

ENHANCING EMPLOYEES’ WORK PASSION THROUGH WORKPLACE
RELATIONSHIP MANAGEMENT STRATEGIES IN THE NIGERIAN
BANKING INDUSTRY

Nwibere, Barinedum Michael
University of Port Harcourt
Email: barrysaro@yahoo.com

Needorn, Richard Sorle
University of Port Harcourt, Nigeria
Email: richard.needorn@uniport.edu.ng; richardsorleneedorn@gmail.com

ABSTRACT	KEYWORDS
<p>The research investigated the relationship between workplace relationship management strategies (WRMS) and employees’ work passion (EWP) within the Nigerian banking industry. A sample of 160 managers and supervisors from 20 randomly selected banks in the Niger Delta Region of Nigeria was utilized. A quasi-experimental research design was used, and data were collected through a cross-sectional survey using questionnaire. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS) Version 25, utilizing structural equation modeling (SEM) via the AMOS package. The results reveal a positive and significant correlation between workplace relationship management strategies (WRMS) and employees’ work passion (EWP) in the Nigerian banking industry. Specifically, the findings illustrate a robust positive and significant correlation between trust, a dimension of workplace relationship management strategies, and the metrics of employees' work passion (namely, harmonious passion and obsessive passion). Similarly, the research identifies a strong positive and significant correlation between shared values and goals, another dimension of workplace relationship management, and the metrics of employees' work passion (harmonious passion and obsessive passion). Consequently, the study concludes that trust and shared values and goals significantly bolster employees’ harmonious passion and obsessive passion, respectively, within Nigerian deposit money banks. The theoretical and managerial implications of these findings were also discussed.</p>	<p>Deposit Money Banks, Employees Work Passion, Harmonious Passion, Nigeria. Obsessive Passion, Shared Values and Goals, Structural Equation Modelling, Trust, Workplace Relationship Management Strategies.</p>

Introduction

Employees play a critical role in an organisation. Achieving optimal performance without the help or intervention of the employee will not be possible in any organisation. Employees in an organisation are the essential resources that influence the organisation's well-being. This is so because an organisation's functioning and resources revolve around its employees. Most organisations have acknowledged that

their achievements are not solely dependent on the sophistication level of their equipment, automation, or computerisation but rather on the employees who possess embedded tacit knowledge. To survive and succeed in today's highly competitive business environment, employees must display a high passion for their work, given that it enhances the fortune of the entire organisation. In alignment with the above assertion, Vallerand and Houlihan (2003) maintained that work passion is an individual's emotion and persistent state of desire based on cognitive and affective emotion on work appraisals. Eketu (2019) argued that work passion is an unflinching emotional interest geared towards a staff job, which results from unqualified job satisfaction but is triggered by a fertile work climate. Pati (2012) opined that work passion is the manifestation of an individual's purpose and its connection with the purpose of the firm, arising from an implicit connection with self-consciousness. The manifestation of employee work passion exudes lots of benefits to the organisation, including but not limited to commitment, citizenship behaviour, profit and growth, and reduced labour turnover rate. Given the various contributions of employees' work passion to the organisation, many empirical works have been advanced theorising, postulating and suggesting different approaches and models in their different scholarships on how best to enhance employees' work passion in today's organisations. These postulations and suggestions are from various disciplinary backgrounds, contexts and factors. Some of those means and ways, as postulated, are coordination (Filley & Aldag, 1980), work team (Sundaram, 2022), leadership and leadership style (Yulk, 2006; Northouse, 2010), better remuneration (Ismail, 2020; Hidayat et al., 2020), organisational justice (Okpu & Basuo, 2019) Human Resources Practices, Leadership Style and Shared Value (Rahman and Taniya (2017) Recognition (Amoatema and Kyeremeh (2016)

On the other hand, workplace relationship management refers to the communication management between the enterprise and the staff; this kind of communication adopts flexibility, encouraging a non-compulsory means to improve employees' satisfaction and support the enterprise in realising the goal. Workplace relationship management runs through every aspect of human resource management, which begins from the first day of employing the staff (Yongcai, 2010). It includes all the matters between employees to employees and employees to managers that arise every day between these associations (Bajaj et al., 2013). Positive workplace relationships can influence outputs, such as satisfaction, individual and team performance improvements, work addiction or passion, and the ability to connect better and participate within a team. Workplace relationship management plays an essential role in team development. (Obeng et al., 2021; Pollack et al. 2020; Ho & Astakhova, 2020; Ho et al., 2021; Ahadiat and Dacko-Pikiewicz, 2020; Salas-Vallina et al.2022).

The plethora of the different extant literatures examined so far shows that the direction of interest of the scholars was basically from the human relation and organisational behaviour perspective and, thus, their prescription as it relates to the subject matter. While we contest that these suggested measures and models for employees' work passion are static, restrictive, and only situated within the context of human resource management and organisation behaviour, we are inclined to establish here that the experiential knowledge shows that those prescriptions are not all-encompassing and thus, does not appeal to contemporary organisational measures and thinking with generalistic characteristic. Against this backdrop, this study examines whether employees' work passion can be enhanced using workplace relationship management strategies.

A review of the different postulations and prescriptions on the extant literature on the subject matter shows that one of the least discussed regarding employees' work passion is from the perspective of

workplace relationship management strategies. The closest attempt was the works of Okpu and Basuo (2019), Rahman and Taniya (2017), Ume and Agha (2020), Amoatema and Kyeremeh (2016), where the issues raised the investigation of organisational justice and its effect on employee work passion; employees' relationship management components such as Human Resources Practices, Leadership Styles and Shared Goals /Values; employee relationship management (ERM) as a correlate of employees commitment; and employee recognition and work passion respectively. Based on the observed gap in the literature, this study attempts a different perspective and, thus, approaches it from the standpoint of workplace relationship management strategies. This work is therefore structured to examine how to enhance employees' work passion through workplace relationship management strategies in the Nigerian banking industry.

Conceptual Framework

The conceptual framework guiding this study is presented in the figure below.

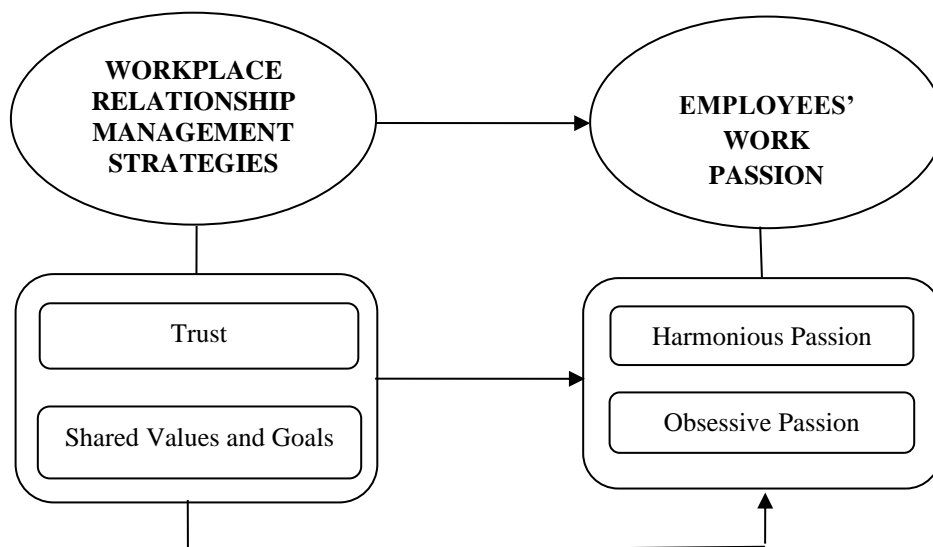


Fig. 1.1: Conceptual framework showing the hypothesised Correlation between Workplace Relationship Management Strategies and Employees' Work Passion

Source: Conceptualized by the Researchers

The dimensions of workplace relationship management strategies are adapted from Al-Khozondar (2015), while the employees' work passion measures were adapted from Vallerand et al. (2003). This investigation was meticulously devised and executed to ascertain empirical proof regarding how workplace relationship management can facilitate the augmentation of employees' work passion within the commercial banking subsector in Nigeria.

2.0 REVIEW OF RELATED LITERATURE

WORKPLACE RELATIONSHIP MANAGEMENT STRATEGIES

Workplace relationship management strategies, often synonymous with employee relationship management, are critical in contemporary organisational dynamics. Defined as how firms engage with their employees, it encompasses strategies, programs, and technology to foster productive and secure

workplace environments (Rahman & Taniya, 2017; Lagergren & Anderson, 2013). This concept emphasises the importance of maintaining commitment, morale, and trust between employers and employees to achieve organisational objectives (Bajaj et al., 2013). Moreover, it highlights the significance of effective organisational communication in building employee confidence, loyalty, and trust, thereby harnessing the full potential of organisational talent (Pareek & Rai, 2012).

Employees' relationship management is regarded as a specific domain within human resource management, focusing on regulating interactions between the company and its staff and among employees themselves (Yongcai, 2010; Jing, 2013). This dynamic process involves adopting various controlling methods and practices to facilitate organisational goal attainment (Oluchi, 2013). Furthermore, it enables knowledge workers to exchange intellectual properties to benefit the corporation, enhancing overall productivity (Rahman & Taniya, 2017). Organisations can optimise their relationship with employees by personalising interactions and fostering cooperation, thereby driving performance and innovation (Pareek & Rai, 2012).

Healthy employee relations are fundamental to organisational success, promoting efficiency, productivity, and employee commitment (Bajaj, 2013). Organisations that prioritise creating a conducive work environment, encouraging participation in decision-making, and resolving conflicts effectively are more likely to cultivate a motivated and dedicated workforce (Ume & Agha, 2020). Workplace relationship management encompasses diverse activities to foster friendly, cooperative relationships between management and employees, ultimately contributing to a cohesive work environment conducive to goal achievement (Bajaj, 2013). By understanding and addressing employee needs and concerns, organisations can harness the collective potential of their workforce, driving sustainable growth and success.

Trust

As Paleszkiewicz (2010) posited, trust constitutes a foundational element in successful relationships, fostering cohesion and facilitating favourable outcomes in collaborative endeavours, and this also applies to the workplace. It is essential for healthy, reciprocal relationships. Understanding the importance of trust in the workplace and how to build, sustain or maintain it is crucial for creating a thriving and cohesive workplace culture. It creates a sense of psychological safety, enabling individuals to feel comfortable and secure in expressing their ideas, opinions, and concerns; plays a significant role in fostering effective communication and collaboration, enabling team members to be more inclined to share information, collaborate, and support one another; facilitates the establishment of strong working relationships, enabling individuals to rely on and depend on their colleagues, which leads to increased efficiency and productivity (www.michaelpage.com.au).

Trust can be built and repaired through intentional efforts, consistent actions and behaviours, and effective strategies. Building trust in the workplace requires demonstrating reliability, honesty, respect, competence, consistency, feedback and reputation, empowering staff through meaningful participation, following through on commitments with actions, and encouraging open, authentic, and transparent communication (www.michaelpage.com.au). An essential component of trust and your team's success is a feeling of psychological safety. Suppose employees feel they will be thrown under the bus, or you will humiliate their personality, deflate their pride, and assault their dignity in front of their peers; in that case, they will be less likely to trust you as a leader — and might even lie to avoid getting caught

out in the future. Follow the principles of praising publicly and correcting privately (www.michaelpage.com.au).

Yilmaz and Kabadayi (2000) define trust as the belief in another party's altruism, willingness to take risks, and reliability to a significant extent. It encompasses expectations regarding the behaviour of individuals, groups, or institutions resulting from interactions with them (Paleszkiewicz, 2010). Within organisational contexts, trust is pivotal in influencing performance, effectiveness, and efficiency (Dirks & Ferrin, 2002). This multifaceted concept is often delineated into integrity and reliability, which foster confidence and trust in interpersonal relationships (Herington et al., 2009).

Effective organisational functioning hinges on trust, which is essential for knowledge transfer, collaboration and other attendant benefits (Tzafrir et al., 2003; Boon & Holmes, 1991). Trust operates on two organisational levels: trust in individuals and the organisation itself (Blomqvist et al., 2003). Individual trust is vested in specific trustees, while organisational trust extends to the institution, often represented by its agents (Mistral, 1996). This trust is rooted in perceptions of risk and uncertainty, with trust being the willingness to take risks based on positive expectations of others' behaviour (Rousseau et al., 1998). It involves vulnerability, resource investment, and the expectation of mutual benefit (Tzafrir & Eitam-Meilik, 2005; Morgan & Hunt, 1994).

Trust is instrumental in fostering value creation, enhancing information flow, and promoting organisational collaboration (McElroy, 2002; Connell et al., 2003). Its multidimensionality encompasses interpersonal and impersonal dimensions (Vanhala et al., 2011). Organisations must cultivate an environment conducive to trust development, underpinning teamwork, productivity, and employee commitment (Park & Popescu, 2014). Formal and informal control measures, such as reward systems and organisational transparency, are crucial in managing employee trust perceptions (Merchant & Van der Stede, 2007). Trust is earned and reciprocal, requiring managers to demonstrate respect and fairness to earn trust from their subordinates (Tzafrir, 2005). It is founded on organisational trustworthiness, encompassing factors such as benevolence, competence, and integrity (Mayer et al., 1995). Ultimately, trust fosters positive organisational and individual outcomes, contributing to mental well-being, accessibility, psychological safety or a sense of security (Malhotra & Murnighan, 2002).

Shared Objectives and Values

The notion of shared objectives signifies the alignment between employees and management within organisations toward overarching goals pivotal for organisational success. This alignment fosters a comprehensive understanding of how tasks interrelate across organisational units and ensures that employee efforts align with the organisation's strategic trajectory (Pulakos & O'Leary, 2011). Alignment on common goals enables employees to channel their energies toward achieving organisational objectives. In business contexts, goals represent values cherished by the firm, and alignment between employee and firm values fosters a mutual sharing of significant aspects (Herington et al., 2009).

Kantabutra and Avery (2009) emphasise that shared goals reflect the interconnectedness between employees and management toward critical endeavours. Such alignment empowers employees to focus on achieving specific goals, necessitating interdependence and collaboration among employees. The alignment of goals positively influences employee performance and organisational outcomes (Chinomona & Sandada, 2013).

EMPLOYEES' WORK PASSION

Vallerand and his colleagues suggested the dualistic model of passion for work, identifying two types of passion: harmonious passion and obsessive passion (Vallerand, et al. 2003; Vallerand & Houliort, 2003; Philippe et al., 2010).

Harmonious passion denotes a fervent engagement with activity under one's control, stemming from autonomous internalisation within one's identity, according to self-determination theory (Deci & Ryan, 2000) (Vallerand et al., 2003). This form of passion signifies an intrinsic affinity toward an activity that aligns with one's identity, distinct from other interesting yet less significant pursuits (Vallerand, 2008). Conversely, obsessive passion denotes an overpowering compulsion toward certain activities, leading to conflicts and frustrations due to addiction (Vallerand, 2008).

Harmonious passion finds application in describing employees' work passion within organisational settings (Zigarmi, et al. 2009; Ho, Wong, and Lee, 2011; Astakhova, 2015). Unlike engagement, which primarily reflects organisational commitment, work passion encompasses affective, cognitive, and behavioural dimensions, fostering a profound sense of work identity and employee satisfaction (Zigarmi et al., 2011). Employees characterised by work passion exhibit a deep appreciation and enjoyment of their work, viewing it as integral to their identity (Ho et al., 2011).

Birkeland and Buch (2015) underscore the distinction between passion and engagement, asserting that passion reflects a stable relationship with one's work, irrespective of presence in the organisation. This distinction aligns with self-determination theory, emphasising autonomy and self-identity in work-related satisfaction (Birkeland & Buch, 2015). Zigarmi et al. (2009) identify key factors facilitating work passion among employees, including meaningful work, autonomy, collaboration, fairness, recognition, career growth, connectedness to colleagues, and connectedness to leaders (Nimon et al., 2011). These factors foster a conducive work environment that maximises employee passion and organisational success.

Harmonious Passion

Harmonious Passion is evident when work and its outcomes align with the inherent values and objectives of the individual (Vallerand & Houliort, 2019). This alignment allows for the voluntary selection of activities without external pressures. Employees do not feel obligated to fulfil their duties; instead, work evokes a sense of identity and enjoyment. Harmonious passion for work yields various consequences, such as positive intentions concerning the work environment. Consequently, individuals with higher levels of harmonious passion for work are more inclined to express their intentions to remain within the organisation, speak positively about their work to others, and willingly adhere to organisational regulations (Zigarmi et al., 2012; Zigarmi et al., 2015). Increased energy and task dedication lead to more favourable attitudes and behaviours toward the organisation.

The concept of harmonious passion arises from the "autonomous internalisation of the activity into the person's identity" (Vallerand et al., 2003). It represents an intrinsic motivational force in harmony with other aspects of an individual's identity and daily life. Consequently, Harmonious passion fosters positive affect during task engagement, enabling individuals to engage in tasks more flexibly and experience task engagement more fully, leading to enhanced concentration and the experience of flow (Vallerand et al., 2003). Flow refers to a state of concentration, control, and autotelic experience associated with positive emotions and low levels of psychological issues, particularly within the context of Harmonious passion (Lavigne et al., 2012).

Individuals experiencing harmonious passion exhibit heightened attentiveness and absorption, characterised by intense concentration and immersion in activities (Vallerand, 2015). Research indicates that harmonious passion is negatively associated with disengagement, the opposite of absorption (Caudroit et al., 2010). Moreover, work engagement, a positive psychological and affective state characterised by vigour, dedication, and absorption, is positively influenced by Harmonious passion (Macey & Schneider, 2008). Engaged employees invest their time and effort in their work due to their enjoyment and intrinsic motivation rather than being driven by work obsession (Shimazu & Schaufeli, 2008). Additionally, the assurance of resource availability and necessary support fosters a sense of Harmonious passion toward tasks (Vallerand, 2015). Forest et al. (2012) found that consciously utilising one's signature strengths in work leads to increased Harmonious passion and psychological well-being.

In line with the Broaden-and-Build Theory (Frederickson, 2001), positive emotional states broaden attention and resource utilisation (Frederickson & Branigan, 2005). Passion intensifies emotional experiences, with individuals valuing their passion experiencing heightened emotional intensity, leading to increased emotional expression. Research suggests that harmonious passion facilitates positive emotions and protects against negative emotions, while obsessive passion positively predicts negative emotions, amplifying their impact (Philippe et al., 2010).

Harmonious passion within an occupational context is associated with perceiving one's work as a calling, characterised by a sense of purpose or meaningfulness aligned with organizational values (Dik & Duffy, 2009). Those perceiving their work as a calling demonstrate high attachment and commitment to their organisation and can foster harmonious passion, leading to increased work engagement (Dalla Rosa, Vianello, and Anselmi, 2019). Organisational support and appreciation positively predict harmonious passion in employees.

Obsessive passion

In contrast, obsessive passion arises from the non-integration of work and its outcomes into an individual's identity, conflicting with pre-existing goals and values (Vallerand & Houliort, 2019). Obsessive work fixation results from a controlled internalisation of one's identity, creating internal pressure to engage in work (Vallerand et al., 2003). Passion controls the individual, thwarting the need for autonomy and endangering the need for relatedness by overwhelming other aspects of life.

Individuals following their calling may sacrifice resources such as time, income, and psychological well-being for their passion (Bunderson & Thompson, 2009). This form of passion, called obsessive passion, results from a controlled internalisation of the passionate activity within one's identity, intertwining work identity with self-esteem and self-worth (Vallerand et al., 2003). Obsessive passion limits access to adaptive self-processes, hindering flexibility and openness to life experiences (Hodgins & Knee, 2002). Obsessive passion tends to dominate one's identity, shielding the passion from other activities and impeding learning from failures (Marsh et al., 2013).

Obsessive passion leads to high levels of engagement beyond individual control, resulting in pursuing activities despite negative consequences (Pollack et al., 2020). Organisational constructs such as over-commitment and workaholism are associated with obsessive passion (Lavigne et al., 2012). Obsessive passion is linked to cognitive symptoms, anxiety, and negative emotions during work engagement (Vallerand et al., 2003). Obsessive passion may facilitate adaptive cognitive processes of lesser quality than those induced by Harmonious passion, rooted in ego investment (Hodgins and Knee, 2002). The

activity serves a compensatory function as the sole source of satisfaction, leading to obsessive passion (Stenseng et al., 2011).

EMPIRICAL REVIEW

The research evidence suggests that when employees place confidence in the senior executives, their performance, organizational dedication, effectiveness and efficiency, trust, and organizational sense of belonging are also enhanced (Aryee, Budhwar, and Chen, 2002). Saragih (2011) contends for its favorable impact on employees and subsequently on firm performance, as it increases contentment, self-assurance, and alleviates job pressure. Others argue that job independence contributes to heightened commitment (Sisodia and Das, 2013), employee involvement, and fosters greater trust in senior management (Lu, Brockner, Vardi, and Weitz, 2017). Job autonomy, according to Hackman and Oldham (1976) involves employees exercising their authority, power, and decision-making within their own control.

Frederickson (2002) maintains that positive emotions lead to optimal functioning in the workplace, both in the immediate and long term. Consequently, experiencing positive emotions, akin to passion, results in optimal employee work performance, boosting productivity and employee well-being across all organisational settings. This is because work passion is among the most potent positive emotions that invigorate employees in the workplace and is deemed crucial for managers to inspire others. Work passion is crucial, as lacking it, employees cannot sustain the vigor needed to achieve organizational effectiveness, and managers struggle to motivate and inspire others (Boyatzis, McKee, and Goleman, 2002). When an organization boasts of passionate employees, they exert effort and exhibit a willingness to go above and beyond their usual call of duty to attain success in their roles, thereby augmenting organizational success and effectiveness.

Drawing from the existing literature concerning the gauges and facets of the criterion and predictor variables constituting the focal point of this inquiry, the subsequent hypotheses were formulated to steer the analysis in the statistical examination and to present it comprehensively for ample validation, inference, and extrapolation:

H01: There is no significant relationship between trust and harmonious passion in the deposit money banks in Nigeria.

H02: There is no significant relationship between trust and obsessive passion in the deposit money banks in Nigeria.

H03: There is no significant relationship between shared values and goals and harmonious passion in the deposit money banks in Nigeria.

H04: There is no significant relationship between shared values and goals and obsessive passion in the deposit money banks in Nigeria.

3.0 RESEARCH METHODS

This study employed a quasi-experimental research design and a cross-sectional survey for data gathering. A total of twenty (20) banks constituted the target population for this study. These banks were chosen for the study using judgmental sampling based on convenience and accessibility, encompassing both traditional and modern banks. Hence, judgmental sampling was selected due to its

convenience and accessibility. Respondents were randomly chosen from the management staff pool, employing the simple random sampling technique in this regard.

Table 1: Distribution of Bank Managers and Supervisors

	Bank Name	Number of Branches	Number of managers and supervisors
1	Access Bank of Nigeria Plc.	13	10
2	Citibank Nigeria Ltd	10	6
3	Diamond Bank Plc.	12	9
4	Ecobank of Nigeria Plc.	10	8
5	Fidelity Bank Plc.	13	10
6	First Bank of Nigeria Plc.	14	11
7	First City Monument Bank Plc	7	8
8	Guaranty Trust Bank of Nigeria Plc.	13	7
9	Heritage Bank Plc.	11	8
10	Jaiz Bank Plc	5	6
11	Sky Bank Plc	6	6
12	Polaris Bank Plc.	8	6
13	Stanbic-IBTC Bank Plc.	6	8
14	Standard Chartered Bank Nig Ltd	5	5
15	Sterling Bank Plc.	7	8
16	United Bank for Africa	8	10
17	Unity Bank Plc.	7	9
18	Union Bank of Nigeria Plc.	6	8
19	Wema Bank Plc.	7	7
20	Zenith Bank of Nigeria Plc.	8	10
	Total	176	160

Source:*Researcher's Field Survey, 2024.*

Table I above illustrates the number of branches of the deposit money banks alongside the number of managers and supervisors who served as respondents for this investigation. The study operates at the organizational level of analysis; thus, all inquiries and investigations are directed towards the management staff. The selection of banks was predicated on the extent of market influence they held for their diverse array of products and services.

In this study, the independent variable is workplace relationship management (WRM), with its dimensions utilised being trust and shared objectives and goals (Al-Khozondar, 2015). Conversely, the dependent variable is employees' work passion (EWP), with the measures employed being harmonious passion and obsessive passion (Vallerand et al., 2003).

Data analysis for this study was conducted employing Structural Equation Modeling (SEM) due to the study's nature and the hypotheses' configuration. The validation and significance testing criteria were set at a 95% confidence level. Descriptive statistics were computed using the mean and standard deviation and utilised to encapsulate the characteristics of the variables under investigation via Statistical Package for Social Sciences (SPSS) software version 25. Inferential Statistics were examined employing Structural Equation Modeling (SEM). Structural Equation Modeling (SEM) encompasses both measurement and structural models. The measurement model is grounded on the common factor model (Thurstone, 1935; 1947; Thurstone & Thurstone, 1941). For several reasons, SEM was selected as the primary statistical method to evaluate the hypothetical model. Firstly, Likert-type scales or ordinal data with extensive sample sizes tend to exhibit a distribution approximating normality (Hoyle, 2012). Altman and Bland (1995) and Bland and Altman(1995) demonstrated that if samples comprise numerous observations, researchers may disregard the nature of the data and utilise a tool such as SEM. Secondly, the study encompasses simultaneous analyses of multiple interactions (Sarkar, Echambadi, and Harrison, 2001) among the dimensions of workplace relationship management and the measures of employees' work passion. Gefen, Straub, and Boudreau (2000) assert that SEM empowers researchers to address a series of interconnected research inquiries in a single, systematic, and comprehensive analysis by simultaneously modelling the relationships among multiple independent and dependent constructs.

Additionally, the Analysis of Moment Structure (AMOS) was employed in this study. AMOS is a prominent specialised SEM software program (Byrne, 2001; 2010; 2012). AMOS software was utilised due to its user-friendly graphical interface, clear model representation, and other advantages, including extensive bootstrapping capabilities (Tabachnick & Fidell, 2007; Bagozzi & Yi, 2012)

Table 2: Reliability of Research Instrument

VARIABLES	DIMENSIONS/MEASURES	STATEMENT ITEMS	ALPHA COEFFICIENT
Independent:	Trust	4	0.77
Workplace Relationship Management	Shared Value and Goal	4	0.83
Dependent:	Harmonious Passion	4	0.89
Employees' Work Passion	Obsessive Passion	4	0.76

Source: SPSS Output (2024)

As depicted in Table 3 above, the alpha coefficient for the independent variable or autonomous factor in this study (workplace relationship administration) and its aspects (trust and shared values and goals, respectively), along with the alpha coefficients of the dependent variable or reliant factor (employees' work passion) and its assessments (harmonious passion and obsessive passion, respectively), varies

from 0.78 to 0.89. This suggests that the elements employed to quantify the variables in this examination and, by extension, the survey tool, demonstrate high reliability.

4.0 RESEARCH RESULTS

Table 4.1: Number Questionnaire Distributed and Number Used

Questionnaire	No of Copies Distributed	Percentage (%)
Number that were correctly filled and used	117	73.13
Number that were wrongly filled and voided	23	14.38
Number that were not returned	20	12.5
Total	160	100

Source: Research Data, 2023

As shown in Table 4.1 above, a clear analysis has been done of the number of copies of the questionnaire that were distributed, the number correctly filled, the number wrongly filled, the number void, and the number not returned.

Measurement Model

Table 4.2: Measurement Model Analysis of Trust

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Trust	(2df) =4.49, p>0.000	0.98	0.95	0.98	0.62	TR1	0.64	0.32
						TR2	0.71	0.24
						TR3	0.79	0.22
						TR4	0.85	0.30

Source: Amos 24.0 output on research data, 2023

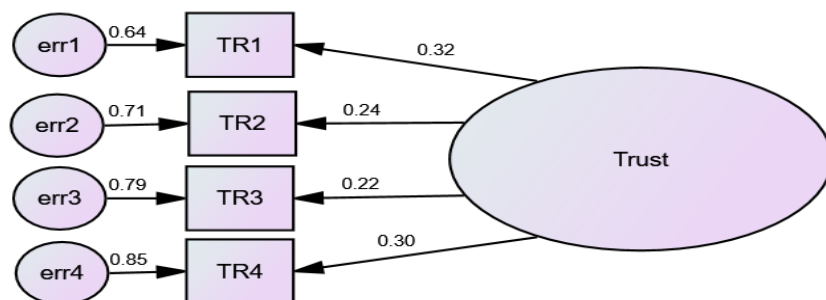


Fig. 4.1: Measurement Model of Trust

Table 4.3: Measurement Model Analysis of Shared Values and Goals

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Shared Values and Goals	(35df) =242, p>0.000	1.0	0.59	1.0	0.14	SVG1	0.55	0.21
						SVG2	0.61	0.31
						SVG3	0.69	0.26
						SVG4	0.78	0.36

Source: Amos 24.0 output on research data, 2023

Fig. 4.2: Measurement Model of Shared Values and Goals

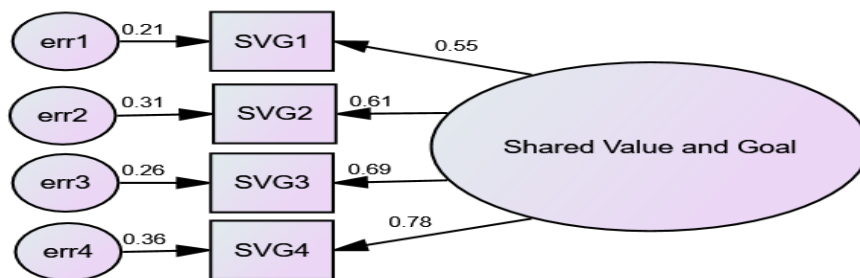


Table 4.4: Measurement Model Analysis of Harmonious Passion

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Harmonious Passion	(33df) =231, p>0.000	0.80	0.72	0.82	0.15	HP 1	0.63	0.42
						HP 2	0.84	0.36
						HP 3	0.92	0.23
						HP 4	0.75	0.48

Source: Amos 24.0 output on research data, 2023

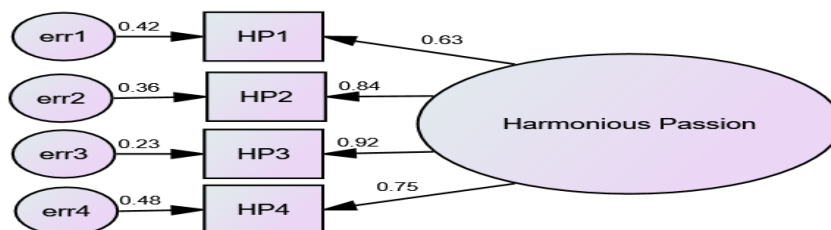


Fig. 4.3: Measurement Model of Harmonious Passion

Table 4.5: Measurement Model Analysis of Obsessive Passion

Model	Chi-Square (df), Significance	NFI	TLI	CFI	RMSEA	Variable	Standardized Factor Loading Estimates	Error VAR
Obsessive Passion	(33df) =231, p>0.000	0.80	0.72	0.82	0.15	OP1	0.92	0.38
						OP2	0.77	0.41
						OP3	0.88	0.53
						OP4	0.86	0.22

Source: Amos 24.0 output on research data, 2023

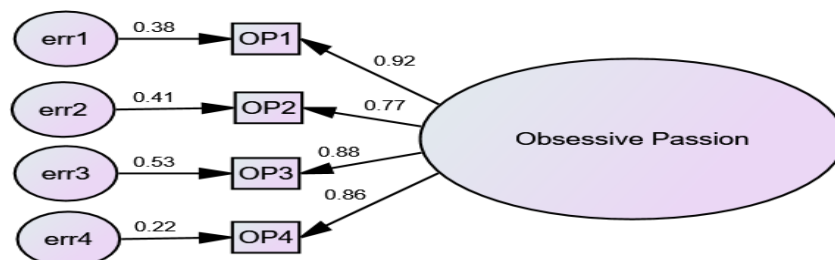


Fig. 4.4: Measurement Model of Obsessive Passion

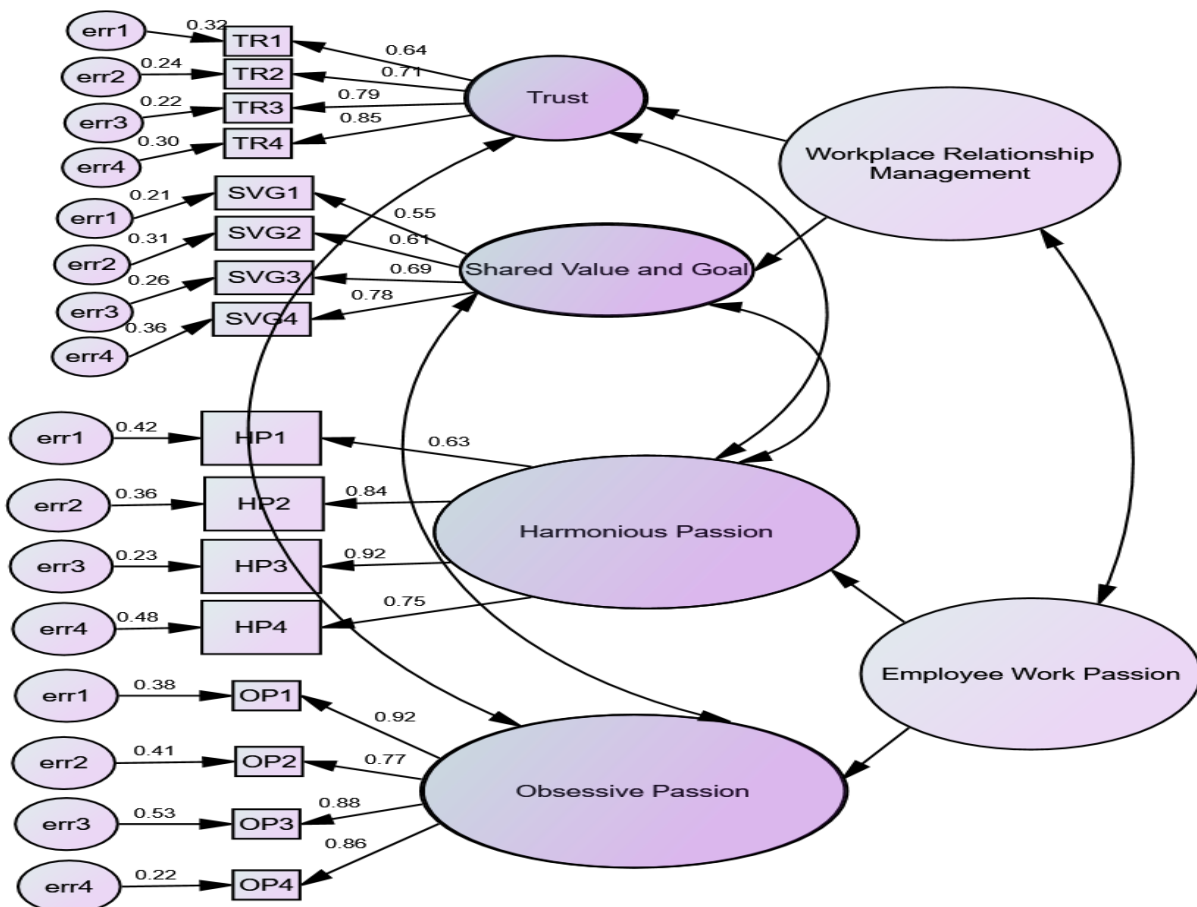


Fig. 4.5: Structural Equation Model (SEM)

Hypotheses Testing

Table 4.6: Summary Result of standardized and unstandardized regression estimate of the model.

S/N	Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
1.	X → Y (Hypothesis 1)	Trust and Harmonious Passion	0.46	0.88	0.12	2.33	0.000	Not Supported
2.	X → Y (Hypothesis 2)	Shared Value and Goal and Harmonious Passion	0.54	0.81	0.33	3.22	0.000	Not Supported
3.	X → Y (Hypothesis 3)	Trust and Obsessive Passion	0.57	0.85	0.14	4.16	0.000	Not Supported
4.	X → Y (Hypothesis 4)	Shared Value and Goal and Obsessive Passion	0.64	0.82	0.19	3.27	0.000	Not Supported

Source: Amos 24.0 Output on Research Data, 2023

Hypothesis One

H₀₁: *There is no significant relationship between trust and harmonious passion in the Deposit Money Banks in Nigeria.*

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X → Y (Hypothesis 1)	Trust and Harmonious Passion	0.46	0.88	0.12	2.33	0.000	Not Supported

The initial hypothesis (H₀₁) explored the connection between trust and harmonious passion in the Deposit Money Banks in Nigeria. As illustrated in Table 8 above, the outcome of the data examination unveiled that $\beta=0.46$, $r=0.88$, and $p = 0.000$. Adhering to the decision criteria, which stipulates acceptance of the null hypothesis if $\beta<0.3$, $r<0.7$, and $p > 0.05$; or rejection of the null hypothesis if $\beta>0.3$, $r>0.7$, and $p < 0.05$, we thus repudiate the null hypothesis and validate the alternative form. This outcome underscores a remarkably robust and statistically significant positive correlation between trust and harmonious passion in the Deposit Money Banks in Nigeria. ($\beta=0.46 > 0.3$, $r = 0.88 > 0.7$, and $p = 0.000 < 0.05$). Consequently, H₀₁ is not upheld. Predicated on this discovery, the research concludes that trust profoundly and significantly enhances harmonious passion in the Deposit Money Banks in Nigeria.

Hypothesis Two

H₀₂: *No significant association exists between Shared Values and Goals and Harmonious Passion in the Deposit Money Banks in Nigeria.*

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X → Y (Hypothesis 2)	Shared Values and Goals and Harmonious Passion	0.54	0.81	0.33	3.22	0.000	Not Supported

The subsequent hypothesis (H₀₂) ascertained the linkage between Shared Values and Goals and Harmonious Passion in deposit money banks. As delineated in Table 8 above, the outcome of data scrutiny unveiled that $\beta=0.54$, $r=0.81$, and $p = 0.000$. Consistent with the decision criteria, which dictates acceptance of the null hypothesis if $\beta<0.3$, $r<0.7$, and $p > 0.05$; or repudiation of the null hypothesis if $\beta>0.3$, $r>0.7$, and $p < 0.05$, we therefore discard the null hypothesis and validate the alternative form. This outcome highlights an exceedingly robust and statistically significant affirmative correlation between Shared Values and Goals and Harmonious Passion in the deposit money banks ($\beta=0.54 > 0.3$, $r=0.81 > 0.7$, and $p = 0.000 < 0.05$). Consequently, H₀₂ is not upheld. Predicated on this finding, we deduce that Shared Values and Goals profoundly and significantly bolster Harmonious Passion in Nigerian deposit money banks.

Hypothesis Three

H₀₃: *No noteworthy correlation exists between trust and obsessive passion in the Deposit Money Banks in Nigeria.*

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X → Y (Hypothesis 3)	Trust and Obsessive Passion	0.57	0.85	0.14	4.16	0.000	Not Supported

The third hypothesis (H₀₃) scrutinised the relationship between trust and obsessive passion in the deposit money banks. As depicted in Table 8 above, the outcome of the data examination unveiled that $\beta=0.57$, $r=0.85$, and $p = 0.000$. Guided by the decision criteria, which stipulates acceptance of the null hypothesis if $\beta<0.3$, $r<0.7$, and $p > 0.05$ or rejection of the null hypothesis if $\beta>0.3$, $r>0.7$, and $p < 0.05$, we consequently discard the null hypothesis and validate the alternate form. This outcome indicates a highly robust and statistically significant affirmative correlation between trust and obsessive passion in deposit money banks. ($\beta=0.57>0.3$, $r=0.85 > 0.7$, and $p = 0.000 < 0.05$). Consequently, H₀₃ is not corroborated. Based on this finding, we infer that trust significantly influences obsessive passion in the deposit money banks in Nigeria.

Hypothesis Four

H₀₄: *No significant relationship exists between shared values and goals and obsessive passion in the Deposit Money Banks in Nigeria.*

Mediation Stage	Relationship	Std. Beta	Actual Beta	S.E.	C.R.	P	Remark
X → Y (Hypothesis 4)	Shared Value and Goal and Obsessive Passion	0.64	0.82	0.19	3.27	0.000	Not Supported

The fourth hypothesis (H_{04}) explored the link between shared values and goals, and obsessive passion in the Nigerian banking industry. As illustrated in Table 8 above, the outcome of data scrutiny unveiled that $\beta=0.64$, $r=0.82$, and $p = 0.000$. Directed by the decision criteria, which specify acceptance of the null hypothesis if $\beta<0.3$, $r<0.7$, and $p > 0.05$ or rejection of the null hypothesis if $\beta>0.3$, $r>0.7$, and $p < 0.05$, we thus repudiate the null hypothesis and affirm the alternate form. This finding indicates a highly robust and statistically significant affirmative correlation between shared values and goals and obsessive passion in the Nigerian banking industry ($\beta=0.64 > 0.3$, $r=0.82 > 0.7$, and $p = 0.000 < 0.05$). H_{04} is not substantiated. Based on this result, we deduce that shared values and goals play a highly significant role in fostering obsessive passion in deposit money banks in Nigeria.

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Employees must build interpersonal relationships with supervisors, coworkers, and other acquaintances in the working environment. This formation of employee relationships will definitely impact work-related attitudes and behaviours. The management and organisational behaviour literature has identified various factors that can drive employees to be passionate or enthusiastic about work, also known as work passion. This study investigates the assumption that employees' work passion could be an outcome or a product of workplace relationship management. The data analysis reveals a robust, positive, and significant correlation between trust and harmonious passion in these Nigerian deposit money banks. This underscores the pivotal role of trust in bolstering harmonious passion in the Nigerian banking industry. This phenomenon aligns with the argument presented by Mistzal (1996), asserting that individual trust is vested in a person rather than their position, while organisational trust often rests in representatives such as salespersons or managers (Zaheer, McEvily, and Perronne, 1998; Mistzal, 1996).

Similarly, the data analysis demonstrates a positive and significant correlation between shared values and objectives and harmonious passion in these Nigerian deposit money banks. This finding emphasises the influential role of shared values and goals in fostering harmonious passion in the Nigerian banking industry. The significance of this finding is underscored by the notion that shared goals enable employees to channel their efforts towards organisational objectives, reflecting mutual value between employees and the firm. Strong employee collaboration triggers their harmonious passion for work and may lead to productive and effective job performance.

Furthermore, the data analysis indicates a substantial positive correlation between trust and obsessive passion in these Nigerian deposit money banks. This highlights the pivotal role of trust in enhancing obsessive passion in the Nigerian banking industry. Blomqvist, Hurmelinna, and Seppänen (2003) corroborate this observation, suggesting that trust operates at individual and organisational levels.

Additionally, the data analysis demonstrates a positive and significant correlation between shared values and goals and obsessive passion in Nigerian deposit money banks. This underscores the influential role of shared values and objectives in fostering obsessive passion in these banks. This notion

is consistent with the perspective of Kantabutra and Avery (2009), who view shared goals as reflections of the alignment between employees and management towards significant endeavours.

Based on the findings and conclusion above, the following recommendations are proposed to enhance workplace relationship management and employees' work passion in the Nigerian banking industry:

- i. Managers in the Nigerian banking sector should prioritise building trust among their employees to bolster harmonious passion. This will require demonstrating reliability, honesty, respect, competence, consistency, feedback and reputation, empowering staff through meaningful participation, following through on commitments with actions, and consistently encouraging open, authentic, and transparent communication at all organisational levels.
- ii. Managers in the Nigerian banking industry should also ensure that employees internalise the organisation's values and goals to enhance their work passion, which should encompass both harmonious and obsessive passions.
- iii. Managers should assess and distinguish between harmonious and obsessive passion among their employees. Similarly, they should recognise the probability that candidates professing an obsession with their jobs may not always be the top performers. Instead, individuals demonstrating passion for their work while also maintaining a balance in other aspects of life (i.e., harmonious passion) may be more effective performers.

REFERENCES

1. Ahadiat, A., & Dacko-Pikiewicz, Z. (2020). Effects of Ethical Leadership and Employee Commitment On Employees' work Passion. *Polish Journal of Management Studies*, 21(2), 24-35. pcz.pl
2. Al-khozondar, N. (2015). Employee relationship management and its effect on employees' performance at telecommunication and banking sectors, 4 (Doctoral of Manager-Employee Relationship on Improving Thesis Submitted to The Islamic University- Gaza, Deanship of Graduates Studies, Faculty of Commerce).
3. Altman, D. & Bland, J. (1995). Absence of Evidence Is Not Evidence of Absence. *BMJ*. PP. 311. 485. DOI: 10.1136/bmj.311.7003.485.
4. Amoatema, A. S., & Kyeremeh, D. D. (2016). Making employee recognition a tool for achieving improved performance: Implication for Ghanaian Universities. *Journal of Education and Practice* 7(34), 46-52.
5. Aryee, S., Budhwar, P. S., and Chen, Z. X. (2002). Trust as a mediator of the relationship between organisational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23(3), 267–85.
6. Astakhova, M. N. (2015). The curvilinear relationship between work passion and organisational citizenship behaviour. *Journal of Business Ethics*, 130(15), 361-374.
7. Bagozzi, P. R., & Yi, Y. (2012). Specification, Evaluation, and Interpretation of Structural Equation Models. *Academy of Marketing Science*, 40, 8-34. <http://dx.doi.org/10.1007/s11747-011-0278-x>
8. Bajaj, R. (2013). Suggestions to implement human relations and its determinants in public sectors. *American Journal of Engineering Research*, 02(12), 91-97.

9. Bajaj, R., Sinha, S., & Tiwari, V. (2013). Crucial factors of human resource management for good employee relations: A case study. *International Journal of Mining, Metallurgy & Mechanical Engineering*, 1(2), 90-92.
10. Bijlsma, K. M., & Van De Bunt, G. G. (2003). Antecedents of trust in managers: A “bottom-up” approach. *Personnel Review*, 32(5), 638-664.
11. Birkeland, K. I., and Buch, R. (2015). The dualistic model of passion for work: Discriminate and predictive validity with work engagement and workaholism. *Motivation and Emotion*, 39(3), 392–408.
12. Bland J M, Altman D G. (1995) Statistics notes: Calculating correlation coefficients with repeated observations: Part 1—correlation within subjects. *BMJ*. PP. 310-446. Doi:10.1136/bmj.310.6977.446
13. Blomqvist, K., Hurmelinna, P., & Seppänen, R., (2003). Balancing trust and contracting in asymmetric R&D collaboration. *R&D Management Conference*, England.
14. Boon, S. and Holmes, J. (1991) The Dynamics of Interpersonal Trust: Resolving Uncertainty in the Face of Risk. In: Hinde, R. and Gorebel, J., Eds., *Cooperation and Prosocial Behaviour*, Cambridge University Press, Cambridge, 190-211.
15. Boyatzis, R., McKee, A., & Goleman, D. (2002). Reawakening your passion for work. *Harvard Business Review*, 1-12.
16. Bunderson, J. S., and Thompson, J. A. (2009). The call of the wild: zookeepers, callings, and the double-edged sword of deeply meaningful work. *Adm. Sci. Q.* 54, 32–57. doi: 10.2189/asqu.2009.54.1.32
17. Byrne, B. M. (2001). *Structural equation modeling with AMOS: Basic concepts, applications and programming*. Mahwah, NJ: Erlbaum.
18. Byrne, B. M. (2010). *Structural Equation Modeling with Amos: Basic Concepts, Applications, and Programming* (2nd ed.). New York: Taylor and Francis Group.
19. Byrne, B. M. (2012). *Structural Equation Modeling with Mplus: Basic Concepts, Applications, and Programming*. New York, NY: Routledge.
20. Caudroit, J.; Y. Stephan; B. W. Brewer; and C. L. Scanff (2010). Contextual and Individual Predictors of Psychological Disengagement From Sport During a Competitive Event. *Journal of Applied Social Psychology*, Vol. 40, Issue 8. PP. 1999-2018. <https://doi.org/10.1111/j.1559-1816.2010.00648>.
21. Chinomona, R., & Sandada, M. (2013). Shared goal, communication and absence of damaging conflicts as antecedents of employee relationship strength at institutions of higher learning in South Africa. *Mediterranean Journal of Social Sciences*, 4(3), 137-145.
22. Connell, J., Ferres, N., & Travaglione, T., (2003). Engendering trust in manager: Subordinate relationships: Predictors and outcomes. *Personnel Review*, 32(5), 569-587. <https://doi.org/10.1108/00483480310488342>
23. Cronbach, L. J. (1951). Coefficient Alpha and The Internal Structure of Tests. *Psychometrika*, 16, 297–334
24. Dalla Rosa, A., Vianello, M., and Anselmi, P. (2019). Longitudinal predictors of the development of a calling: new evidence for the a posteriori hypothesis. *J. Vocat. Behav.* 114, 44–56. doi: 10.1016/j.jvb.2019.02.007

25. Deci, E. L., and Ryan R. M. (2000). That “what” and “why” of goal pursuits: Human need and self-determination of behavior. *Psychological Inquiry*, 11(2), 227-268.
26. Dik, B. J., & Duffy, R. D. (2009). Calling and vocation at work: Definitions and prospects for research and practice. *The Counseling Psychologist*, 37(3), 424-450. Doi:10.1177/0011000008316430
27. Dirks, K., & Ferrin, D. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628.
28. Eketu C. A. (2019). Organizational climate and employee engagement in banks in Rivers State, Nigeria. *International Journal of Advanced Academic Research: Sciences, Technology and Technology*, 5(3), 57-84.
29. Filley, A.C. & Aldag, Ramon. (1990). Organizational Growth and Types: Lessons from Small Institutions. In B.M.; Staw, L.[and L. Cummings (eds). *Research in Organizational Behavior*, Vol. 2. JSI Press. PP. 279-320.
30. Frederickson, B. L. (2002). Positive emotions. In Snyder, C. R., and Lopez, S. J. (Eds.), *Handbook of positive psychology*, (pp. 120-134). Oxford University Press.
31. Fredrickson, B. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *Am. Psychol.* 56, 218–226. doi: 10.1037/0003-066X.56.3.218
32. Fredrickson, B. L., and Branigan, C. (2005). Positive emotions broaden the scope of attention and thought-action repertoires. *Cognit. Emot.* 19, 313–332. doi: 10.1080/02699930441000238
33. Gefen, D., Straub, D., & Boudreau, M. C. (2000). Structural Equation Modeling Technique and regression: Guidelines for Research Practices. *Communications for AIS*, 7, 1-78.
34. Hackman, J.R. and G. R. Oldham, (1976) Motivation through the design of work: test of a theory, *Organizational Behavior and Human Performance*, Volume 16, Issue 2. PP. 250-279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7).
<https://www.sciencedirect.com/science/article/pii/0030507376900167>
35. Herington, C., Johnson, L., and Scott, D. (2009). Firm–employee relationship strength—A conceptual model. *Journal of Business Research*, 62(11), 1096–1107.
36. Hidayah, N., Dewi, A., & Listiowati, E. (2020). Remuneration as a strategy to improve service quality, cost-effectiveness, and organizational performance of private hospitals. *Enfermería Clínica*, Vol. 30.PP. 179–182.
37. Ho, V. T. & Astakhova, M. N. (2020). The passion bug: How and when do leaders inspire work passion?. *Journal of Organizational Behavior*. richmond.edu
38. Ho, V. T., Garg, S., & Rogelberg, S. G. (2021). Passion contagion at work: Investigating formal and informal social influences on work passion. *Journal of Vocational Behavior*.
39. Ho, V. T., Wong, S., and Lee, C. H. (2011). A tale of passion: Linking job passion and cognitive engagement to employee work performance. *Journal of Management Studies*, 48(1). PP. 26-47.
40. Hoyle, R. H. (2012). *Handbook of structural equation modeling*. Guilford Press.
41. Jing, Z. (2013). Research on employee relationship management of SMEs in China, (pp. 1-7). Fifth international conference.
42. Kantabutra, S., & Avery, G. (2009). Shared vision in customer and staff satisfaction: Relationships and their consequences. *The Journal of Applied Business Research*, 25(4), 9-22.

43. Khoshnaw, S., Alavi, H. (2020). Examining the interrelation between job autonomy and job performance: A critical literature review. *Multidisciplinary Aspects of Production Engineering*, 3(1), 606-616.
44. Lagergren, N., and Andersson, V. (2013). Becoming the CFO's best friend by gaining a deeper customer understanding. (A Master Thesis).
45. Lavigne, G. L., Forest, J., & Crevier-Braud, L. (2012). Passion at work and burnout: A two-study test of the mediating role of flow experiences. *European Journal of Work and Organizational Psychology*, 21(4), 518–546. <https://doi.org/10.1080/1359432X.2011.578390>
46. Lu, J. G., Brockner, J., Vardi, Y., and Weitz, E. (2017). The dark side of experiencing job autonomy: Unethical behaviour. *Journal of Experimental Social Psychology*, 73(-), 222-234.
47. Macey, W.H. and Schneider, B. (2008) The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1, 3-30. <http://dx.doi.org/10.1111/j.1754-9434.2007.0002>
48. Malhotra, D., and Murnighan, J. K. (2002). The effects of contracts on interpersonal trust. *Administrative Science Quarterly*, 47(3), 534–559.
49. Mayer, R.C., Davis, J.H. and Schoorman, F.D. (1995) An Integrative Model of Organizational Trust. *Academy of Management Review*, 20, 709-734. <https://doi.org/10.5465/amr.1995.9508080335>
50. McElroy, M. W. (2002). Social innovation capital. *Journal of Intellectual Capital*, 3(1), 30-39.
51. Merchant, K., A., and Van der Stede, W., A. (2007). *Management Control Systems*, (2nd ed.). Prentice Hall, Pearson Education Limited.
52. Misztal, B.A. (1996) *Trust in Modern Societies. The Search for the Bases of Social Order*. Polity Press, Cambridge.
53. Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38.
54. Nimon, K., Zigarmi, D., Houson, D., Witt, D., & Diehl, J. (2011). The work cognition inventory: initial evidence of construct validity, *Human Resource Development Quarterly*, 22(1), 7-35.
55. Northouse, P. G. (2010). *Leadership, Theory and Practice* (5th ed.). Thousand Oaks, CA: Sage.
56. Obeng, A. F., Zhu, Y., Azinga, S. A., & Quansah, P. E. (2021). Organizational climate and job performance: Investigating the mediating role of harmonious work passion and the moderating role of leader–member exchange and Sage Open. sagepub.com
57. Okpu, T. O., & Basuo, B. K. (2019). Organizational justice and employee work passion in Nigerian universities. *European Journal of Business and Management*, 11(14), 2222-2839.
58. Oluchi, O. (2013). Co-operation between employee and management to increase productivity: A case study of mobil producing Nigeria unlimited. *International Business Management*, 6(1), 24-31.
59. Pareek, V., & Rai, A. K. (2012). Building relationship with employees: An employee relationship management Model. *Journal of the Management Training Institute*, 39(4), 32-37.
60. Park, A., and Popescu, L. (2014). E-leadership for project managers: virtual leadership and trust-building for perceived project success. (A Master Thesis within Business Administration, Jonkoping University).
61. Pati, S. P. (2012). Development of a measure of employee engagement. *The Indian Journal of Industrial Relations*, 48, 94-104.

62. Philippe, F. L., Vallerand, R. J., & Lavigne, G. L. (2010). Passion does make a difference in people's lives: A look at well-being in passionate and non-passionate individuals. *Applied Psychology: Health and Well-Being*, 1(11), 3–22.
63. Pollack, J. M., Ho, V. T., O'Boyle, E. H., & Kirkman, B. L. (2020). Passion at work: A meta-analysis of individual work outcomes. *Journal of Organizational Behavior*, 41(4), 311–331. richmond.edu
64. Pulakos, E., & O'leary, R. (2011). Why Is Performance Management Broken? *Relations Today*, 30(2), 51–64.
65. Rahman, M. S., & Taniya, R. K. (2017). Effect of employee relationship management (ERM) on employee performance: A study on private commercial banks in Bangladesh. *Human Resource Management Research*, 7(2), 90–96.
66. Rousseau, D. M., Sitkin, S. B., Burt, R. S., and Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23(3), 393–404.
67. Salas-Vallina, A., Rofcanin, Y., & Las Heras, M. (2022). Building resilience and performance in turbulent times: The influence of shared leadership and passion at work across levels. *BRQ Business Research Quarterly*, 25(1), 8–27. sagepub.com
68. Saragih, S. (2011). The effects of job autonomy on work outcomes: Self efficacy as an intervening variable. *International Research Journal of Business Studies*, 4(3), 203–215.
69. Sarkar, Mb & Echambadi, Raj & Harrison, Jeffrey. (2001). Alliance Entrepreneurship and Firm Market Performance. *Strategic Management Journal*. 22. 701 - 711. 10.1002/smj.179.
70. Shimazu, A.; W.B. Schaufeli; S. Kosugi; A. Suzuki; H. Nashiwa; A. Kato; M. Sakamoto; H. Irimajiri; S. Amano; K. Hirohata and R. Goto (2008). Work Engagement in Japan: Validation of the Japanese Version of the Utrecht Work Engagement Scale. *Applied Psychology: An International Review*, Vol. 57, No. 3. PP. 510–523. Doi: 10.1111/j.1464-0597.2008.00333.x
71. Sisodia, S., and Das, I. (2013). Effect of job autonomy upon organizational commitment of employees at different hierarchical level. *Psychological Thought*, 6(2), 241–251.
72. Stenseng, F., Rise, J., & Kraft, P. (2011). The dark side of leisure: obsessive passion and its Covariates and Outcomes. *Leisure Studies*, Vol. 30, No.1. PP. 49–62. DOI: 10.1080/01490400.2012.633849.
73. Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th ed.). New York: Allyn and Bacon.
74. The Relationship between Trust and Performance. www.michaelpage.com.au
75. Thurstone, L. L. (1935). *The vectors of mind*. Chicago: University of Chicago Press.
76. Thurstone, L. L. (1947). *Multiple factor analysis*. Chicago: University of Chicago Press.
77. Thurstone, L. L., & Thurstone, T. G. (1941). Factorial studies of intelligence. *Psychometric Monographs*, No. 2. Document URL: <http://search.proquest.com/docview/615105769?accountid=14521>
78. Tzafrir, S. S. (2005). The relationship between trust, HRM practices and firm performance. *International Journal of Human Resource Management*, 16(9), 1600–1622.
79. Tzafrir, S. S., and Eitam-Meilik, M. (2005). The impact of downsizing on trust and employee practices in high tech firms: a longitudinal analysis. *Journal of High Technology Management Research*, 16(2), 193–207.

80. Tzafrir, S. S., Harel, G. H., Baruch, Y., & Dolan, S. L. (2003). The consequences of emerging HRM practices for employees' trust in their managers. *Emerald Group Publishing Limited*, 33(6), 628-647.
81. Ume, E. C., & Agha, N. (2020). Employee relationship management as a correlate of employee commitment in primary health care sector. *IOSR Journal of Business and Management (IOSR-JBM)*, 22(4), 25-34.
82. Vallerand, R. J. & Houliort, N. (2003). Passion at work: Toward a new conceptualisation. In S. W. Gilliland, D. D. Steiner, & D. P. Skarlicki (Eds.), *Emerging perspectives on values in organisations*, 175–204. Greenwich, CT: Information Age Publishing.
83. Vallerand, R. J. & Houliort, N. (2019). On Passion for Work: A Brief History and an Introduction. In book: *Passion for Work*, New York: Oxford. PP. 3-14. 10.1093/oso/9780190648626.003.0001.
84. Vallerand, R. J. (2008). On the psychology of passion: In search of what makes people's lives more worth living. *Canadian Psychology*, 49(2), 1-13.
85. Vallerand, R. J., Blanchard, C., Mageau, G. A., Koestner, R., Ratelle, C., Léonard, M., & Marsolais, J. (2003). Les passions de l'âme: On obsessive and harmonious passion. *Journal of Personality and Social Psychology*, 85(12), 756-767.
86. Vallerand, R. J., Houliort, N., & Bourdeau, S. (2019). Passion for work: The dualistic model of passion—15 years later. In R. J. Vallerand & N. Houliort (Eds.), *Passion for work: Theory, research, and applications* (pp. 17–66). Oxford University Press. <https://doi.org/10.1093/oso/9780190648626.003.0002>
87. Vallerand, R. J., Mageau, G. A., Elliot, A. J., Dumais, A., Demers, M., and Rousseau, F. (2008). Passion and performance attainment in sport. *Psychology of Sport and Exercise*, 9(4), 373–392.
88. Vallerand, R. J., Paquet, Y., Philippe, F. L., & Charest, J. (2010). On the role of passion for work in burnout: A process model. *Journal of Personality*, 78(5), 289-312.
89. Vallerand, R.J. (2015) The Psychology of Passion: A Dualistic Model. *Series in Positive Psychology*. <https://doi.org/10.1093/acprof:oso/9780199777600.001.0001>
90. Vanhala, M., Puumalainen, K. and Blomqvist, K. (2011). Impersonal Trust: The Development of the Construct and the Scale. *Personnel Review* 40(4), 485-513.
91. Yongcai, Y. (2010). Employee relationship management of small and medium-sized enterprises. *International Conference on E-Business and E-Government*. IEEE.
92. Yukl, G. (2006). *Leadership in Organizations* (6th ed.). Upper Saddle River, NJ: Pearson Education.
93. Zaheer, A., McEvily, B. and Perrone, V. (1998) Does Trust Matter? Exploring the Effects of Inter-firm and Interpersonal Trust on Performance. *Journal of Organization Science*, Vol, 9, No. 2. PP. 41-158. <http://dx.doi.org/10.1287/orsc.9.2.141>
94. Zigarmi, D. k, Nimon, K. Houson, D., Witt, D., & Diehl, J. (2009). Beyond engagement: toward a framework and operational definition of employee work passion. *Human Development Review*, 8(3), 300-326.
95. Zigarmi, D., and Nimon, K. (2011). A cognitive approach to work intention: the stuff that employee work passion is made of. *Advances in Developing Human Resources*, 13(4), 447-461.
96. Zigarmi, D., Nimon, K., Houson, D., Witt, D., & Diehl, J. (2011). A preliminary field test of an employee work passion model. *Human Resource Development Quarterly*, 22(2), 195-221.

97. Zigarmi, D., Nimon, K., Houson, D., Witt, D., & Diehl, J. (2012). The work intention inventory: Initial evidence of construct validity. *Journal of Business Administration Research*, 1, 24–42. Doi:10.5430/jbar.v1n1p24
98. Zigarmi, D.; T. P. Roberts; and W. A. Randolph, (2015) Employees' Perceived Use of Leader Power and Implications for Affect and Work Intentions. *Human Resource Development Quarterly*, Vol. 26, No. 4. PP. 359-384. <https://doi.org/10.1002/hrdq.21216>