

Transformational Leadership and Work Passion of Security Firms in Rivers State

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Abstract: This study examined the relationship between transformational leadership and Workers Passion of security firms in Rivers State. The cross-sectional survey design was utilized and a total population of 2710 employees from 15 security firms in Rivers State were covered. A sample size of 322 employees were drawn as the sample size of the study. Data were collected using copies of well-structured questionnaire and the simple random sampling technique was utilized in the study. The data was analyzed using the Structural Equation Modelling (SEM). The result of the analysis revealed that the dimensions of Transformational Leadership (idealized influence and inspirational motivation) have a significant positive relationship with harmonious passion and obsessive passion. The study concludes that enhancing transformational leadership in terms of idealized influence and inspirational motivation will improve workers passion of security firms in Rivers. It was recommended amongst others that concern for the well-being of employees should be a priority at workplace as such will help enhance the passion of the employees.

Keywords: Transformational Leadership, Workers Passion, Idealized Influence Inspirational Motivation, Harmonious Passion, Obsessive Passion.

1.0 introduction

Every organization, ranging from small to large scale, is very dependent on employees to meet their targets, achieve their vision, and remain in the competition. According to Ho Wang & Lee, (2018) the achievement of purpose in any organization is driven by passion. Passion enhances the cognitive ability of employees to channelize their relevant skill sets for fulfillment of tasks without much error (Guthrie, 2010). The theory of passion subsidizes the domain of positive organizational scholarship, as its purpose is to study the “outcomes, processes, and attributes” for raising the performance of organizational members (Breevaart, et al., 2019). The extent to which individuals experience “passion” for their job activities will not only motivate them to gain task-relevant knowledge but also get such knowledge ingrained in their cognitive level for retrieval during future tasks (Foo, Uy, & Baron, 2009).

Passion is dualistic in nature and belongs to either of two types: harmonious passion (a motivational force wherein the activity is purely under the control of the individual) or obsessive passion (a controlled internalization of an activity where the activity in turn controls the individual (Birkeland & Buch, 2015). Harmonious passion builds personal accord for pursuing a job that is in harmony with other areas of one’s life (Nguyen et al., 2020), whereas obsessive passion is a kind of inflexible determination to engage in a passion even when the circumstances are counterproductive (Rip, Fortin, & Vallerand, 2006). When there is a harmonious relationship with one’s work atmosphere, then work becomes fun. In such a favorable 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). Lajom, et al., (2018) found that employees who have a passion for work not only love work but also consider

the work to be very important and meaningful for the development of self and organizational concepts. The passion of workers towards work can be influenced by the type of behaviour displayed by the leaders in the workplace. Leadership plays a vital role in organization because their action influences the attitude of employees which could thus lead to positive or negative behaviour. Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Critical characteristics of transformational leadership are the capability to inspire the followers in solving problems and creating new ways to face challenges. A transformational leader plays both roles as a coach and a counselor; thus, there is a direct relationship between the leader and followers. This individual relationship increases the employees' commitment to completing the tasks and achieving targets and goals. Transformational leadership also creates a proactive, positive attitude, passion, interest, or an increase in the intrinsic motivation of employees, thereby affecting work performance (Wanasida et al., 2021). Gilbreath and Benson (2004) also pointed out that the behaviour of leaders does influence the employees' physical and mental health. Therefore, a leader's behaviour may be a source of employees' work passion and transferred to employees through emotional contagion. Ozsahim (2019) speculated that a leader who displays a passionate behaviour towards work may also transfer that passion to employees through emotional contagion. The challenge of low workers passion still persists in organization despite several studies by scholars to address the problem. Hence, this study examined the relationship between transformational leadership and workers passion of security firms in Rivers State.

Statement of the problem

There is a high level of nonchalance displayed by workers in many organizations today which is traceable to lack of workers passion. This workers attitude has resulted into gross inefficiency and ineffectiveness among security firms in Rivers state (Numbere & Akhigbe, 2022). Any organization that lacks employees that are passionate about their job, such organization is most likely to be inefficient. The work passion of an employee is an inner drive that propel the employee to work tirelessly towards enhancing the wellbeing of the organization. The problem of low workers passion in the security firm has resulted in high level of absenteeism and tardiness among the workers and has negatively affected the effective functioning of the organization (Eketu, 2019). A lack of employee passion in the work place can further manifest in the display of negative behaviour in the form of cynical behaviour, deviant behaviour and withdrawal behaviour (Eketu, 2019). When a leader display a negative behaviour in the organization and also show nonchalant attitude towards the affairs of the organization, such may trigger other employees to display low passion in carrying out their duties in the workplace. Hence, the attitude of the leaders or supervisors of security firms may need to be addressed in an attempt to enhance the passion of workers in the organization. Considering the fact that leadership style could influence the attitude and behaviour of the workforce, it is assumed that organization need to ensure that the leaders display the right behaviour in order to enhance employee passion. The challenge of low workers passion still persists in organization despite several studies by scholars to address the problem. Hence, this study examined the relationship between transformational leadership and work passion of security firms in Rivers State.

Objectives of the Study

The specific objectives are to examine the relationship between;

- i. Idealized influence and harmonious passion of security firms in Rivers State
- ii. Idealized influence and obsessive passion of security firms in Rivers State
- iii. Inspirational motivation and harmonious passion of security firms in River State
- iv. Inspirational motivation and obsessive passion of security firms in River State

Research Questions

The following research questions served as a guide in this study

- i. What is the relationship between Idealized influence and harmonious passion of security firms in Rivers State
- ii. What is the relationship between Idealized influence and obsessive passion of security firms in Rivers State
- iii. What is the relationship between Inspirational motivation and harmonious passion of security firms in River State
- iv. What is the relationship between Inspirational motivation and obsessive passion of security firms in River State

Research hypotheses

The null hypotheses were formulated as a tentative answer to the research questions;

HO₁: There is no significant relationship between Idealized influence and harmonious passion of security firms in Rivers State

HO₂: There is no significant relationship between Idealized influence and obsessive passion of security firms in Rivers State

HO₃: There is no significant relationship between Inspirational motivation and harmonious passion of security firms in River State

HO₄: There is no significant relationship between Inspirational motivation and obsessive passion of security firms in River State

2.0 Literature Review

This study is hinged on contingency theory. According to contingency theory, leadership styles are unique in and of themselves, as they are determined by factors such as consistency, followers' circumstances, and other variables. There is no way to lead, according to that theory, because the world must adapt to that particular circumstance, both internally and externally. In the majority of cases, leaders alter not only the dynamics and climate of the organization, but also the employees. Contingency theorists believed the relationship between subordinates and leaders was intended to benefit the leader, while situation theorists believed the relationship was defined by the

subordinates. While situational leadership is primarily concerned with the leader, the emphasis on group dynamics is critical. These observations of group dynamics and leadership relationships culminated in the development of many of today's group dynamics and leadership theories. The contingency leadership theory advocates for subordinates' competence in their leadership style (Bass, 1997). The contingency leadership model, first presented in 1969, postulated that there is no one-size-fits-all way to lead, allowing certain leaders to capitalize on their circumstances and shift their leadership styles from task-oriented to Relations-oriented. This theory is of high relevance to this study because the ability of a leader to know the leadership style and behaviour to display at a given time will help ensure higher passion of the employees in the workplace.

Conceptual framework

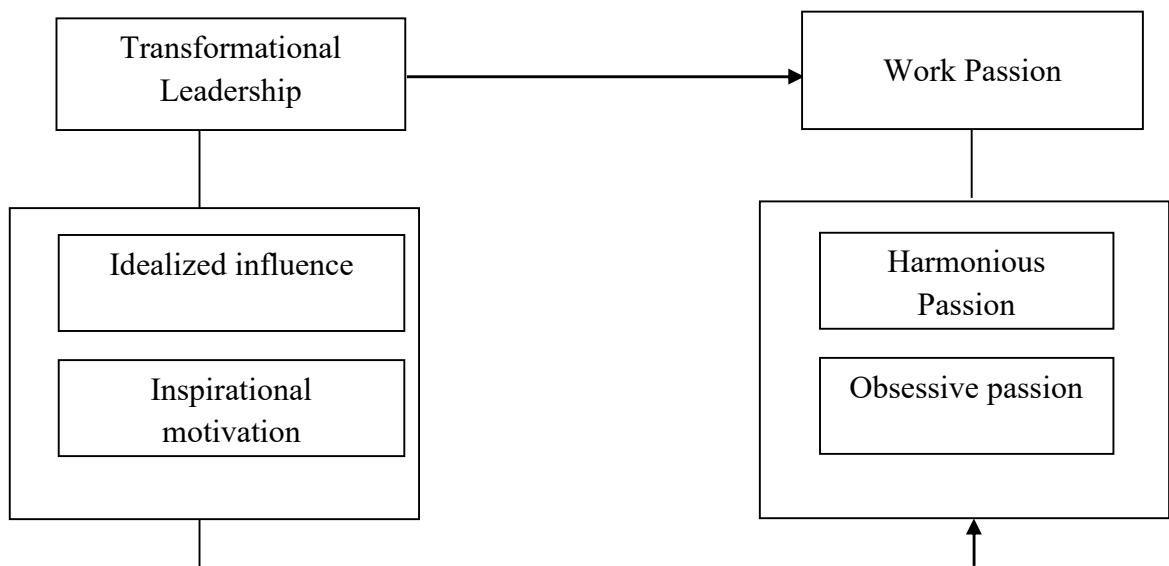


Figure 1: A conceptual framework showing the relationship between transformational leadership and work passion.

Source: The dimensions of leadership behaviour was adopted from Ozsahim (2019) while the measures were adopted from Li, Zhang and Yang (2017); Johri, Misra and Bhattacharjee (2016).

Concept of Transformational Leadership

Leadership plays a significant role in the growing of organizations and in individual performance. For stockholders to get the most out of their investments, they should manufacture the best services and goods possible from the best resources of an enterprise, by implementing and improving organizational strategic decisions (Balwant et al., 2018). A leader must provide his or her followers with what they need to be efficient and to move towards a common vision. Furthermore, employees will be demotivated and lose confidence if their leaders decline to provide what they have promised. Transformational leadership according to Bass & Avolio (2007) is a leader giving intellectual stimulation and consideration, which is charismatic and individualized, Such leaders dedicate their attention to their followers, they modify their follower awareness on any problems by helping them recognize former problems in new ways, and they also can inspire and their followers to make extra efforts in order to achieve group goals (Bass & Avolio, 2007; Bass, 2003).

Such leaders will be considered by their partners or subordinates as effective and satisfying leaders (Bass, 2003). Transformational leaders will manage to change the status quo in their organization by practicing any behavior in accordance with each transformation process stage (Bass & Avolio, 2007). Transformational leaders tend to create opportunities on their leadership experiences so it can help them in their current positions (Bass & Steidlmeier, 1999; Bass et al., 2003). It is also essential to strive for training and development program to build up transformational leadership since an individual is not born to be a transformational leader, but through his or her life experiences, it will be able to develop characteristics and build transformational leadership skills (Length, 2009).

Idealized Influence

Idealized influence involves the charismatic role modeling through which a transformational leader demonstrates his or her determination to achieve organizational goals, thereby acting as a personal example for followers. As a result, the leader gains followers' respect, trust and admiration. Idealized influence, representing the charismatic dimension of Transformational leaders, plays a pivotal role in reinforcing employees' positive attitudes toward organizations and has been connected to positive organizational outcomes such as career satisfaction (Joo and Lim, 2013). Employees, who attribute idealized influence to their leaders, see those leaders' as embodying confidence, charisma and power, and they are more likely to build up a positive attachment to the organization. When a leader exhibits idealized influence attributed that leader is capable of gaining employees' trust in the organization, which results in enhancing employee commitment to the organization. It has also been recognized that idealized influence behavior component of Transformational leadership is displayed by leaders who articulate the organizational goals to their employees, communicate in the collective mission of the organization and talk about organizational values explicitly (Kovjanic et al., 2018). According to Joo and Lim (2013), leaders model exemplary achievements, organizational behaviors and values through exhibiting idealized influence behavior. Leaders exhibiting idealized influence behavior improve employees' engagement by communicating the organizational goals and moving them beyond their immediate self-interests, and as a result, employees exert their highest levels of commitment toward the organization (Jada & Mukhopadhyay, 2019)

Inspirational Motivation

Inspirational motivation is the major transformational leadership (TL) components which played an essential role in the changing and turbulent business environment by redefining and acceptance the business processes and organizational performance. In their studies, Avolio et al. (2019) and García-Morales et al. (2020) affirmed that the Transformational Leadership was a significant technique that determined the effect of the leaders on the organizational performance and business activities. Additionally, they observed previously that transformational leadership shown a close relationship with the various determinants of the organizational performance. Inspirational motivation (IM) was seen to be one of the four important dimensions related to TL, which indicated the degree to which the TL inspired the employees, instilled an encouraging, confident, optimistic environment along with a clear vision. Transformational leadership has been considered as an ideal leadership style in various organizations. Transformational leadership has helped in achieving the different organizational outcomes like organizational performance (Manesh, Singh & Hussain,

2018) and employee. Transformational leadership could bring about a high order need (Yang, & Yang, 2019). Inspirational managers align individual and organizational objectives, therefore making the achievement of organizational objectives an attractive means of achieving personal objectives. Inspirational motivation makes use of behaviour to encourage and inspire employees by offering a shared meaning and a challenge to the followers (Chen, Wang, & Lee, 2018,). The leader offers challenges and meaning that inspires and motivates the work of the employees. In this regard, the leader promotes, team spirit, enthusiasm optimism in their followers by involving them in a optimistic vision of the future and by communicating high expectations that followers want to achieve (Gomes, 2014). The alignment of individual needs with the needs of an organization is a essential strategy of inspirational motivation. A transformational leader makes an effort to nurture the spirit of teamwork and commitment by clarifying the mission, vision and strategic goals of the organization and creating a strong sense of determination between the employees (Renjith et al., 2015). Inspirational motivation translates to confidently and positively communicating the vision, showing energy and enthusiasm in order to create an appealing and convincing vision (Popa, 2012).

Concept of Work Passion

Passion is an strong emotion felt when engaging in an activity that is deeply meaningful to one's identity (Gubman, 2004). Vallerand & Houliort, 2019). When passion is lacking, individuals are urged to “rediscover their passion for work and life” (Weng, Derek, & Zhu,2020). Employee work passion is a positive emotional state that results from an employee's engagement in work-related activities, which leads to persistent and productive engagement in work-related activities, as well as harmonious congruence with a worker's life outside of work. Passion for one's job fosters a sense of self-integration with the job, resulting in the development of a distinct identity within an organization (Baum & Locke, 2004). Given the apparent consensus as to the positive aspects of passion, it is perhaps not surprising that passion research has progressed rapidly over the last decade, with a pro- liferation of passion-focused work emerging in the form of hundreds of popular press books (Yukhymenko-Lescroart, & Sharma, 2019)). The construct of passion for work is also related to other career development concepts such as career calling. Dik and Duffy (2009) defined career calling as a transcendent summons to enter a life role or career in a manner oriented toward experiencing a deeper sense of purpose in life and meaningfulness. Similar to passion for work, career calling is Vallerand and Hourfort (2003) distinguished between two types of passion for work: obsessive passion and harmonious. Pollack et al., (2020)) projected that passion for work can either be autonomous (harmonious passion) or controlled (obsessive passion), leading to different personal and career outcomes.

Harmonious Passion

It is very important for leaders to know the precise strengths of their employees as much as it is vital for the workers to know where they do extremely well and how they can make a difference. However, research has revealed that only one worker out of three can spontaneously name their strengths (Lalande, Vallerand, Lafrenière, Laurent Forest & Paquet, 2015) and that only 17 percent consider they are really using their strengths at work most of the time (Buckingham, 2007). While research has revealed that using our strengths leads to advanced performance (Berman, 2008; Govindji & Linley, 2010; Park et al., 2011). Harmonious passion (HP) is an autonomous

internalization that leads individuals to choose to engage in activities that they like. Harmonious Passion also contributes to the experience of positive affect and minimizes the experience of negative affect after task engagement. This is because with Harmonious passion, people are in charge of the activity around them. They can decide to engage or not in the activity. Consequently, there are very little disagreement that will exist between the passionate activity and other activities in the person's life. Furthermore, with harmonious passion, the activity remains under the control of the individual, even though it occupies a very significant place in his/her life. According to this model, some people experience harmonious passion (St-Louis, Carbonneau & Vallerand, 2016). That is, they feel they have chosen to embark in this career or pursuit. Consequently, they also feel they can engage or disengage from this passion at whatever time they choose. Consistent with self-determination theory, this sense of choice tends to promote wellbeing. Other people, however, may experience obsessive passion (Mageau et al. 2011). They feel almost obliged to pursue this passion. That is, if they resist this passion, they feel they will experience negative consequences, such as a decline in their status or self-esteem (Mageau, & Vallerand, 2007).

Obsessive Passion

Obsessive passion (OP) is a controlled internalization of activities in an individual identity that make an internal pressure to engage in a person's activities. Dalla, Rosa & Vianello, (2020) posit that passion (i.e., HP and OP) can arbitrate in the relationship between perceiving a calling and work engagement or workaholism. OP is a lesser amount of adaptive process, which includes uncontrolled pressure that leads people to get involved in their work (Duffy, Dik, Douglass, England & Velez, 2018). Although individuals with Obsessive passion like the activities that they are passionate about and they be likely to satisfy other psychological needs (e.g., self-esteem) from the activity, rather than being contented when involving themselves in the activity. Due to such requirement to satisfy mental needs, they are likely to rely extremely on the activity as compensation. Those with Obsessive Passion are likely to experience burnout (Di Stefano, & Gaudiino, 2019), psychological distress (Hirschi, Keller & Spurk, 2019) and work family conflict (Falco, Girardi, Sipio, Calvo, Marogna & sirm, 2020). However, with Obsessive Passion, an internal compulsion leads the person to engage in the activity even when he or she should not, as a result causing a disagreement between the passionate activities and partaking in other tasks. The person may experience negative emotional experience once engagement in the passionate activity is ended (Vallerand et al. 2007). Finally, because Obsessive Passion controls the activity of the person, an individual is most likely to experience negative side effect when prohibited from engaging in the activity. Indeed, because of the internal pressure to engage in the fervent activity, it is impossible to disengage fully from thoughts about the activity (Lalande et al. 2015). Therefore, the person will be unfocused when working on other activities because they were prohibited from doing their passion. The individual feels upset and frustrated about not being able to engage in the passionate activity as well as from not being able to experience pleasure in the competing activities (Stenseng, 2008; Mageau, Carpentier, & Vallerand, 2011; Stenseng, Rise, & Kraft, 2011).

Empirical Review

Using a work passion transfer model, Violet and Astakhova (2020) propose that leaders' passion is transmitted to employees through the former's leadership style and that this transmission is contingent on employees' perceived importance of performance to their own self-esteem (IPSE).

Based on data collected from 201 supervisor–employee pairs in the health-care industry, it was discovered that charismatic leadership was responsible for the transfer of harmony, whereas contingent reward leadership was responsible for the transfer of obsessive passion. IPSE did not play a moderating role for either form of passion. According to the findings of a supplementary study, the link between leadership and employee passion was established through employees' perceptions of leader passion, and employees' IPSE was accentuated for the relationship between perceived leader obsessive passion and employees' obsessive passion.

Li, Sajjad, Wang, Ali, Khaqan & Amina (2019) carried out a research on Influence of Transformational Leadership on Employees' Innovative Work Behavior in Sustainable Organizations: Test of Mediation and Moderation Processes. The population of the study was conducted in china. The data were collected from full-time employees engaged in multinational organizations operating in the pharmaceutical, electronics, and automobile manufacturing industry with a sample size of 400 employees. A copies of questionnaires was used for this study. The questionnaires were distributed in two different waves, and enough time was given to the participant to fill out the questionnaire survey and return it to the research teams. In the first wave, they answered the questions regarding transformational leadership; trust in a leader, and their demographics. After two weeks, in the second wave, they rated their work engagement, empowerment, and innovative work behavior. The data was analyzed using the Statistical Package for the Social Sciences (SPSS) macro process was utilized to test the proposed hypothesis. The findings revealed that transformational leadership and work engagement were significantly related to innovative work behavior. The findings also confirmed the significant impact of transformational leadership on trust in a leader, and its successive positive impact it has on work engagement of the employees. Additionally, the results supported a important serial mediation between transformational leadership, work engagement, trust, and employees' innovative behavior. The results also showed a significant moderating effect of empowerment on transformational leadership and innovative work behavior. For boosting employees' innovative work behavior, leaders in the organization should strive to engage them effectively in their work by gaining their trust, which could help them participate in creative activities.

Song & fu (2020) carried out a research on. The impact of leaders' passion at work on leader effectiveness: The mediating role of transformational leadership. The population was conducted in Indonesia. The sample consisted of 455 insurance agents and their 172 managers from insurance companies. A questionnaire was distributed among employee. Data was analyzed using by using of structural equation modeling (AMOS) such as factor analysis (CFA) to observe the uniqueness of our scales for the leaders' passion at work, transformational leadership, and perceived leader effectiveness. Data was obtained using a chi square. Results show that increases in leaders' passion at work positively influence followers' perceived leadership effectiveness. The results also indicated that leaders' passion at work is one of important determinants of transformational leadership. Leaders in this study who were more passionate were rated more highly on transformational leadership behavior. The study considering the important role of leaders' passion at work, scholars in organizational study should focus on not only entrepreneur passion but also leaders' passion.

Spehar, Forest and Stenseng (2016) conducted an investigation into the dualistic model of passion in the context of a workplace. According to this model, individuals can develop either a harmonious or an obsessive passion for a highly valued activity over time. We hypothesized that having a harmonious passion for one's work would be associated with higher levels of job satisfaction because it would lead to greater feelings of belonging at work. According to the findings of a survey conducted among 278 Norwegian employees, belongingness played a role in mediating the relationship between harmonious passion and job satisfaction. Obsessive passion was found to be unrelated to belongingness, and thus there was no evidence of a mediation between obsessive passion and job satisfaction. These findings emphasize the significance of a harmonious passion for work as well as the importance of belongingness in terms of overall job satisfaction.

Aims of the study by Yeh and Chu (2017) were to identify four types of passion (internal HP, external HP, internal OP, and external OP) in e-learning and, more specifically, to examine the relationships between different types of passion, self-regulation, and knowledge management in e-learning. There were 1209 college students who took part in the study. For the variables under consideration, three 4-point Likert scales were used to measure them, and structural equation modeling was used to examine the proposed model. Following the findings, it was discovered that the four types of passion were interconnected and that the proposed model was a well-fitting model. In particular, self-regulation was found to be a mediator of the influence of passion on knowledge management in online learning. HP and OP, on the other hand, predicted self-regulation and knowledge management in the opposite way, and HP was found to be a more important factor in e-learning than OP. Although the findings of this study support the two-dimensional model of passion, the findings of this study suggest that, while the four types of passion are all positively correlated, they interact in ways that have varying effects on college students' self-regulation and knowledge management in e-learning environments.

3.0 Methodology

This study used a cross-sectional survey and the target population was 2710 employees from fifteen (15) security firms in Rivers State. The sample size was determined using the Krejcie and Morgan (1970) formula for sample size determination. As a result, 322 questionnaires were distributed to employees at the fifteen firms chosen. In this study, a simple random sampling technique was used. This method was chosen because it provides a true representation of the entire population and reduces the possibility of researcher bias in the sample case selection. Transformational leadership (independent variable) was measured using idealized influence and inspirational motivation. 5 items were used in measuring idealized influence (e.g. In my organization, my superior is a role model) and 5 items were used in measuring inspirational motivation (e. g.: In my organization, the leaders encourage and facilitate learning by individuals and teams). Work passion (dependent variable) was measured using harmonious passion and obsessive passion. Harmonious passion was measured using 5 items (e.g. The activity in this organization is in harmony with other activities in my life) and 5 items was used in measuring Obsessive passion (e.g. I have almost an obsessive feeling for this organization). Items were rated on a 4-point Likert scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating agreement, and 4 indicating strong agreement. Statistical Package for Social Sciences

(SPSS) version 21 aided the analyses of the bivariate hypotheses using the Spearman Rank Order Correlation Coefficient statistical tool.

4.0 Result

A total of 322 questionnaires were distributed to respondent, however, only 298 (93%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Idealized Influence and Harmonious Passion

Correlations				
			Idealized Influence	Harmonious Passion
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.830**
		Sig. (2-tailed)	.	.000
		N	298	298
	Harmonious Passion	Correlation Coefficient	.830**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

Source: SPSS Output, 2023

H₀₁: There is no significant relationship between Idealize Influence and Harmonious Passion of security firm in Rivers State.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.830$ between Idealize Influence and harmonious Passion. This means that there is a significant relationship between Idealize Influence and harmonious Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between Idealize Influence and harmonious Passion.*

Table 2: Idealized Influence and Obsessive Passion

Correlations				
			Idealized Influence	Obsessive Passion
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.713**
		Sig. (2-tailed)	.	.000
		N	298	298
	Obsessive Passion	Correlation Coefficient	.713**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

H₀₂: There is no significant relationship between Idealize Influence and obsessive Passion of security firm in Rivers State

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.713$ between Idealize Influence and obsessive Passion. This means that there is a significant

relationship between Idealize Influence and obsessive Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between Idealize Influence and obsessive Passion.*

Table 3: Inspirational motivation and Harmonious Passion

Correlations				
			Inspirational motivation	Harmonious Passion
Spearman's rho	Inspirational Motivation	Correlation Coefficient	1.000	.718**
		Sig. (2-tailed)	.	.000
		N	298	298
	Harmonious Passion	Correlation Coefficient	.718**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298
**. Correlation is significant at the 0.01 level (2-tailed).				

Ho3: There is no significant relationship between Inspirational motivation and Harmonious Passion of security firm in Rivers State.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.718$ between inspirational motivation and harmonious Passion. This means that there is a significant relationship between inspirational motivation and harmonious Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between inspirational motivation and harmonious Passion.*

Table 4: Idealized Influence and Obsessive Passion

Correlations				
			Inspirational Motivation	Obsessive Passion
Spearman's rho	Inspirational Motivation	Correlation Coefficient	1.000	.701**
		Sig. (2-tailed)	.	.000
		N	298	298
	Obsessive Passion	Correlation Coefficient	.701**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298
**. Correlation is significant at the 0.01 level (2-tailed).				

Ho4: There is no significant relationship between inspirational motivation and obsessive Passion of security firm in Rivers State

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.701$ between inspirational motivation and obsessive Passion. This means that there is a significant relationship between inspirational motivation and obsessive Passion. The null hypothesis is rejected, and we restate that *there is a significant relationship between inspirational motivation and obsessive Passion.*

5.0 Discussion of Findings

Idealize Influence and Harmonious Passion

The bivariate hypotheses between Idealize Influence and Harmonious Passion reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$) which implies that Idealize Influence has a significant relationship with Harmonious Passion. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.830. This thus reveals Idealized influence accounts for up to 83.0% level of harmonious passion. Thus, enhancing Idealized Influence will help enhance harmonious passion. Thus the first objective of the study which sought to examine if Idealized Influence relates with Obsessive Passion was achieved. This finding agrees with Kovjanic et al., (2018) who posit that employees who attribute idealized influence to their leaders, see those leaders' as embodying confidence, motivation, charisma and power, and they are more likely to build up a positive attachment to the organization. When a leader exhibits idealized influence attribute, that leader is capable of gaining employees' trust in the organization, which results in enhancing employee passion and commitment to the organization.

Idealize Influence and Obsessive Passion

The bivariate hypotheses between Idealize Influence and obsessive Passion reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$) which implies that Idealize Influence has a significant relationship with Obsessive Passion. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.713. This thus reveals Idealized influence accounts for up to 71.3% level of obsessive passion. Thus, enhancing Idealized Influence will help enhance Obsessive passion. Thus the second objective of the study which sought to examine if Idealized Influence relates with Obsessive Passion was achieved. This finding agrees with Violet and Astakhova (2020) who posited that the link between leadership and employee obsessive passion was established through employees' perceptions of leader passion and their openness to change.

Inspirational Motivation and Harmonious Passion

The bivariate hypotheses between Inspirational motivation and Harmonious Passion reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$) which implies that Inspirational motivation has a significant relationship with Harmonious Passion. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.718. This thus reveals Inspirational motivation accounts for up to 71.8% level of Harmonious passion. Thus, enhancing Inspirational motivation will help enhance Obsessive passion. Thus the third objective of the study which sought to examine if Inspirational motivation relates with Harmonious Passion was achieved. This finding agrees with Liu, Chen & Yao, (2012) who posit that leaders are typically the organization's most visible influence on its employees and how it

operates. Also Barine & Minja, (2014) puts that inspirational motivation is about encouraging subjects in order to elevate their consciousness of about the organization's mission, vision and committing to the vision is a key theme of this factor.

Inspirational Motivation and Obsessive Passion

The bivariate hypotheses between Inspirational motivation and Obsessive Passion reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ($p=0.000<0.05$) which implies that Inspirational motivation has a significant relationship with Obsessive Passion. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient (r) is 0.701. This thus reveals Inspirational motivation accounts for up to 70.1% level of obsessive passion. Thus, enhancing Inspirational motivation will help enhance Obsessive passion. Thus the fourth objective of the study which sought to examine if Inspirational motivation relates with Obsessive Passion was achieved. This finding agrees with Liu, Chen & Yao, (2012) who posit that leaders are typically the organization's most visible influence on its employees and how it operates. Also Barine & Minja, (2014) puts that inspirational motivation is about encouraging subjects in order to elevate their consciousness of about the organization's mission, vision and committing to the vision is a key theme of this factor.

6.0 Conclusion

Employee passion at work contributes highly to efficiency and effectiveness at workplace. Employees are responsible for driving the success path of the organization and it is obvious that no organization can attain its full potentials without employee's passion for work; hence the need to ensure that the workers are passionate about their job to enhance the quality of their services. It is essential to note that the security firms cannot achieved their goals without proper and effective leadership and the passion for their work consequently reflect on their leadership role which influences the attitude of employees. In conclusion enhancing transformational leadership in terms of idealized influence and inspirational motivation will improve workers passion of security firms in Rivers. Drawing from this findings the conclusions, following recommendations are proffered;

1. The leaders or supervisors in the civil services should act as a role model to employees as such will enhance the employee's passion.
2. Concern for the well-being of employees should be a priority at workplace as such will help enhance the passion of the employees.
3. The management should provide support and encouragement to the employees as such will make the employees feel sense of belonging and then get more passionate in the organization

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