



COMPENSATION AND EMPLOYEE WORK PASSION OF ELECTRICITY DISTRIBUTION COMPANIES IN SOUTH-SOUTH, NIGERIA.

¹Yakubu, Justina Inusah Gideon (PhD)

²Offiong, Vivian Agustine (PhD)

^{1 & 2} Department of Management, University of Port Harcourt, Choba, Rivers State, Nigeria.

*Author for correspondence Email: Vivian_offiong@yahoo.com

Article history:	Abstract:
Received: 26 th May 2024	This study establishes the relationship between compensation and employee work passion of electricity distribution companies in South-South, Nigeria. Two hypotheses were established. A population size of 2794 employees from electricity companies in South-South, Nigeria. The Taro Yamane (1968) formula was used in determining the sample size of 350 for the study with which were selected based on convenience sampling method. Therefore, 350 questionnaires were distributed to the managers and owners of these firms but only 277 questionnaires were retrieved and tested with the Pearson Correlation Coefficient. The result of the analysis showed a positive and significant relationship between compensation and employee work passion (harmonious and obsessive passion) of electricity distribution companies in South-South, Nigeria. Based on the result, the study therefore concluded that there is a significant relationship between compensation and employee work passion of electricity distribution companies in South-South, Nigeria.
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INTRODUCTION

Electricity distribution firms, like any other company in today's fast-paced business world, rely on enthusiastic workers who are fully devoted to their work and the success of the company as a whole. The key to driving and maintaining exceptional performance in any organization is having employees that are truly enthusiastic about what they do (Forest et al., 2012). Ho et al. (2018) asserts that enthusiasm is the key to an organization's success in reaching its objectives. Motivated workers are better able to focus their abilities on the tasks at hand, increasing the likelihood that they will complete them successfully (Guthrie, 2010). A rich work environment and unqualified job satisfaction are the two main factors that contribute to employees' love for their work (Eketu, 2019). A vital indication for every successful organization, according to Stoia (2018), is workers' love for the company. This is because a passionate workforce has the ability to improve both employees' attitude towards work and the organization's overall performance. Work passion, defined as strong feelings of interest in, and investment in, one's work (Vallerand et al., 2017), is critical to an organization's long-term viability and success. In order to improve workforce management and organizational performance in this industry, it is vital to understand how remuneration influences employee work passion.

The electricity distribution sector in Nigeria has faced numerous challenges, including inefficiencies, financial constraints, and a lack of skilled workforce (Babatunde & Shuaibu, 2018). These challenges have underscored the need for effective human resource practices, particularly in the area of compensation, to enhance employee motivation and passion for their work. Compensation, which includes both financial and non-financial rewards, plays a pivotal role in shaping employee attitudes and behaviors (Edirisooriya, 2017). A well-structured compensation system can serve as a powerful tool to attract, retain, and motivate employees, thereby fostering a passionate and committed workforce.

There is a favorable association between pay and several measures of workers' enthusiasm for their jobs, according to recent research. To illustrate the point, studies conducted by Zhang and Bartol (2019) showed that fair and competitive pay packages boost engagement and job satisfaction—two essential elements of a passionate workforce. Furthermore, Ali and Anwar (2021) discovered that employees' intrinsic motivation and love for their job are greatly enhanced by non-monetary benefits, such as recognition and career advancement possibilities. Notably, a number of studies have looked into ways to increase employees' love for their profession by utilizing various constructs. In order to determine how belongingness could boost employee enthusiasm, Spehar et al. (2016) conducted research. Overall job happiness is influenced by a sense of belonging, which the study emphasized, as is a harmonic love for one's profession. Authorities' (e.g., supervisors' or managers') support not only encourages the growth of harmonic passion but also aids

in its maintenance throughout time, as shown in the study by Salessi et al. (2017). Human resource development (HRD) professionals, managers, and company executives could implement programs to increase workers' enthusiasm for their jobs, according to research by Landry et al. (2018). Understanding the passion-performance relationship in the workplace was the subject of research by Astakhova and Ho (2018).

Recognizing the interplay between pay and employees' enthusiasm for their job is especially important for power distribution firms in South-South Nigeria, where they face unique challenges. Employees are more likely to be invested in their work and produce better results when they are not as stressed out by their jobs (Adeniji et al., 2019). In addition, considering the region's socio-economic climate, organizations may boost their performance and customer happiness by offering pay packages that are customized to employees' requirements and goals.

Electricity distribution firms in South-South Nigeria are the focus of this study, which seeks to understand the connection between pay and employees' enthusiasm for their profession. The study aims to offer practical advice for human resource managers and policymakers in the industry by studying the influence of remuneration on components of employee work passion. Results will provide light on how to encourage a more enthusiastic and dedicated staff in the power distribution sector and add to the current literature on pay management.

STATEMENT OF PROBLEM

In the first few months on the job, many employees of energy distribution firms quit due to a lack of excitement for the work (Ozigi, 2022). Workplace morale and productivity have taken a hit due to employees' lack of interest. When workers aren't invested in their job, they're more likely to act in ways that are harmful to the company. When employees quit an energy distribution company because they aren't passionate about their work, all that training and education goes to nothing. The company's profitability and competitiveness might take a hit if staff enthusiasm is low. The power distribution company might not function well if its employees aren't enthusiastic. Absenteeism, laziness, poor morale, and goal failure are the results of an organization's lack of enthusiasm, claims Eketu (2019). Trainees at an electrical distribution company should have a genuine interest in the work they do so they can help the company achieve long-term success.

Because many workers don't care about the safety of the firm's property, Ozigi (2022) said that the lack of enthusiasm for work at the power distribution company has grown more worrying. The author went on to say that the company's finances have taken a hit and that employee enthusiasm has been low as a result. Poor working conditions, low compensation, late payment, long hours without pay, and overall job instability are some of the inhumane ways that workers in Nigeria's public and commercial sectors are treated (Stoia, 2018). The organization can suffer in the long run if disinterest persists. Organizations can encourage elements that boost employees' psychological condition, such as collaboration and effective communication, support from coworkers and supervisors, worker's compensation, staff training and development, and worker's compensation (David, 2001).

In light of these worries, researchers started looking at the role of passion in the workplace, and what they found was that teams with passionate members performed better overall (Neumann, 2006; Vallerand, 2010). There needs to be a change since a lack of enthusiasm can cause people to be indifferent, complacent, truant, and even cause needless industrial actions and an unhealthy workforce. Little attention has been given to the power distribution business, even though work passion is on the rise. In this research, we look at how electricity distribution firms in South-South Nigeria could use compensation to better manage passion.

AIMS AND OBJECTIVES

The aim of this study is to examine compensation and employee work passion of electricity distribution companies in South-South, Nigeria. The specific objectives are to;

- i. Examine the effect of compensation on harmonious passion of electricity distribution companies in South-South, Nigeria.
- ii. Investigate the effect of compensation on obsessive passion of electricity distribution companies in South-South, Nigeria.

Research Question

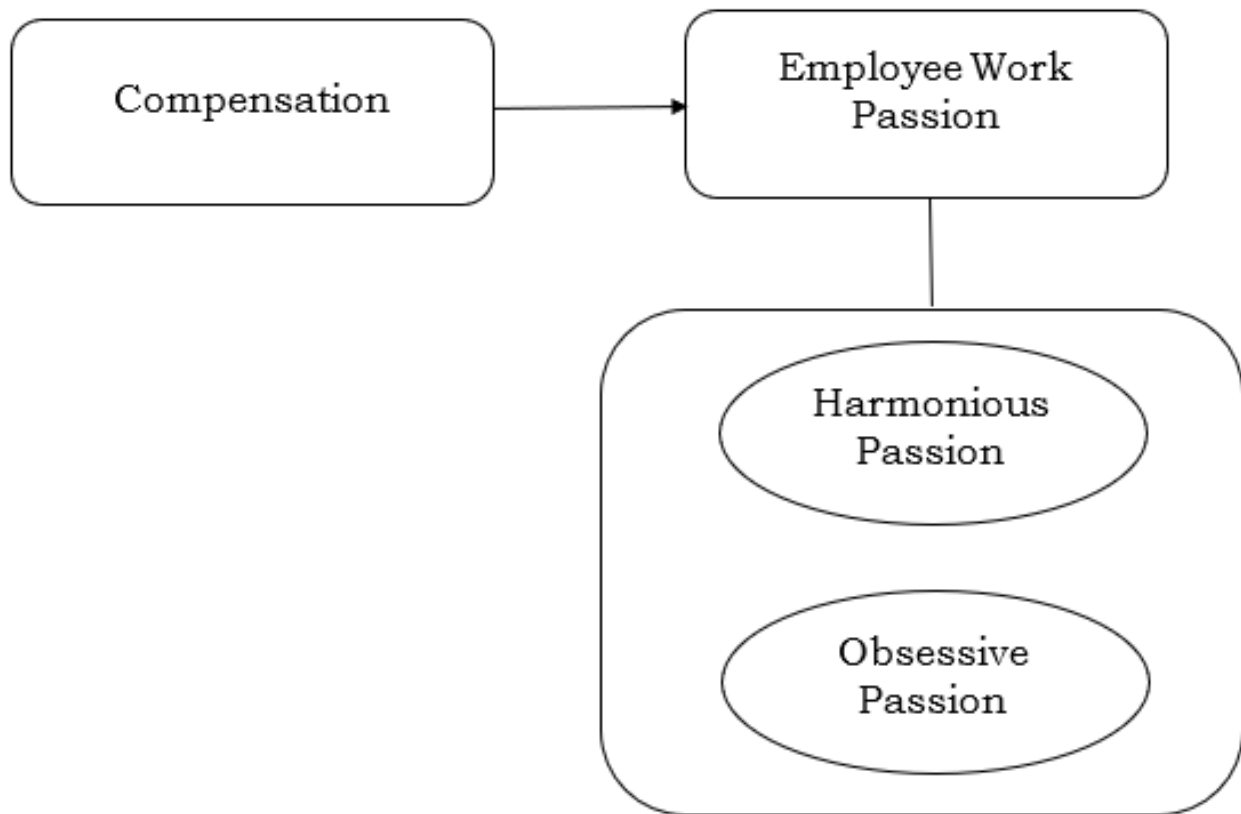
- i. How does compensation affect harmonious passion of electricity distribution companies in South-South, Nigeria?
- ii. What is the effect of compensation on obsessive passion of electricity distribution companies in South-South, Nigeria?

Research Hypotheses

HO₁: There is no significant effect of compensation on harmonious passion of electricity distribution companies in South-South, Nigeria.

HO₂: There is no significant effect of compensation on obsessive passion of electricity distribution companies in South-South, Nigeria.

Conceptual Framework



Source: Conceptualised by the Reserachers

LITERATURE

Compensation

The term "compensation" is used by Arif (2019) to describe all of the benefits that workers get from their jobs and the efforts they put in to help their employers succeed. There are two components to compensation, according to Hermawan et al. (2021): internal and extrinsic. Employees experience intrinsic compensation when they accomplish difficult tasks, which typically takes the form of positive values or self-satisfaction. All forms of remuneration, monetary and otherwise, are considered extrinsic. Social security, insurance, pensions, severance pay, leaves, training, and vacations are all examples of indirect compensation, whereas base salary, overtime pay, incentives, allowances, and bonuses are examples of direct compensation. Non-monetary remuneration encompasses the psychological and physical aspects of the workplace that contribute to job satisfaction. This includes factors like a safe and pleasant work environment, chances for professional growth and advancement, a flexible work schedule, opportunity to earn more money, recognition and acclaim, and status symbols.

The ability to attract, retain, and compensate individuals who are sufficiently competent and capable determines an organization's success or failure. Employees are an organization's most valuable asset. A company's ability to hold on to its employees is heavily influenced by its pay programs (Armstrong, 2003). Organisations should think about a number of acceptable approaches to reward employees in order to achieve the desired effect (Falola, 2014) if they want to ensure employee satisfaction and retention at the maximum levels. According to some, pay packages influence workers' job satisfaction and loyalty to their employers (Osibanjo, 2012). Companies that are serious about reaching their objectives need to cultivate a happy and contented staff. Crucially, the capacity to attract, retain, and compensate talented individuals who are content with their employment will substantially impact any organization's capacity to expand and achieve its strategic objectives (Oshagbemi, 2000).

Employee Work Passion

According to Vallerand et al. (2003), a person's passion may be defined as their tendency towards an activity that they like, find important, identify with, and devote a significant amount of time and energy to. One possible explanation for why people do things like intense and continuous training—which require a lot of energy and commitment—is that they are passionate about it (Vallerand et al., 2007). The three requirements for an activity to be considered a passion for individuals are its significance in their life, its likeability, and the frequency with which it is practiced. Participation in activities that individuals care about is correlated with higher activity valuation (Deci et al., 1994), lower energy and time expenditure (Emmons, 1999), and higher task liking (Csikszentmihalyi et al., 1993), according to previous research.

Harmonious Passion

Rather from being a mental state, a harmonic passion is an identity-forming trait that people have (Vallerand et al., 2003). Secondly, one might be meticulous and engrossed in their job without really enjoying it (Vallerand & Houliort, 2003). To be more precise, autonomous motivation can exist in the absence of intrinsic enthusiasm for a task or activity (Deci & Ryan, 2000) so long as the individual is aware of the work's or activity's importance to themselves. In particular, according to Deci and Ryan (2000) and Vallerand et al. (2003), an individual's identity gets deeply intertwined with an activity when they actively choose it and consider it very significant. This integration occurs in the context of harmonious passion. Even if it plays a significant role in the person's life, the activity stays within their control with harmonious 75 passion. A teacher whose love and value of teaching does not cause tension in other significant areas of their lives (such as relationships with friends and family) but who can yet devote themselves fully to their job is an example of a harmonious passion. As a result, this educator may enjoy and achieve personal fulfillment via teaching without compromising their personal life.

Obsessive Passion

An individual experiences this form of enthusiasm when they subtly incorporate an activity into their sense of self. In particular, an obsession with the activity develops as a result of intrapersonal and/or interpersonal variables linked to it, such as dependent self-esteem, social acceptability, or excellent performance (Mageau et al., 2011). An intense interest in and devotion to the pursuit define this form of enthusiasm. On the other hand, when the activity takes over a person's life, it becomes so consuming that they can't help but participate, even when it's not a good idea. Negative and maladaptive emotional, cognitive, behavioral, and interpersonal effects have been usually connected with obsessive passion (Vallerand, 2008, 2010). A teacher whose love of teaching causes them to become too committed in their job to the point that their self-esteem is based on it is exhibiting obsessive passion. As a result, conflicts arise between work and other areas of life due to obsessive zeal, and family and social life end up getting ignored.

THEORETICAL FRAMEWORK

Expectancy Theory

Vroom proposed the expectation theory in 1964. The theory of expectation is backed by four assumptions (Vroom, 1964). The idea that individuals join organizations based on preconceived notions about their requirements, goals, and background is one theory. This influences the way individuals respond to the organization. A person's actions are the end consequence of deliberate choices. In other words, individuals are not constrained to do anything other than what their own expectation calculations indicate they should do. Finally, thirdly, employees expect diverse things from their employer, such as a competitive wage, employment stability, opportunities for growth, and challenging work. People choose amongst alternatives to maximize their outcomes, according to a fourth hypothesis.

Empirical Review

Using the dualistic model of passion proposed by Vallerand et al. (2003), Papadimitriou, Winand, and Anagnostopoulos (2017) studied the impact of passion on job and career satisfaction among sport sector personnel. Examining the role of job security as a mediator between passion and job happiness, this study set out to do just that within the framework of austerity measures. In order to gauge the degree of harmony and obsession with one's profession, the degree of job and career happiness, and the sense of job security, a self-administered questionnaire (N=170) was filled out by employees inside Greek municipal sport organizations. Multiple regression analysis and Confirmatory Factor Analysis (CFA) were performed on the data using SPSS and Amos 21.0. Having a secure employment acts as a mediator between harmonious passion and job and career fulfillment, according to the results.

Insufficient emphasis has been given to the links between harmonious and obsessive work enthusiasm and job performance, according to Astakhova and Porter (2015). This study analyzed three sorts of fit perceptions and the mediating function of organizational identity in a connection between 233 employee-supervisors from various Russian organizations. According to the findings, whilst obsessive work passion does not influence performance, harmonious work passion does, through organisational identity. The association between work enthusiasm and performance was shown to be moderated by just two types of fit perceptions: person-organization and demands-abilities. The results concluded that needs-supplies fit perceptions only regulate the indirect influence of harmonious work passion on performance, whereas person-organisation fit perceptions moderate both kinds of work passion indirectly (via organisational identification).

Fubara (2019) looked at the connection between pay and performance at Port Harcourt-based banks. A cross-sectional survey design was employed as the research approach for this study. A standardized questionnaire was given to 139 staff members of 5 chosen banks, and 120 were collected from the field. Using the statistical software for the social sciences, the study was conducted using the following tools: mean, standard deviation, and Pearson product correlation coefficient. Employee performance is positively and strongly correlated with pay, according to the study's findings, as pay affects work satisfaction, productivity, and efficiency.

A model addressing the impact of intrinsic motivation on burnout in the workplace was tested in a study by Vallerand et al. (2017). According to the model, when someone has an excessive enthusiasm for a certain task, they would have a hard time separating their work life from their other interests. Harmonious passion, on the other hand, is thought to keep disputes at bay and boost morale in the workplace. Lastly, job satisfaction should avoid burnout, but conflict is predicted to add to it. Two studies with nurses from different cultural backgrounds examined the approach. Study 1, which included 97 French nurses and used a cross-sectional methodology, showed support for the concept. Study 2 employed a prospective design to conduct a 6-month extension of the model's testing with nurses from the Quebec Province (n = 258). The findings lent credence to the concept. In particular, the absence of conflict and an increase in

job satisfaction were both predicted by harmonious passion. Conflict was expected to escalate due to intense intensity, on the other hand. Changes in burnout over time were predicted by changes in job satisfaction and conflict. The findings have significant consequences for the study and theory of passion and burnout.

METHODOLOGY

This study will utilize a cross-sectional survey approach. Participants in this study were 2794 full-time workers for power distribution firms in six states in southern Nigeria. These workers were selected from a larger pool of potential participants in the study. From a total population of 27,94, only 277 were actually employed as samples, based on the Taro Yamane (1968) algorithm that determined a sample size of 350. For this investigation, the main sources of information were consulted. The compensation scale utilized five items derived from Swamy et al. (2015) and Adikoeswanto et al. (2020), while the work passion scale used five items adapted from Li et al. (2017) to measure employees' harmonious and obsessive desire for their job. A convergent validity result would be an average extracted variance (AVE) for each construct more than 0.5; a discriminant validity result would be an AVE greater than 0.7. All of the constructs were dependable as their Cronbach's Alpha reliability ratings were greater than 0.7. The null hypotheses were tested using the Pearson Correlation Coefficient.

Test of Hypotheses

As stated in the introduction, the purpose of this section is to analyze the relationship between salary and two measures of employee work passion, harmonious and obsessive passion. In this part, we use the 95% confidence interval Pearson Correlation Coefficient statistical approach to examine two null bivariate relationships. For accepting the null hypothesis, the decision rule is set at a critical region of $p > 0.05$, and for rejecting it, it is set at $p < 0.05$.

Table 1: Compensation and Harmonious Passion (Test for Hypothesis 1)

		Correlations	
		Compensation	Harmonious Passion
Compensation	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	277	277
Harmonious Passion	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	277	277

** Correlation is significant at the 0.05 level (2-tailed).

HO₁: Table 1 shows that among South-South Nigerian power distribution firms, there is a statistically significant correlation between compensation and harmonious passion. Despite the lack of a significant association between compensation and harmonious passion, we reject this hypothesis and assert that the relationship between compensation and harmonious passion is significant based on the decision criteria of $p < 0.05$ for null rejection.

Table 2: Compensation and Obsessive Passion (Test for Hypothesis 2)

		Correlations	
		Compensation	Obsessive Passion
Compensation	Pearson Correlation	1	.776**
	Sig. (2-tailed)		.000
	N	277	277
Obsessive Passion	Pearson Correlation	.776**	1
	Sig. (2-tailed)	.000	
	N	277	277

** Correlation is significant at the 0.05 level (2-tailed).

HO₂: Compensation and obsessive passion are strongly correlated in South-South, Nigeria, energy distribution firms. Table 2 shows that there is no statistically significant association ($\rho = .776$ and $p = 0.000$), nevertheless. Hence, this connection is significant, and we reject the null hypothesis.

DISCUSSION OF FINDINGS

According to the first hypothesis, there is a positive correlation ($\rho = 0.723$) and a statistically significant link ($p = 0.000$) between compensation and harmonious passion among power distribution firms in South-South, Nigeria. This discovery suggests that there is a robust relationship between compensation and harmonious desire. A path coefficient of 0.723 indicates a positive connection between compensation and harmonious passion. These results are in line with those of

Sanad and Jarrah (2019), who noted that remuneration affects harmonious desire in two ways: directly and indirectly. The study by Afriyie et al. (2020) highlighted that employees were more attracted by management's empathy for their needs than by monetary incentives.

In South-South, Nigeria, power distribution firms' compensation is significantly correlated with their obsessive passion ($\rho = 0.776$) and $p = 0.000$, according to the second hypothesis. The quality of life is a key factor in the development of obsessive passion, according to studies done by Ishfaq et al. (2022). When workers' financial well-being takes a nosedive, they lose interest in what they do for a living (Ishfaq et al., 2022).

CONCLUSION

The study investigated the effect of compensation on employee work passion, specifically focusing on harmonious passion and obsessive passion, within electricity distribution companies in South-South, Nigeria. The results of the analysis indicate that compensation plays a significant role in influencing both forms of employee work passion.

RECOMMENDATION

The following are recommended;

1. Managers of electrical distribution companies should implement a comprehensive compensation strategy by clearly communicating the compensation structure and the criteria for performance-related rewards to all employees. This transparency helps build trust and motivates employees to align their efforts with company goals.
2. Managers of electrical distribution companies should regularly review and adjust compensation packages based on employee performance, market trends, and organizational goals to maintain fairness and motivation, and also regularly perform market salary surveys to ensure that compensation packages are competitive within the industry.

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