



Work Environment and Employee Work Passion of Electricity Distribution Companies in South-South Nigeria

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Abstract: The study conducts a survey study of the influence of work environment on employee work passion. Work environment was directly related to harmonious and obsessive passion, which are the measures of employee work passion. A sample size of 318 was drawn from a population comprises 1562 employees of the electricity distribution companies in south-south, Nigeria. The Yamane (1968) formula was used in determining the sample size. The simple random sampling technique, was used. Both primary and secondary sources of data was used for this research study. The primary data for this study was collected through a structured questionnaire. The bivariate analysis that is geared towards examining the relationship between quality of work life and employee work passion was analysed using Partial Least Square – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4. The findings reveal a significant relationship between work environment and the measures of employees work passion. The study concludes that a significant relationship exists between work environment and employee work passion. The study recommends enhancing good work environmental for a passionate workforce.

Keywords: Work Environment, Employee Work Passion, Harmonious Work Passion, Obsessive Work Passion.

1.0 Introduction

Generally, in the present day highly dynamic business environment, organization needs passionate employees who are highly committed and dedicated in carrying out their task in order to achieve the desired goals of the organization. Employees who are passionate about their job roles are needed because they can help drive and sustain superior performance in the organization (Forest, Mageau, Crevier-Braud, Bergeron, Dubreuil, & Lavign, 2012). According to Ho, Wang and Lee (2018), the effective attainment of organizational goals is driven by passion.

Passion enhances the cognitive ability of employees to channel their relevant skill sets towards achieving given tasks without much error (Guthrie, 2010). Employee work passion can be seen as an unflinching emotional interest that is directed towards the job, which result from unqualified job satisfaction and triggered by a fertile work climate (Eketu, 2019). Furthermore, Stoia (2018) posited that workers passion in the organization is a key indicator for any successful organization because of its potential benefit in enhancing employees work attitude and in improving positive organizational outcomes.

The operational efficiency of the electricity distribution company can be enhanced when the employees are passionate about their job. Employee Passion is a positive emotional state of an employee's mind that is gained because of the employee's perceptions of worthwhile work, self-sufficiency, effective collaboration, career growth, fairness, job recognition, loyalty, and connectedness to the leader and co-worker (Breevaart, Bakker, Demerouti & Hetland, 2019). It is worthy to note that organization operates in a highly turbulent environment which possess varied level of threat to the sustainability of the organization.

However, despite the turbulence in the business environment, employees who are passionate about their job are always seeing for ways to ensure that the fortune of the organization is not jeopardized. When there is a harmonious relationship with one's work atmosphere, then work becomes fun. In such a favourable environment, employees get gratification and feel like performing at their best. Passionate employees are self-motivated and willing to go the extra mile to accomplish organizational tasks (Baum & Locke, 2017).

Several studies have been carried out to investigate how employee work passion could be improved using different construct in their studies. Spehar, Forest & Stenseng (2016) investigated the role of belongingness in enhancing employee passion. The study highlighted the importance of harmonious passion for work and the role of belongingness for overall work satisfaction. Salessi, Omar and Vaamonder (2017) revealed through their study that support from authorities (e.g., supervisors, managers, etc.) not only promotes the development of harmonious passion, but also helps maintain it over time. But there is also dearth of empirical work on work environment and employee work passion. This study seeks to bridge these observed gaps by proffering an evidence on how work environment relates with employee work passion electricity distribution companies in South-South, Nigeria.

Statement of the Problems

It has been observed that many employees in the electricity distribution company display low level of passion in their job and many exit the organization just few months after employment (Ozigi, 2022). The problem of low passion of employees has negatively affected the workplace and this has had a lot of negative effect on the fortune and success of the organization. Furthermore, the low level of employee work passion increases the employee deviant behaviour which can be harmful to the organizational health. The huge cost incurred in training and developing of employees in the electricity distribution company become a waste when the employee exits the organization because of low passion.

Ozigi (2022) posited that the problem of employee displaying low work passion in the electricity distribution company has become more worrisome because many of the employees give little or no concern about the security of the company's property as a result of low passion towards their work. The author further contended that this problem of low passion has affected the zeal of the workers which has negatively affected the financial fortune of the establishment. The inhuman treatment of workers in both public and private sectors in terms of poor conditions of work, low pay, delayed in payment, long hours of work without compensation, and general work insecurity existing in Nigeria companies is condemnable and has contributed to the low passion of employees in organization (Stoia, 2018).

Some of the challenges that has befallen organization as a result of low passion include, lukewarm attitude, complacency, truancy, avoidable industrial actions, unhealthy workforce and ultimately low productivity. It is indeed a problem that seriously begs for solution. Considering the impact of work environment in enhancing organizational fortune, it is believed that if the electricity distribution company take the issue of work environment seriously, such could help address the issue of performance. Although attention to work passion is increasing, not much has been done on the electricity distribution company. It is on this premises that this study examines how work environment, can help address the problem of passion of electricity distribution company in South-South, Nigeria.

Aim and Objectives of the Study

The aim of the study is to examine the relationship between work environment and employee work passion. The specific objectives of the study are to;

- I. Examine the relationship between work environment and harmonious passion of electricity distribution companies in South-South, Nigeria.
- II. Investigate the relationship between work environment and obsessive passion of electricity distribution companies in South-South, Nigeria.

Research Question

The following research questions will serve as a guide in this study in order to achieve the objectives of the study.

- I. What is the relationship between work environment and harmonious passion of electricity distribution companies in South-South, Nigeria?
- II. How does work environment relate with obsessive passion of electricity distribution companies in South-South, Nigeria?

Research Hypotheses

This following proposed hypotheses served as answer to the research questions;

- Ho₁:** There is no significant relationship between work environment and harmonious passion of electricity distribution companies in South-South, Nigeria.
- Ho₂:** There is no significant relationship between work environment and obsessive passion of electricity distribution companies in South-South, Nigeria.

2.0 Review of Related Literature

CONCEPTUAL FRAMEWORK

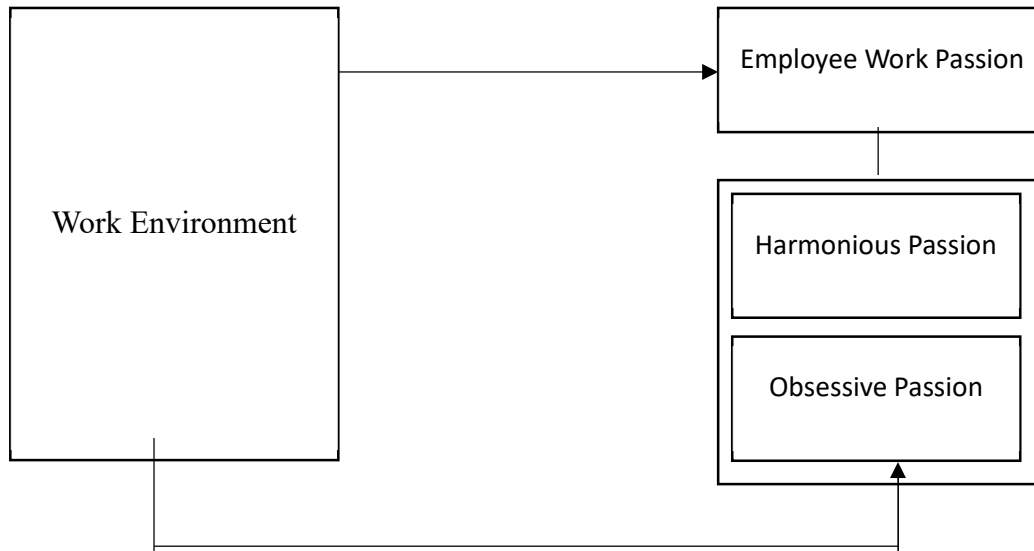


Fig 1: Conceptual framework of Work Environment and Employee Work Passion.

This study was founded on expectancy theory. Expectancy theory was propounded by Vroom's (1964). Four assumptions support the theory of expectation (Vroom, 1964). One hypothesis is that people join organizations in expecting their needs, motivations and experience. This has an impact on how people react to the organization. Secondly, a conscious decision results in an individual's behaviour. That means that people are free to choose the behaviours that their own expectation calculations suggest. Thirdly, people want things different from the company (e.g., good salary, job security, advancement, and challenge). A fourth hypothesis is that people choose between alternatives in order to optimize their results.

Expectation, instrumentation and valence are the three key elements of expectancy theory. A person is motivated to the extent that the effort is (a) acceptable (expectation), (b) rewarded for performance (instrumentality), and (c) the value of the rewards is highly positive (valence). The theory of expectations was used to explain organizational phenomena including work preference, satisfaction with employment, motivation and behaviour (Mitchell, 1982). According to the theory, the valence (i.e. total appeal) makes individual sees to be associated with behavioural outcomes; and expectation that his or her behaviour would lead to the intended outcomes (i.e. subjective estimation of the probability). Expectation was defined by Vroom as an assumption that a particular measure and valence will fulfil a desired result as an affective orientation towards a certain result. Vroom suggested that the first level results (e. g. performance) should be instrumental to achieving or avoid the second level results by using the concept of instrumentality (e.g. job satisfaction or dissatisfaction). Porter and Lawler (1973) developed this theory in a model which followed Vroom's ideas, stating there are two factors determining the effort people

put in their jobs, namely the value of the loyalty for individuals, as they fulfil the need for security, social esteem, autonomy and autonomy. The theory therefore affirms that the greater the value of a reward set and the more likely it will depend on the effort to receive each one of the rewards, the greater the effort made in a given situation. This study is relevant to this study because the theory of expectation also suggests that employees have a number of expectations and when the organization is able to meet those expectations, such could enhance the passion of the employees.

Work Environment

The main concern for managing an organization is the working environment. However, many businesses struggle to keep up with production in a steady upward trend because they do not recognize the value of the workplace. These organizations are viewed as having internal weaknesses (Aiken, et al., 2002). Since employees are a key component of a successful business, it is imperative to accommodate their needs and provide a safe working environment. A better work environment guarantees great results. Organizations must provide better working conditions for their staff members to keep them out of circumstances that reduce productivity. Additionally, it enables the workers to reach their maximum potential.

The workplace atmosphere is crucial to the success of the workforce. These days, employees may have a wide range of employment options, thus the work environment becomes a crucial component in whether they accept and/or keep their jobs. The office environment's quality may be the sole determinant of an employee's motivation, performance, and productivity. Employees' error rates, amount of invention and teamwork, absenteeism, and eventually length of employment are all influenced by how well they get along with the company.

The employee's immediate surroundings might have an impact on how he executes his job, and this is known as the work environment. According to Alex (1992), the workplace environment is both an internal and an external situation that can affect work ethic and lead to quickly completed tasks. A good working environment, according to Sedarmayanti (2003), is one in which people can perform their duties in a way that is optimal, secure, healthy, and comfortable. As a result, the workplace is frequently divided into poisonous and favorable environments (Akinyele, 2010; Chaddha, et al., 2011; Yusuf and Metiboba, 2012; Assaf and Alswalha, 2013).

Many academics have tried to conceptualize the workplace. Perhaps the locations, scenarios, conditions, and circumstances in which individuals operate might be used to define it in its most basic form. Briner (2000) further elaborates it as a very broad category that includes the physical environment (such as heat, equipment, etc.), aspects of the job itself (such as workload, task complexity), more general organizational features (such as culture, history), and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships). It implies that the term "work environment" refers to a combination of the relationships between employers and employees as well as the physical, social, and organizational settings in which people operate. According to Yusuf and Metiboba (2012), who cited Opperman (2002), the workplace environment is made up of three main sub-environments: the organizational environment, the human environment, and the technical environment. According

to them, the term "technical environment" refers to the workplace's physical or technical components, including tools, equipment, technological infrastructure, and others. Peers, people employees relate to, team and work groups, interpersonal problems, leadership, and management are all parts of the human environment. The network of formal and informal interactions between coworkers, teams, and boss-subordinate relationships that exist within the context of organizations can be regarded as the human environment. It is likely that such engagement, especially informal interaction, gives employees a way to share information and knowledge and to cross-pollinate ideas. Naturally, it has been demonstrated in earlier studies that employees' interpersonal relationships at work tend to affect their morale (Clement, 2000; Stanley, 2003).

According to Yusuf and Metiboba (2012), the organizational environment is the third category of work environment and consists of systems, procedures, practices, values, and philosophies that are controlled by management. The immediate task and national context from which an organization receives its inputs, processes them, and then delivers the outputs in the form of goods or services for the general public to consume are referred to as the organization's environment (Akintayo, 2012). The task and the national environment comprise elements like the power of the supplier, the importance of the client, the stakeholders, sociocultural elements, the state of the nation's economy, technology, laws, and management philosophies. All of these have a significant impact on how individuals think and behave about work.

There are two aspects to the workplace environment. The first is the workplace's physical condition, and the second is its social environment (Skalli, et al., 2008). Results have indicated that the worst case occurs in businesses that place little value on the workplace (Spector, 1997). Additionally, the working environment conforms with job security, employee safety, performance appreciation, stimulating amenities, and maintaining good communication between coworkers and managers. He explained that when employees feel valued by their employers, their attachment to the company grows stronger. Although other elements that contribute to a better workplace, such as salary rates, flexible work schedules, and employee participation in decision-making, are also important (Lane, 2010). Nowadays, if one of them is not attentive to the other, such as when the supervisor doesn't provide adequate feedback or employees don't share ideas, both employees and supervisors will find themselves in difficult positions (Arnetz, 1999). Additionally, a proactive management approach provides a better working environment than a reactive one. The ability of employees and managers to communicate effectively is crucial to the organization's success, and the efficient flow of information is essential to its day-to-day operations (Petterson, 1998).

According to Beiz (2001), the workplace environment includes the actual geographic locations as well as the near environs. Most frequently, it involves additional workplace elements like security, extra bonuses, and job benefits. According to Sims and Kroeck (1994), the organizational structure, decision-making, friendliness, risk, and openness of the workplace are all important factors. It can be assessed using a number of variables, including organizational structure (centralized vs. decentralized), decision-making processes, system openness, relationships between subordinates and supervisors, relationships among employees, compensation and reward structures, and others.

The type of workplace an organization has in place affects the caliber of personnel that will be drawn to it, how they will act, how well they will perform, and how long they will stay there. Sims and Kroeck's (1994) argument that a person chooses to work in an organization with a work climate that is well suited to his or her desires is in line with this idea. The establishment of a more appealing work environment, according to Podsakoff and McKenzie in Scotter (2000), can boost staff commitment and contextual performance. This is in line with Domney et al. in Sims and Kroeck (1994) that employee perception of the work environment will effect employee performance, indicating that the company's creation of a supportive work environment will be able to enhance employee performance. According to Thompson et al. (2003), there is a favorable correlation between employee performance and the work environment as indicated by the supervisor's concern for the welfare of the employees' families. The success of these businesses depends on the type of workplace environment in which people work (Chandrasekhar, 2011).

Employee Work Passion

Passion describes the inclination of a person towards an activity that the person likes, finds important, identifies with and spends a lot of time and energy with (Vallerand, Blanchard, Mageau, Koestner, Ratelle & Léonard, 2003). Passion helps to explain why individuals persist committed in effortful courses of action, such as intensive and persistent training (Vallerand, Salvy, Mageau, Elliot, Denis & Grouzet, 2007). Thus, for an activity to represent a passion for people, it has to be significant in their lives, something that they like, and something at which they spend time on a regular basis. Past research has indeed shown that activity valuation (Deci, Eghrari, Patrick, & Leone, 1994), time and energy expenditure (Emmons, 1999), and liking for the task (Csikszentmihalyi, Rathunde, & Whalen, 1993) are all associated with engagement in activities people are invested in.

Bobinski (2009) and others (David, 2012; O'Doherty, 2007; Tucker, 2014) argue that passion cannot be created in an individual if it does not already exist, which is why Collins (2001) insists that it is vitally important to get the right people on the bus, and in the right seats. O'Doherty (2007) claims that "you can't 'make' employees passionate about work – passions cannot be imposed externally". Likewise, Bobinski asserts that passion cannot be "manufactured," "demanded," bought," or "faked". The key, therefore, for both the individual and the organization is to *discover* passion, which presupposes that passion for something is a resident potential within everyone.

Harmonious Passion

Harmonious passion is thus hypothesized to result from an autonomous internalization of behavioral regulations. This type of internalization produces a strong, but controllable, desire to engage in the activity, which engenders a sense of volition and personal endorsement about pursuing the activity. The importance of the activity is thus freely accepted without any contingencies attached to it. The activity is coherent with other aspects of the self and is fully integrated in the person's authentic self (Deci & Ryan, 2000). People with a harmonious passion are autonomous in their regulations, and they partake in their passionate activity as well as in

other activities with an openness that is conducive to positive experiences (Hodgins & Knee, 2002). The person can thus engage in the activity in a flexible and mindful manner.

According to Halvari, Ulstad, Bagien, and Skjesol (2009), employees who work with harmony and enthusiasm feel competent in their work and may believe they can assist others. Furthermore, because their work is seen as harmonious with other aspects of their lives, harmoniously passionate people may encounter less conflict between their work and non-work roles and therefore have "more excess resources to reinvest... in extra-role behaviours" as opposed to resolving inter-role conflicts (Astakhova, 2015).

Obsessive Passion

Obsessive passion is hypothesized to result from a lack of fulfillment of intrinsic needs that leads to the internalization of intra- or interpersonal pressures or both. These pressures can come from contingencies that are attached to the activity (e.g., feelings of social acceptance or self-esteem), from an uncontrollable sense of excitement derived from activity engagement, or from pressuring social environments. Hodgins and Knee (2002) proposed that, in non-supportive environments, people will develop an ego-invested or false self (Ryan, 1995) that is based on external contingencies. Such ego-invested self-structures in turn serve to defend and protect the person's self-worth. In line with Hodgins and Knee's propositions,

Vallerand and his colleagues (2003) suggest that in the case of an obsessive passion, engaging in the activity becomes a substitute for self-worth. As such, the activity is eagerly and enthusiastically pursued because of the reassurance and ego-affirming moments it provides. However, as Hodgins and Knee suggest, when an activity is ego invested it will be rigidly pursued, resulting in less than optimal functioning. When an activity is valued because it serves defensive and protective functions, it is not easily put aside. People with an obsessive passion thus feel compelled to engage in their activity. Their passion must run its course as it comes to control them.

Empirical Review

Madjid and Kamaluddin (2018) studied the strength of influence between work environment and organisational learning on organisational commitment and employee performance. The study used quantitative approach design and the data was collected using survey method in cross section using the instrument in the form of questionnaire. The stratified proportional random sampling using formula solving to obtain a sample of 60 people. Partial Least Square (PLS) path modelling approached was used. The result of from the study shows that work environment has a positive and significant influence on organisational learning positively significantly contribute to the enhanced organisational commitment and employee performance. The result of the structural model evaluatin shows that environment (H_1 : $N=0.241$, $t=2.241$ and $p = 0,029<0.05$) has a significant posistively effect on organiational commitment as was hypthosised (H_1 : $N = 0.161$, $t = 1.250$ and $p = 0.216>0.05$) had no significant direct effect on employee performance (H_2 rejected).

Pitaloka and Sofia (2014) analysed how the work environment as antecedent cause job satisfaction and organizational commitment of internal auditors, and how job satisfaction, organizational commitment has an impact on organizational citizenship behaviour of internal auditors. About 162 survey questionnaires were distributed by using in person and email. The data were processed using Path Analysis. The results showed that the work environment is antecedent of job satisfaction and organizational commitment of internal auditors. Job satisfaction and organizational commitment significantly affect organizational citizenship behaviour of internal auditors. A conducive work environment lead to job satisfaction and organization commitment. Job satisfaction and organizational commitment encourage internal auditors to show organizational citizenship behaviour in achieving organization goals.

Astakhova and Porter (2015) believed that the relationships between harmonious and obsessive work passion and job performance have received insufficient attention. Using data from 233 employee–supervisor drawn from multiple organizations in Russia, this study examined the mediating role of organizational identification and the moderating roles of three different types of fit perceptions on this relationship. Results indicate that organizational identification mediates the effect of harmonious work passion – but not obsessive work passion – on performance. Only two types of fit perceptions – person–organization and demands–abilities – were found to moderate the relationship between work passion and performance. Finally, the results showed that person–organization fit perceptions moderate the indirect effect (through organizational identification) of both types of work passion on performance, whereas needs–supplies fit perceptions only moderate the indirect effect of harmonious work passion on performance.

Robertson and Barling (2013) developed and tested a model that links environmentally-specific transformational leadership and leaders' workplace pro-environmental behaviours to employees' pro-environmental passion and behaviours. Structural equation modelling on data from 139 subordinate–leader dyads (M ages = 37.42 and 40.17 years, respectively) showed that leaders' environmental descriptive norms predicted their environmentally-specific transformational leadership and their workplace pro-environmental behaviours, both of which predicted employees' harmonious environmental passion. In turn, employees' own harmonious environmental passion and their leaders' workplace pro-environmental behaviours predicted their workplace pro-environmental behaviours. These findings show that leaders' environmental descriptive norms and the leadership and pro-environmental behaviours they enact play an important role in the greening of organizations.

3.0 Methodology

A survey study of the influence of work environment on employee work passion was carried out in this study. The population comprises 1562 employees of the electricity distribution companies in south-south, Nigeria. The sample size for this study are 318 employees from the electricity distribution companies in South-South, Nigeria. The Yamane (1968) formula was used in determining the sample size. The simple random sampling technique, a form of probability sampling techniques which give the entire population an equal chance of been selected was used. Both primary and secondary sources of data was used for this research study. The primary data for this study was collected mainly through a structured questionnaire. The bivariate analysis that is geared towards examining the relationship between work environment and employee work passion was analysed using Partial Least Square – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4.

4.0 Result

Test of Hypotheses

To test the bivariate hypotheses via the PLS-SEM, the bootstrap method was applied.

- (i.) Path coefficients (β values) of 0.10 - 0.29 are weak; 0.30 - 0.49 are moderate; and 0.50 to 1.0 are strong correlations, respectively.
- (ii.) For a two tailed test, t values greater than 1.96 are significant, while t values less than 1.96 are non-significant (Hair *et al.*, 2014).
- (iii.) P -values less than 0.05 level of significance were accepted, while those above 0.05 were rejected.
- (iv.) The coefficients of determination (R^2 or predictive accuracy) were identified. R^2 values for endogenous values 0.00 - 0.25 are weak; 0.26 - 0.50 are moderate; and ≥ 0.5 are substantial.

Test of Hypotheses 1 and 2

Ho₁: There is no significant relationship between Work Environment and Harmonious Passion of electricity distribution companies in South-South, Nigeria.

Ho₂: There is no significant relationship between Work Environment and Obsessive Passion of electricity distribution companies in South-South, Nigeria.

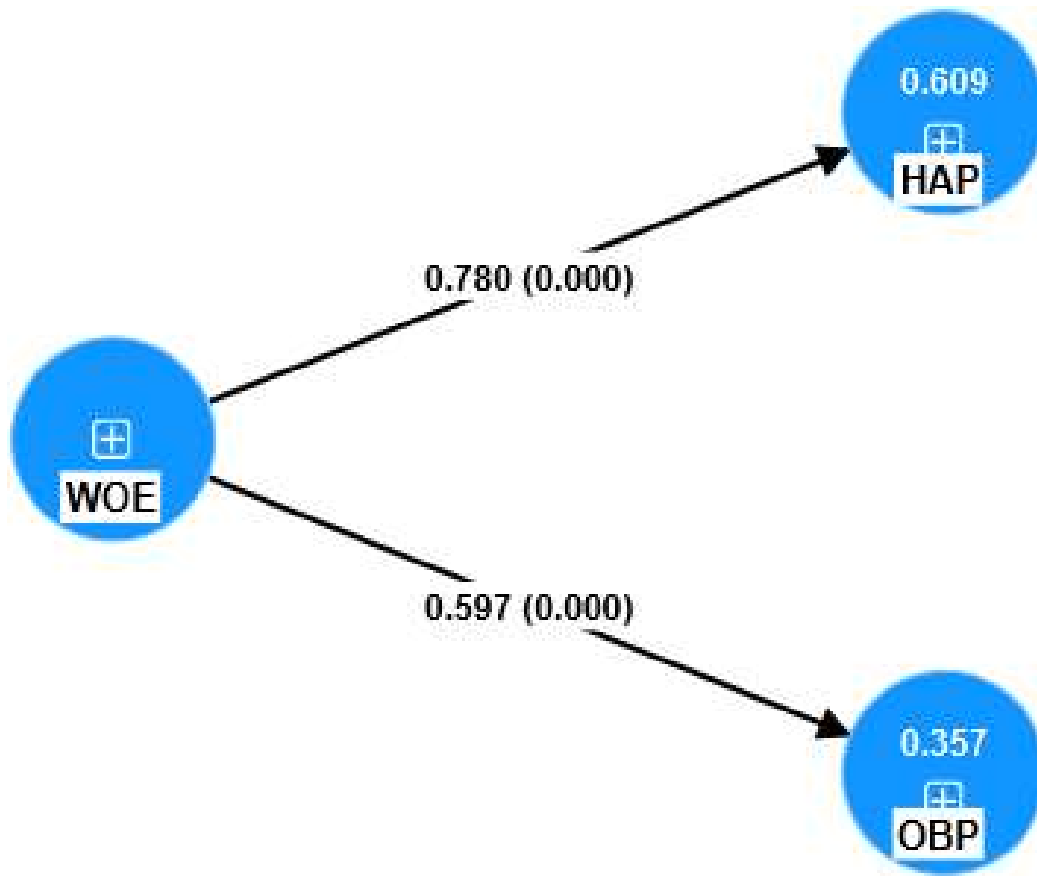


Figure 1: Hypotheses 1 and 2

Source: SmartPLS 4 Research Data Output, 2023

Table 1: Test of Hypotheses 1 and 2

Null Hypothesis	Path (Relationship)	Path Coefficient (β)	P Values (p)	T Statistics (t)	Predictive Accuracy (R^2)	Decision
H_{01}	WOE -> HAP	0.780 (Strong)	0.000 (Accepted)	15.335 (Significant)	0.607 (Substantial)	Reject
H_{02}	WOE -> OBP	0.597 (Strong)	0.000 (Accepted)	9.699 (Significant)	0.357 (Moderate)	Reject

Source: SmartPLS 4 Research Data Output, 2023

From figure 1, the path coefficient indicates that there are positive and significant paths between Work Environment and Harmonious Passion ($\beta = 0.780$, $p = 0.000$, $t = 15.335$), and Work

Environment and Obsessive Passion ($\beta = 0.597, p = 0.000, t = 9.699$). Therefore, H_{01} and H_{02} were rejected. Therefore, it can be concluded that:

There is a significant relationship between Work Environment and Harmonious Passion of electricity distribution companies in South-South, Nigeria.

There is a significant relationship between Work Environment and Obsessive Passion of electricity distribution companies in South-South, Nigeria.

Table 2: Results of Hypotheses Testing

Null Hypothesis	Path (Relationship)	Path Coefficient (β)	P Values (p)	T Statistics (t)	Predictive Accuracy (R^2)	Decision
H_{01}	WOE -> HAP	0.780 (Strong)	0.000 (Accepted)	15.335 (Significant)	0.607 (Substantial)	Reject
H_{02}	WOE -> OBP	0.597 (Strong)	0.000 (Accepted)	9.699 (Significant)	0.357 (Moderate)	Reject

Source: SmartPLS 4 Research Data Output, 2023

5.0 Discussion of Findings

The above sections showed the analysis of the study variables based on the objectives and methods to ascertain the validity of the hypotheses. Arising from the analysis of the study variables presented above, the findings of the analysis are being discussed thus:

The relationship between Work Environment and Harmonious Passion

The Work Environment and Harmonious Passion results suggest that $\beta = 0.780, p = 0.000$, and $r^2 = 0.609$. This implies that the two variables have a significant association. The level of significance is 0.000, which is less than the 0.05 cut-off. Work Environment has a good association with Harmonious Passion, as evidenced by the path coefficient of 0.780. Furthermore, with a coefficient of determination of 0.609, a unit change in Work Environment can explain for up to 60.9% of the entire variation in Harmonious Passion. As a result, Work Environment is an important aspect in organizations and can affect Harmonious Passion. The discovery was consistent with Saira, et al., (2023) who asserted that Work Environment is positively related with

Harmonious Passion. If the work environment is poor, the harmonious passion of the workers will decline (Saira, et al., 2023). Sanad and Jarrah (2019) also put forward that firms should pay close attention to quality of work life to ensure a favourable environment within the organization for employees' passion.

The relationship between Work Environment and Obsessive Passion

Work Environment and Obsessive Passion studies found that $\beta = 0.597$, $p = 0.000$, and $r^2 = 0.357$. This demonstrates that there is a significant association between Work Environment and Obsessive Passion. Work Environment has a link with Obsessive Passion, as evidenced by the path coefficient of 0.597. The level of significance is 0.000, which is less than the maximum permissible limit for accepting the null hypothesis (0.05). With a coefficient of determination of 0.357, a unit change in Work Environment can explain for up to 35.7% of the total variation in Obsessive Passion. This discovery is supported by Jolly (2018) that shows a significant relationship of quality of work life and obsessive passion. To increase passion among employees, organizations must enhance the quality of work life by providing stress free, supportive, satisfying workplace in addition to growth opportunities and cohesive interpersonal relationship (Jolly, 2018). To Pitaloka and Sofia (2014), a conducive work environment lead to obsessive passion.

6.0 Conclusions and Recommendations

The employee work passion of electricity distribution companies in South-South, Nigeria in particular is relevant in enhancing work environment. Enhancing work environment will help ensure harmonious passion of the electricity distribution companies which will thus help boost their work passion. Furthermore, putting a searchlight in the business environment is relevant for firms to easily sense relevant opportunities that are necessary in enhancing their harmonious passion. In conclusion, the ability of the electricity distribution companies to enhance their quality of work life in terms of work environment, will help boost the employee work passion. Based on the findings and conclusion of the study, the following recommendations are hereby proffered;

1. The management of the electricity distribution companies should constantly create a good environmental climate that will encourage flexible work arrangements.
2. The management of the electricity distribution companies should promote remote work options or flexible hours, to help employees balance their work and personal lives as such will help enhance employee work passion.
3. The electricity distribution companies should provide opportunities for employees to work on projects aligned with their passions and interests within the electricity sector.
4. The electricity distribution companies should and allow employees to take on special projects or initiatives that allow them to explore new areas in their environment and contribute to the company's growth.
5. The management of the electricity should ensure that the work environment is such that enhance the workers wellbeing as such will help increase their work passion.

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