As "the unselfish loyal and benevolent concern for the good of another," love is considered to be both positive and negative, with its virtue representing human kindness, compassion, and affection, and its vice representing human moral flaw, similar to vanity, selfishness, amour-propre, and egotism, as potentially leading people into a type of mania, obsessiveness, or codependency (Ryang, 2006). However, our focus here is love as a domicile in employees' affective work passion. In light of the above love refers to employees putting strong confidence in their work. It cuts across their calmness, openness, and acceptance of what the work is demanded of. Employees who love their job work on their inabilities related to the work, thus are geared to putting more efforts to enhancing their job performance. They are solely dedicated to personal development to enable them effectively carry out their tasks and responsibilities.

Employees who love their work are reported to have higher levels of satisfaction and teamwork. They showed up to work more often (Bremer, 2018). An organisation where employees love their work tends to have an endearing culture where employees freely express their affection, tenderness, caring and compassion for one another and are more satisfied with their jobs, committed to the organisation, and accountable for their performance. Love has a strong influence on workplace outcomes. The more love co-workers feel at work, the more engaged they are. It may not be surprising that those who perceive greater affection and caring from their colleagues perform better. In the workplace as employees are passionate about their work they love to spend time working in their areas of strength, which makes them more engaged and have higher performance ratings in their productivity levels. They go to work every day. They become more proficient through constant learning of more ideas and skills due to the love for the work, thus promoting organisational success and self-satisfaction.

Method

This study adopted explanatory survey research design. The population of this study consisted of 78 employees from 7 telecommunication service distribution firms in Port Harcourt, Rivers State Nigeria. These telecommunication service distribution firms include: Assotel, 90/92 Aba Road, Port Harcourt; Biolinks Network, No 8, Ede Street, Ogbunabali, Port Harcourt; Global Access SMS, No 18 Shell location GRA Phase 3, Port Harcourt; MainOne, 93C Rivoc Road, Trans Amadi Layout, GRA Phase 2 Port Harcourt; Multidigital Nigeria Limited, No 20 Mbonu Street, D-Line Port Harcourt; Smile Communications, No 8 Old Aba Road, Port Harcourt; Metrodigital Limited, No 12 Ordu Street, Rumuola Stadium Link Road, GRA, Phase IV, Port Harcourt. The sample size was 66. This was obtained using the Krejcie and Morgan Sample Size Determination Table 1970. Bowley's formula (1960) was adopted in the number of questionnaires distributed in each institution. Data were collected through primary (questionnaire). Two organisational behavioural experts validated the instrument. The reliability coefficient of the instrument of 0.82 was elicited using Cronbach alpha. Spearman Ranking (r) was used for the test of hypotheses. Out of 66 questionnaires administered, the researchers retrieved 59 copies. A bivariate analysis (test of hypothesis) was done using SPSS Version 25 at 0.05 significance level.

Results

Bivariate Analysis

H₀₁: There is no significant relationship between organisational trust and employee happiness in telecommunication service distribution firms in Port Harcourt.

Table 1: Relationship between Organisational Trust and Employee Happiness

| | | Organisational Trust | Employee Happiness |
|----------------------|-------------------------|----------------------|--------------------|
| Organisational Trust | Correlation Coefficient | 1 | .578** |
| | Sig. (2-tailed) | | .000 |
| | N | 59 | 59 |
| Employee Happiness | Correlation Coefficient | .578** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 59 | 59 |

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

Source: Survey Data, 2023.

Table 1 above shows r value of 0.578 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating to organisational trust and employee happiness. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H₀₁) which states that there is no significant relationship between organisational trust and employee happiness in telecommunication service distribution firms in Port Harcourt is rejected and the alternate hypothesis accepted. This implies a

significant relationship between organisational trust and employee happiness in telecommunication service distribution firms in Port Harcourt.

Ho₂: There is no significant relationship between organisational trust and employee engagement in telecommunication service distribution firms in Port Harcourt.

Table 2: Relationship between Organisational Trust and Employee being Energetic on their job

| | | Organisational Trust | Employee being Energetic on their Job |
|---------------------------------------|-------------------------|----------------------|---------------------------------------|
| Organisational Trust | Correlation Coefficient | 1 | .722** |
| | Sig. (2-tailed) | | .000 |
| | N | 59 | 59 |
| Employee being Energetic on their Job | Correlation Coefficient | .722** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 59 | 59 |

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

Source: Survey Data, 2023.

Table 2 above shows r value of 0.722 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating organisational trust and employee being energetic on their job. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that there is no significant relationship between organisational trust and employee being energetic on their job in telecommunication service distribution firms in Port Harcourt is rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between organisational trust and employee being energetic on their job in telecommunication service distribution firms in Port Harcourt.

Ho₃: There is no significant relationship between organisational trust and employee love for their job of telecommunication service distribution firms in Port Harcourt.

Table 3: Relationship between Organisational Trust and Employee Love for their Job

| | | Organisational Trust | Employee Love for their Job |
|-------------------------------|-------------------------|----------------------|-----------------------------|
| Organisational Trust | Correlation Coefficient | 1 | .446** |
| | Sig. (2-tailed) | | .000 |
| | N | 59 | 59 |
| Employee Love for their Job = | Correlation Coefficient | .446** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 59 | 59 |

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

Source: Survey Data, 2023.

Table 3 above shows r value of 0.446 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating organisational trust and employee love for their job. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₃) which states that there is no significant relationship between organisational trust and employee love for their job in telecommunication service distribution firms in Port Harcourt is rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between organisational trust and employee love for their job in telecommunication service distribution firms in Port Harcourt.

Discussion of Findings

The test of hypotheses revealed that there is a significant relationship between organisational trust and employee affective work passion (happiness, energetic on their job and love for their job) of telecommunication service distribution firms in Port Harcourt. These imply that when an employee is contented with their manager's actions, they likely will be happy with their work, energetic on their activities and love for their job to enhance the attainment of the firms' predetermined goals and objectives. According to Dennis (2018), trust makes people feel eager to be part of a relationship or group, with a shared purpose and a willingness to depend on each other. It is important to note that when employees do not trust their management, they tend to be unhappy and unenergetic in the course of carrying out their jobs. They also tend to dislike the job and the organisation which sometimes permeate the ir exiting the organisations for trusted-imbibed ones. Among others, mistrust in the workplace emanates from issues such as management

incompetence, opacity, unreliability and crookedness. When these are apparent in the workplace, employee's employment contract are truncated which in turn cause them to be unhappy about working for the firm.

Nevertheless, when employees confide in the organisation they work for as a result of the presence of trust, they are more inclined to be happy, energetic and love their job. In recent times many companies were forced to adapt their strategy while going entirely remote due to the nascent corona virus that ravages firms' operations. Amid such change and uncertainty, most employees have less confidence in their company's strategy now than they did before the pandemic (Jacob, 2021; Will, 2021). This is more crystal clear when management lack trust or are not trusted by their employees in carrying out the mandate of the firm. That notwithstanding, employees who trust their managers are more likely to be happy, energetic and love their jobs as they outperform those who do not, thereby enhancing organisational performance. When organisational trust is present within an organisation, levels of affective work passion tend to be higher among employees.

Therefore, to be effective, management must earn the trust of its employees to ensure their affective work passion. Indeed, any successful relationship between the manager (leader) and follower relies on a level of trust that must be earned. Yet even trust that is earned can be quickly lost and cannot be quickly regained. If employees of an organisation lose trust in management, it takes a great deal of work to restore it. Employees are not quick to reinvest in a relationship where trust has been broken. Therefore, trust must be held sacrosanct if employees are to happily, energetically and lovely work for the organisation, effectively and efficiently.

Conclusions

Based on the analysis of data and discussion of findings, the study concluded that there is a significant relationship between organisational trust and employee affective work passion of telecommunication service distribution firms in Port Harcourt.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

1. Management of telecommunication service distribution firms in Port Harcourt should improve their trust elements so as to make their employees happy as they execute their tasks and responsibilities.
2. Decisions made by management of telecommunication service distribution firms in Port Harcourt should be employee friendly to boost their energy for the execution of tasks assigned to them.
3. Management of telecommunication service distribution firms in Port Harcourt should never make a promise it cannot fulfill so as to increase employees' love for their jobs.

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