Change-oriented Leadership Behaviour and Workers Passion of Rivers State Civil Service

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Abstract

This study looked into how change-oriented leadership behaviour relate with passion of workers in Rivers State civil service. The cross-sectional survey design was utilized and a total population of 3810 employees from thirteen (13) ministries. A sample of 362 employees were pulled as the sample size. Data were garnered using copies of well-structured questionnaire and the simple random sampling was applied. The Spearman's Rank Order Correlation and Partial Correlation were employed in data analysis. The result of the analysis revealed that the dimensions of Change-oriented leadership behaviour (idealized influence and inspirational motivation) have a significant positive relationship with obsessive passion and Work Enjoyment. It was decided that enhanced Change-oriented leadership behaviour in terms of idealized influence and inspirational motivation help improve the passion of workers of Rivers State civil service. It was recommended among others that leaders or supervisors in the civil services should act as a role model to employees as such will enhance the employee's passion

1.0 Introduction

Employee work passion is the joyful emotional state that occurs from engaging in work-related activities, which leads to persistent and fruitful involvement in job-related activities and, in turn, leads to harmonic accord with an employee's life beyond the workplace (Hardgrove and Howard, 2015). Employee work passion, according to Zigarmi (2009), is a person's ongoing, emotionally positive, meaning-based state of wellbeing that develops from repeated cognitive and affective assessments of various job and organisational situations and leads to consistent, productive work intentions and behaviours. An employee that is passionate about their job will commit a lot of time and effort doing it, making it a substantial part of their lives (Ho, Kong, Lee, Dubreuil & Forest, 2018). Any organisation that doesn't have workers that are fired up about their work is to be expected to be ineffective. An employee's "work passion" is an innate motivation that drives them towards putting forth endless effort to improve the success of the company. Employees who are passionate about their work are internally motivated because they genuinely want to change the organisation for the better. The writers also noted that motivated employees frequently give fresh perspectives and challenge accepted norms, positioning the company well within its sector (Numbere & Akhigbe, 2022; Hagel, Brown, Ranjan & Byler, 2014). The behaviour of the leaders in the organisation might have an impact on the attitude and passion of the employees because they are rational and emotional beings. Leadership is essential in a business because it affects employees' attitudes, which may result in either positive or negative behaviour. Change-oriented leadership behaviour is focused on the creation of a broad strategic vision,

the implementation of the change, and the promotion of adaptability and innovation in order to effectively lead change. Strong leadership skills allow a leader to effectively engage and influence an organization's workforce as well as introduce positive changes to the business. According to Atkinson, without strong leadership in place, improvements will not be implemented since there are no leaders who will inspire and guide the organization's workers while also laying out a clear course of action (Atkinson, 2015). The modern organization's response to an inevitable shift in circumstances demonstrates the significance of change management. Businesses and institutions of all types have been obliged to entrust their managers, CEOs, and other senior leaders with the task of anticipating change and offering advice due to continuing transformative processes (Kotter, 1990). Researchers have looked into techniques to increase employees' passion. However, there is a dearth of empirical data in the Rivers State public service on the relationship between employees' enthusiasm and change-oriented leadership behaviour. In order to close this gap, this study proposes an empirical investigation of the association between change-oriented leadership behaviour and workers' enthusiasm in the Rivers State civil service. Without a doubt, effective leadership has a significant impact on the attitudes and behaviours of staff.

Statement of the Problem

The Nigerian public service has a high level of inefficiency and ineffectiveness as a result of the widespread display of nonchalance when performing tasks at the workplace caused by a lack of worker passion (Numbere & Akhigbe, 2022). Because of the issue of low employee passion in the civil service, there is a high rate of absenteeism and tardiness among the workforce, which has a detrimental effect on the organization's ability to function effectively and on the timeliness of completing necessary tasks in the workplace (Eketu, 2019). When the workforce lacks enthusiasm for the organization's success, no organisation can succeed. A lack of employee enthusiasm at work can also be shown in the behaviour of the individual, which can take the shape of cynicism, deviance, or disengagement (Eketu, 2019). Workplace culture and employee behaviour may have an impact on employees' attitudes and behaviours. When a leader exhibits unfavourable behaviours in the workplace and adopts a casual attitude toward the organization's activities, this may inspire other employees to work with a lack of enthusiasm. Therefore, in order to increase employees' motivation within the company, leaders or supervisors in the Rivers State civil service may need to address their mindset. Despite numerous studies by academics to address the issue, organisations still struggle with low worker passion. As a result, this study looked at how the Rivers State civil service's workers' enthusiasm and change-oriented leadership behaviour relate to one another.

Objectives of the Study

To inquire into the link between

   i.   Idealized influence and obsessive passion of Rivers State civil service
  ii.   Idealized influence and Work Enjoyment of Rivers State civil service
 iii.   Inspirational motivation and obsessive passion of Rivers State civil service
  iv.   Inspirational motivation and Work Enjoyment of Rivers State civil service

Research Questions

What is the relationship between;

   i.   Idealized influence and obsessive passion?
  ii.   Idealized influence and Work Enjoyment?
 iii.   Inspirational motivation and obsessive passion?

iv.   Inspirational motivation and Work Enjoyment?

Research hypotheses

HO$_1$: There is no significant relationship between Idealized influence and obsessive passion of Rivers State civil service

HO$_2$: There is no significant relationship between Idealized influence and Work Enjoyment of Rivers State civil service

HO$_3$: There is no significant relationship between Inspirational motivation and obsessive passion of Rivers State civil service

HO$_4$: There is no significant relationship between Inspirational motivation and Work Enjoyment of Rivers State civil service

2.0 Literature Review

Contingency theory of leadership is the foundation of this work. Contingency theories contend that because a leader's style is influenced by a variety of elements, including consistency, the situation of their followers, and other things, each leader's style is distinct in and of itself. According to such theory, there is no way to lead because the world must change to that specific situation on the inside as well as the outside. Typically, leaders change not only the dynamics and mood of the firm, but also the personnel. While situation theorists believed the relationship was determined by the subordinates, contingency theorists thought it was meant to be advantageous for the leader. The emphasis on group dynamics is crucial, even though situational leadership is primarily focused on the leader. Many of the group dynamics and leadership theories that are used today resulted from these observations of leadership relationships and group dynamics. The contingency leadership idea promotes the capability of subordinates in their leadership style (Bass, 1997). It was first proposed in 1969 that there is no singular approach to leadership that fits to all varieties of personalities and situation, thus allowing certain leaders to take advantage of their environment and go from a task-oriented to a relations-oriented style of leadership. This theory is extremely relevant to the topic at hand since it suggests that a leader's capacity to predict the appropriate behaviour and leadership style to adopt at a particular moment would contribute to a workplace where employees are more engaged and motivated.

Conceptual Framework
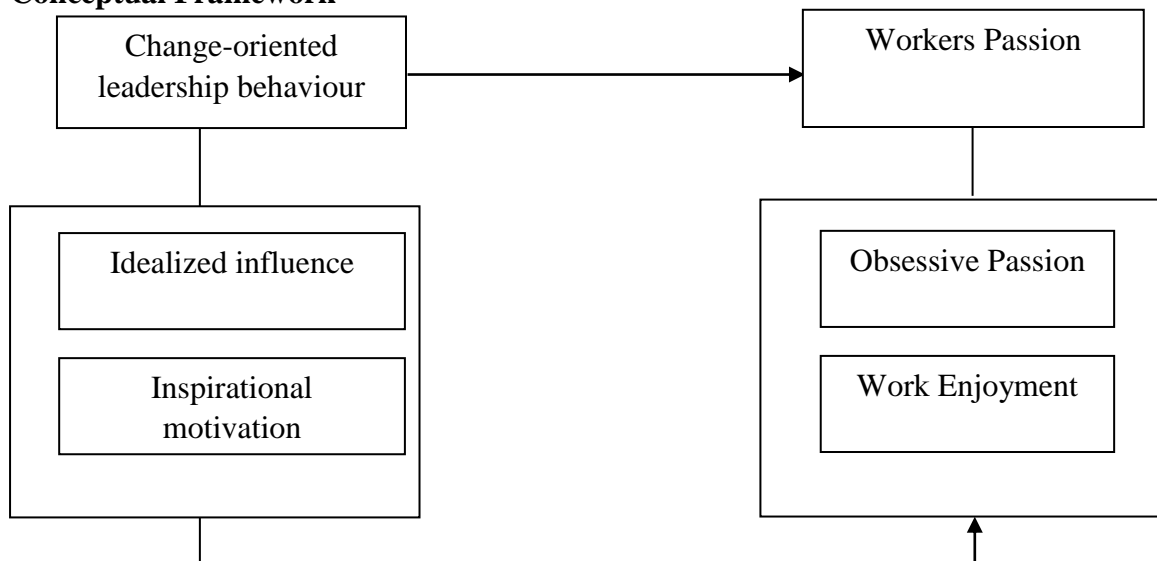
A conceptual framework showing the relationship between change-oriented leadership behaviour and workers passion.

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).

Change-Oriented Leadership Behaviour

To accomplish the goals of the organisation, a leader who is change-oriented makes an effort to alter the beliefs and moral standards of the workforce. Numerous studies provide various definitions of "change oriented leadership." The ability to affect subordinates' beliefs, attitudes, and judgements is what Rouce, Baker, and Rose (1989) define as "change oriented leadership." Bass claims that these leaders influence their direct reports to go beyond themselves in order to achieve a better organisation because they are inspired by the respect and confidence that their direct reports have in their surroundings. In his book, Yukl (2002) outlines the characteristics of change-oriented behaviours as influencing organisational culture, creating a vision, implementing change, and fostering creativity and learning. Additionally, leaders can easily compel their teams to accomplish particular goals by developing a sense of obligation in their workers to support and serve them as well as by attempting to alter the thoughts and moral standards of their subordinates. One of the utmost important facets of change-oriented leadership behaviour is fostering creativity and learning. This entails actions like promoting systemic thinking, trying out new ideas, being inventive, engaging in entrepreneurial activity, being flexible, and learning; facilitating learning diffusion throughout the organisation; utilising learning from mistakes or successes; and helping people comprehend and enhance mental models, among other things (Ulrich Jick & Glinow, 1993).

Idealized influence

Idealized influence denotes a transformative leader's behaviours that inspire followers' veneration and a desire to imitate the leader. Those actions represent treating the needs of the

led as more important than the leader's own interests or advantages, as well as acting consistently and with good judgement (Bass & Avolio, 1994). Similar to this, Jandaghi, Matin, and Farjami (2009) stated that these leaders exhibit high levels of ethics. Therefore, by acting in this way, leaders would inspire followers to follow suit, increasing the bar for their level of performance at work. Previous research has demonstrated that perfect influence has an instantaneous effect on a person's execution of task (Bass & Avolio, 1994). According to some writings (Gomes, 2014; Ngaithe, K'Aol, Lewa & Ndwiga, 2016), transformational leaders conduct in a fashion that lends itself to being seen as exemplars. This literature equates idealised influence with charismatic leadership. Idealized influence has been linked to a leader who expresses charm, upholds moral principles, and is capable of convincing subordinates of his or her vision for the company (Ngaithe et al., 2016). Such leaders possess strong personal beliefs that distinguish them from the competition and create favourable perceptions in the minds of their followers (Gomes, 2014).

Inspirational motivation

Inspirational motivation is about motivating people to become more aware of the organization's mission and vision, and committing to the vision. The main values of inspirational motivation include working with employees and granting autonomy. Other important signs of inspirational motivation comprise organisational communication, vision, stimulating employees, and encouragement (Barine & Minja, 2014). As per to Bass (1985), inspiring motivation involves presenting followers with obstacles to transcend and desire to work toward shared objectives. Inspiring motivation, in the opinion of Kent, Crotts, and Azziz (2001), enables leaders to maintain the group's vision despite possible obstacles. A compelling goal must be communicated, symbols must be used to focus subordinate effort, and acceptable behaviour must be modelled, according to Yukl (2010). According to Banjeri and Krishnan (2000), leaders are more likely to make moral decisions when they demonstrate concern for the company goal and follower motivation.

The management of a business can inspire its staff and foster goodwill at the collective level by fostering an employee-friendly organisational culture. Both motivation and loyalty to the company can be fostered in a worker-friendly environment. Effective leadership is accountable for improving motivational inspiration and job happiness. The success of firms will depend on motivating employees, which goes beyond decentralisation, customer service, technology, or refurbishment. Productivity development requires and demands more than any of these. The only assets that require lavish care are human resources (Salanova & Kirmanen, 2010).

Workers passion

An activity that is highly meaningful to one's identity might elicit the powerful emotion known as passion (Gubman, 2004). However, industrial psychologists have just recently started to utilise it because they think it considerably boosts organisational effectiveness. The notion of passion has garnered a lot of deliberation in the philosophical literature. According to Vallerand et al. (2003), there are two different kinds of passion, both of which are dualistic in character. These include obsessive passion and harmonious passion, both of which are motivational forces in which the individual has complete control over the action (a well-ordered internalisation of an activity which in turn controls the individual). Employee work passion is a favourable emotional state that develops as a result of an employee's participation in job-related activities. It promotes continued and fruitful participation in work-related activities as well as harmonic congruence with a worker's life outside of work. A sense of

self-integration with the workplace that is promoted by a person's passion for their work aids in the development of a distinctive identity inside a company (Baum & Locke, 2004). When one has a positive relationship with their workplace, working becomes joyful. In such an environment, workers feel rewarded and inspired to give their best efforts. Employees bring their cognitive, physical, and emotional motivations to work, which is how work engagement differs from passion (Kahn, 1990). Work flexibility is important in passion thrillers, along with a strong leader's impact (Liu, Chen & Yao, 2012).

Obsessive Passion

Obsessive passion for work is separate from over commitment (Preckel, von Känel, Kudielka, and Fischer, 2005) and workaholism (Spence & Robbins, 1992), despite the conceptual similarities between the two. When someone has an intense passion for anything, they greatly appreciate and adore it, but when they have a workaholism, they act contrarily (Spence & Robbins, 1992). Additionally, although a person who is intensely passionate about their work sees it as a part of who they are, the term "workaholism" actually refers to a dependency on it that is exhibited by an unrelenting pattern of behaviour (Porter, 1996). The dualistic model of passion (Vallerand, 2010) characterises an obsessive passion as identification with a highly desirable and loved activity, despite the fact that the sustained display of such a passion may occasionally lead to a pathological addiction to the activity in question. One particular illustration of this is the emergence of an obsessive enthusiasm for a particular activity as a result of internal and/or external conditions connected to that activity, for instance ambivalent self-worth, social approval, or high performance standards. The formation of ego-invested personality by people who are engaged on a particular activity leads to inflexible adherence toward that activity (Hodgins & Knee, 2002). Because of this, even when people enjoy the emotional exercise, they are confronted with a circumstance where they have an intense internal need to perform it. This causes them to participate in their tasks in a more rigorous and conflicted manner than they would otherwise.

Work Enjoyment

The level of satisfaction a person experiences at work is termed as the extent to which the task itself is appealing or enjoyable (Johnstone & Johnston, 2005; McMillan et al., 2002; Spence & Robbins, 1992). Managers look for enjoyment or interest in the essence of the work rather than the task itself (Ng, Sorensen, & Feldman, 2007). A key element of enjoying one's work is intrinsic motivation (Deci & Ryan, 2000; Ryan & Connell, 1989). It's vital to remember that while work enjoyment includes affective elements (such as pleasure and interest), it differs from a person's overall favourable feelings about their job or organisation (e.g., job satisfaction, organisational commitment). Task-related activities are pursued because they are seen as naturally fun or interesting by the person doing the work, which is why they are linked to enjoyment of work. The enjoyment motive is often seen favourably by workaholism experts, who link it to ideas like intense involvement and personal fulfilment (Buelens & Poelmans, 2004; Porter, 2001). The study's findings show that people who are happy with their professions experience less stress, have better emotional health, and have more positive opinions regarding their coworkers, their work, and their careers (Aziz & Zickar, 2006; Burke, 1999, 2001; Burke et al., 2003; Burke et al., 2004; Porter, 2001).

Empirical Review

According to Violet and Astakhova's (2020) work passion transfer model, a leader's knack to enthuse others through their leadership style depends on how important they believe their

performance is to their own sense of self-worth (IPSE). Based on information gathered from 201 supervisor-employee pairs in the healthcare sector, it was determined that charismatic leadership was in charge of transferring harmony while contingent reward leadership was in charge of transferring obsessive enthusiasm. For any type of passion, IPSE did not serve as a moderator. According to the fallouts of a related study, the relationship between employee passion and leadership was formed through employees' perceptions of the passion of their leaders, and IPSE was emphasised for the association between supposed leader obsessive passion and employee obsessive passion.

In a randomised controlled study, Graves et al. (2012) examined the impact of two motivational styles—being pushed to work and enjoying what you do—on managerial performance, career satisfaction, and psychological strain (N = 346). 360-degree performance ratings were used to assess the program's effectiveness. Additionally, the authors examined how the two motives they were examining were impacted by self-esteem. They found that the enjoyment motive had a positive correlation with job satisfaction and performance and a negative correlation with workplace stress. Driven to work did not significantly affect either performance or strain, but it did seem to interact with job enjoyment to affect both. When one loves what they do, going to work is not motivated by how well they do or how much strain they are under. Increases in motivation to go to work are related to intensifications in performance and strain when one's job satisfaction is low. Self-esteem was found to be positively correlated with the capacity to enjoy one's work, but negatively correlated with the capacity to be motivated at work. According to the authors' research, persons who are driven by a desire to produce good work tend to be more productive and satisfied at work.

In the setting of a workplace, Spehar, Forest, and Stenseng (2016) investigated the dualistic model of passion. This approach suggests that persons might over time acquire either a balanced or an obsessive passion for a highly cherished activity. We predicted that having a harmonic passion for one's profession would increase sentiments of belonging at work, resulting in higher levels of job satisfaction. Findings from a study of 278 Norwegian employees indicated that the association between harmonious passion and job contentment was moderated by a sense of belongingness. There was no indication of a mediation between obsessive passion and job contentment since obsessive passion was shown to be unrelated to belongingness. These results highlight the value of a balanced work-related passion as well as the significance of belongingness in terms of overall job contentment.

The study by Yeh and Chu (2017) set out to define four different categories of passion (internal HP, external HP, internal OP, and external OP) in e-learning and, more specifically, to investigate the connections between various passions, self-regulation, and knowledge management in e-learning. In the study, 1209 college students participated. Three 4-point Likert scales were employed to measure the variables under consideration, and structural equation modelling was utilised to evaluate the suggested model. The four different types of passion were shown to be interconnected as a result of the findings, and it was also determined that the suggested model was a good fit. In particular, it was discovered that self-control acted as a mediator between enthusiasm and knowledge management in online learning. Contrarily, HP and OP predicted knowledge management and self-regulation in opposing ways, and HP was found to be a more significant element in e-learning than OP. The results 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, even though the two-dimensional model of passion is supported by the study's findings.

3.0 Methodology

The survey design was employed and 3810 employees from thirteen (13) ministries in Rivers State. The Krejcie and Morgan (1970) formula as employed in deriving a sample of 362 and questionnaires were distributed to them. Furthermore, the simple random sampling technique was used. Change-oriented leadership behaviour (independent variable) was measured using idealized influence and inspirational motivation. Idealized influence was assessed using 5 items (e.g. In my organization, my superior is a role model) and likewise 5 items were used to assess inspirational motivation (e. g.: Leadership in my company promotes and supports both individual and team learning). Work Enjoyment (dependent variable) was measured using obsessive passion and Work Enjoyment, also using 5 items (e.g. I have almost an obsessive feeling for this organization) for obsessive passion and 5 items (e.g. I enjoy my work in this organization) for Work Enjoyment. The Spearman Rank Order Correlation was used in the data analysis.

4.0 Result

Out of 362 questionnaires issued, only 326 (90%) copies were returned and used for the study.

Table 1: Idealized Influence and Obsessive Passion

Correlations			Idealized Influence	Obsessive Passion
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.733[**]
		Sig. (2-tailed)	.	.000
		N	326	326
	Obsessive Passion	Correlation Coefficient	.733[**]	1.000
		Sig. (2-tailed)	.000	.
		N	326	326

The outcome depicted in Table 1 reveals a significant level ($p < 0.05$) of correlation (rho = 0.733) between Idealize Influence and obsessive Passion, which warranted the rejection of the null hypothesis.

Table 2: Idealized Influence and Work Enjoyment

Correlations			Idealized Influence	Work Enjoyment
Spearman's rho	Idealized Influence	Correlation Coefficient	1.000	.701[**]
		Sig. (2-tailed)	.	.000
		N	326	326
	Work Enjoyment	Correlation Coefficient	.701[**]	1.000

		Sig. (2-tailed)	.000	.
		N	326	326

The outcome depicted in Table 2 reveals a significant level (*p*< 0.05) of correlation (rho = 0.701) between Idealize Influence and Work Enjoyment, which warranted the rejection of the null hypothesis.

Table 3: Inspirational motivation and Obsessive Passion

Correlations			Inspirational motivation	Obsessive Passion
Spearman's rho	Inspirational Motivation	Correlation Coefficient	1.000	.761**
		Sig. (2-tailed)	.	.000
		N	326	326
	Obsessive Passion	Correlation Coefficient	.761**	1.000
		Sig. (2-tailed)	.000	.
		N	326	326

The outcome depicted in Table 3 reveals a significant level (*p*< 0.05) of correlation (rho = 0.761) between Inspirational motivation and obsessive Passion, which warranted the rejection of the null hypothesis.

Table 4: Inspirational motivation and Work Enjoyment

Correlations			Inspirational motivation	Work Enjoyment
Spearman's rho	Inspirational motivation	Correlation Coefficient	1.000	.698**
		Sig. (2-tailed)	.	.000
		N	326	326
	Work Enjoyment	Correlation Coefficient	.698**	1.000
		Sig. (2-tailed)	.000	.
		N	326	326

The outcome in table 4 *p*< 0.05 (0.000< 0.05), rho = 0.698 indicate a significant link amongst Inspirational motivation and Work Enjoyment.

5.0 Discussion of Findings

Idealize Influence and obsessive Passion

The outcome between Idealize Influence and obsessive Passion depict a noteworthy link amongst the variables. The p-value < .05 implies that Idealize Influence relates noteworthily with Obsessive Passion. The correlation coefficient (r) is 0.733-an indication that Idealized influence accounts for up to 73.3% level of obsessive passion. Thus, enhancing Idealized Influence will help heighten Obsessive passion. Thusly, the objective set in the present study to examine if Idealized Influence relates with Obsessive Passion was reached. This finding is in congruence with Violet and Astakhova (2020) who posited that the link between leadership and staff obsessive passion was established through staff'' perceptions of leader passion and their openness to change.

Idealize Influence and Work Enjoyment

The link amongst Idealize Influence and Work Enjoyment conveys a noteworthy link between the two variables. The spearman correlation outcome implies that Idealize Influence has a noteworthy rapport with Work Enjoyment. The correlation coefficient (r) is 0.701-an indication that Idealized influence accounts for up to 70.1% level of Work Enjoyment. Thusly, enhancing Idealized Influence will help heighten Work Enjoyment. The objective set to examine if Idealized Influence relates with Work Enjoyment was reached. This finding in congruence with Graves, et al (2012) who posit that management behaviors that are self-consistent and autonomous have the potential to foster feelings of engagement and genuineness in employees, which can help them meet their fundamental psychological needs, enrich their psychological well-being, and heighten the degree to which work undertakings are actually gratifying

Inspirational motivation and Obsessive Passion

Inspirational motivation and Obsessive Passion has a notable correlation. The spearman correlation outcome implies that Inspirational motivation relates meaningfully with Obsessive Passion. The correlation coefficient (r) is 0.761-an indication that Inspirational motivation accounts for up to 76.1% level of obsessive passion. Thusly, enhancing Inspirational motivation will help heighten Obsessive passion. This finding is in congruence 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 so as to upraise their mindfulness of/about the organization's mission, vision and committing to the vision is a key theme of this factor.

Inspirational Motivation and Work Enjoyment

Inspirational motivation and work enjoyment relate noteworthily with each other. The Spearman Correlation outcome implies that inspirational motivation has a significant relationship with work enjoyment. The correlation coefficient (r) is 0.698-an indication that Inspirational Motivation accounts for up to 69.8% level of Work Enjoyment. Thusly, enhancing Inspirational Motivation will help heighten Work Enjoyment. Thusly the objective set to examine if Inspirational Motivation relates with Work Enjoyment was reached. This finding is in congruence with Odumeru et al. (2013) who argue that leaders' inspiring behavior makes them enjoy the work, and aids the employees to execute task through ingenious techniques to accomplish the assigned responsibilities. Burke et al. (2004)

employees who enjoy their jobs report lower stress levels and improved emotional well-being, as well as more favorable attitudes toward their coworkers, their job, and their career.

6.0 Conclusion and Recommendation

It is essential to note that the civil services cannot achieved their goals without displaying proper and effective leadership behaviour and the passion for their work consequently reflect on their behaviour and leadership role influences the attitude of employees which could thus lead to positive behaviour. In order to effectively lead change, change-oriented leadership behavior is preoccupied with the development of an overarching strategic vision, the implementation of the change, and the encouragement of flexibility and innovation. In conclusion enhancing change-oriented leadership behaviour in terms of idealized influence and inspirational motivation will improve workers passion of Rivers State civil service. 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 leaders in the organization should socialize with people to build relationships as such will make the employees to feel a sense of work enjoyment.
4. 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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