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## Training and Development and Harmonious Passion in Electricity Distribution Firms in South-South, Nigeria

By

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### Abstract

This study establishes the relationship between training and development and harmonious passion in electricity distribution firms in South-South, Nigeria. Three hypotheses were formulated. A population size of 367 employees from electricity companies in South-South, Nigeria. The Taro Yamane (1968) formula was used in determining the sample size of 191 for the study with which were selected based on convenience sampling method. Therefore, 191 questionnaires were distributed to the managers and owners of these firms and tested with the Pearson Correlation Coefficient. The result of the analysis showed a positive and significant relationship between training and development (on-the-job training, off-the-job training, and on-boarding) and harmonious passion of electricity distribution firms in South-South, Nigeria. Based on the result, the study therefore concluded that there is a significant relationship between training and development and harmonious passion in electricity distribution firms in South-South, Nigeria. It was recommended that; Electricity distribution firms should invest in robust on-the-job training programs. It is essential for companies to offer diverse and comprehensive off-the-job training opportunities. It is still crucial to optimize the on-boarding process.

### Keywords:

**On-the-job training, Off-the-job training, On-boarding, Training and Development and Harmonious Passion**



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## **Introduction**

According to Vallerand (2015), a concept from positive psychology known as harmonious passion describes how an individual experience a state of sustained excitement and well-being as a result of their strong desire to participate in their profession on an intrinsic and autonomous level. As stated by Forest et al. (2018), employees' morale and output are both enhanced when they are really enthusiastic about their work. Companies in South-South Nigeria's power distribution industry must prioritize the promotion of harmonic passion among their staff if they want to reach organizational goals, enhance service quality, and be operationally efficient.

Investment in training and development pays dividends in the form of a cohesive and enthusiastic staff. Research by Jehanzeb and Bashir (2013) indicates that employees' confidence and engagement levels are elevated when they get training that enables them to build the necessary skills, knowledge, and competencies to do their jobs effectively. According to Sung and Choi (2018), development initiatives such as training and education programs may increase intrinsic motivation even further by connecting employees' personal and professional growth to the company's objectives. A well-organized training and development plan may, thus, substantially improve the chances of cultivating a harmonized passion among workers.

In order to cultivate a harmonic enthusiasm among employees, training and development programs have been proven to be helpful in recent research. Salas et al. (2015) found, for instance, that long-term training programs boost harmonious passion by increasing job satisfaction and employee investment. Workers are more invested and motivated when they have possibilities for ongoing professional growth, according to research by Khalid and Nawab (2018). As a result, a dedicated and enthusiastic staff is produced. Saks and Gruman (2018) demonstrated that comprehensive training programs significantly boosted staff participation, a crucial component of harmonic passion. Additionally, Noe et al. (2014) found that when employees see training opportunities as relevant and useful to their career goals, they exhibit higher levels of excitement and intrinsic motivation.

Few studies have examined the use of harmonic passion in training and development programs run by electricity distribution firms in South-South Nigeria. This study aims to bridge that knowledge gap by demonstrating a causal link between development and growth and harmonious passion. We also hope to learn more about the connections between training and development and harmonic passion in the context of energy distribution enterprises in South-South Nigeria in this study. Through comparing the effects of various training and development programs on employees' harmonious passion, this study hopes to provide useful information for human resource executives and practitioners. Additionally, the findings will offer practical recommendations for increasing harmonic excitement in the power distribution sector, while also contributing to the current body of knowledge about employee engagement and motivation.

## **Statement of Problem**

Olugbenga and Ayodotun (2020) state that the electricity distribution business in South-South Nigeria has several challenges, including inadequate infrastructure, frequent power outages, and a high incidence of technical and non-technical losses. To overcome these challenges, you need a passionate and committed team that can fix operational inefficiencies and deliver accurate services. Because of the extreme pressure and constant change in their industry, these companies place a premium on operational efficiency and happy customers (Babatunde & Shuaibu, 2018). Regardless of the region's financial challenges, Adeniji et al. (2019) discovered that investing in staff training and development

resulted in greater job satisfaction, less turnover, and a more committed and passionate workforce. Training and development programs have the potential to close a skills gap, foster a growth mindset among workers, and raise morale and engagement on the workplace (Elnaga& Imran, 2013).

Empirical evidence suggests that training and development programs boost employee motivation and engagement. Research by Dysvik and Kuvaas (2018) found that employees exhibited more harmonious passion when they felt valued and competent in their roles. Also in line with this idea, Jehanzeb and Bashir (2013) discovered that giving employees opportunities for continual professional growth makes them more committed to the firm and less likely to quit, which in turn makes for a more consistent and devoted staff.

It is critical to swiftly institute training and development programs that cater to the specific challenges encountered by those engaged in electricity distribution. Programs like this can help employees feel more connected to their job, minimize workplace stress, and support balanced pursuit of hobbies (Elnaga and Imran, 2019). Power distribution companies may create a work environment where employees are enthusiastic about their job, committed to the company's mission, and able to take initiative by investing in their professional development (Noe et al., 2017; Dysvik and Kuvaas, 2018). Understanding the relationship between training and development and harmonious passion is the goal of this study, which focuses on electricity distribution firms in South-South Nigeria.

### **Objective of the Study**

The purpose of this research is to examine power distribution companies in South-South Nigeria to find out how training and development relate to harmonious passion. Below are the objectives:

- i. Examine the relationship between on-the-job training and harmonious passion in electricity distribution firms in South-South Nigeria.
- ii. Examine the relationship between off-the-job training and harmonious passion in electricity distribution firms in South-South Nigeria.
- iii. Examine the relationship between on-boarding and harmonious passion in electricity distribution firms in South-South Nigeria.

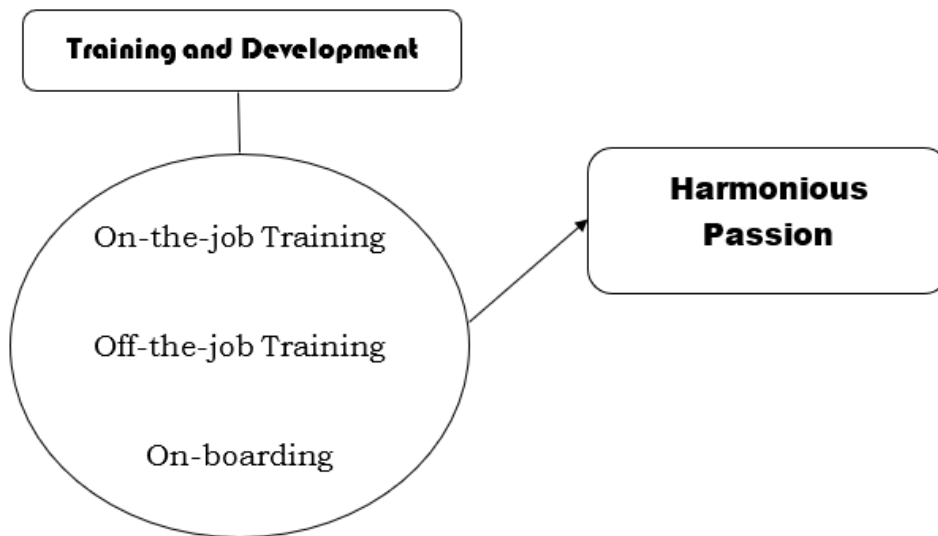
### **Research Hypotheses**

**HO<sub>1</sub>:** There is no significant relationship between on-the-job training and harmonious passion in electricity distribution firms in South-South Nigeria

**HO<sub>2</sub>:** There is no significant relationship between off-the-job training and harmonious passion in electricity distribution firms in South-South Nigeria

**HO<sub>3</sub>:** There is no significant relationship between on-boarding and harmonious passion in electricity distribution firms in South-South Nigeria

### Conceptual Framework



Source: Conceptualised by the Researcher

## Literature Review

### Training and Development

According to Bernadin and Russell (2013), training encompasses any activity aimed at improving an employee's performance in their current or related job duties. In most cases, specific bits of knowledge, skills, attitudes, and actions will have to change. Dessler (2017) defines training as the process by which current and prospective employees get the skills and information necessary to perform their jobs effectively. Workers need training to systematically improve their knowledge, skills, and attitudes so they can perform a good job on the job (Nebo et al., 2015). Management success hinges on managers' willingness to put money into their employees' professional development. Training, which involves imparting knowledge, skills, and abilities to employees, has the potential to improve organizational capabilities and performance (Armstrong, 2009).

Giving workers chances to learn and grow is what we mean when we talk about development. Opportunities like this aren't limited to helping workers do better in their current roles. The focus of development, say Bernadin and Russell (2013), is on future demands and how to best prepare employees to meet them, whereas training focuses on fixing present problems with employees' skills.

### On-the-Job Training

It is the goal of on-the-job training, according to Bolarinwa (2020), to teach trainees the ropes by observing more seasoned employees in action. The trainer or more seasoned employee shows the trainee the ropes and gives them pointers on how to accomplish their jobs better. Sometimes, the apprentice is just supposed to observe the master and pick up hints from them. Even if the learner won't be able to produce much, they are learning and working simultaneously. In most cases, the process is haphazard and based on trial and error. In Baum and Devine's (2007) view, firms would be better off providing on-the-job training to their employees due to the time and money saved. By the way, it's a great method for their staff to learn by doing. In the realm of on-the-job training, three prevalent approaches are work rotation, mentorship, and apprenticeship.

Nzewi (2015) argues that there is no need to transmit knowledge when training occurs on the job, and that the training may be quite realistic. Due to the fact that standard work tools are sufficient, it is

generally rather cheap. Still, most workers pick up new skills via hands-on experience on the job. Performance requirements are defined by well-designed on-the-job training programs, which are overseen by staff supervisors who are both competent and well-resourced (Snell, 2013).

### **Off-the-Job Training**

When employees participate in off-the-job training, they gain information and experience in a setting other than their workplace. It consists of training classes, seminars, reading, group discussions, and individual tutoring (Bolarinwa, 2020). It opens the door for people to work from a different location than their main workplace. Some of its benefits include helping trainees focus, reflect on their actions, and identify what worked and what didn't (Bolarinwa, 2020). Having the chance to study or practice in a secure and supportive environment is a great perk of this type of training. Training should take place at a location separate from the employee's workplace so that they may relax and concentrate on the task at hand (Reynolds, 2014).

### **On-boarding**

In order for new hires to make a positive impact on the company's performance, it is crucial that they be able to hit the ground running. It is important for new hires to familiarize themselves with the social and task-related components of their work, in addition to the organizational and social components of their new workplace. Therefore, "onboarding" refers to the process of teaching new hires the social and task aspects of their jobs so that they can do a good job. The term "onboarding" refers to the process by which a new employee, regardless of rank, joins an organization. Attracting and maintaining employees is greatly enhanced by onboarding (Michael 2018). Instead than viewing onboarding as a series of discrete steps, it should be viewed as an all-encompassing process (Kumar & Pandey, 2017). With any luck, this will make it easier for new hires to get fully integrated within the system. Workers who have not received enough induction end up requiring additional supervision, which increases the time, energy, and money spent on training.

### **Harmonious Passion**

According to Vallerand et al. (2003), when people "have freely accepted the activity as important for them without any contingencies attached to it," they have achieved autonomous internalization, which is the source of harmonious passion. When one's job becomes an integral part of who they are—when they have a strong desire to willingly "be immersed" in their work—this is what we mean when we talk about harmonic passion. That it is an important part of who they are doesn't mean they have to dwell on it or put in extra hours at the office; they just accept it. The opposite is true with obsessive passion, which develops when work becomes an integral part of an individual's identity and becomes so strong that they feel compelled to do the activity even if it means neglecting other important areas like leisure or family (Orgambidez-Ramos et al. 2014). Harmonious passion boosts motivation, mental health, and the relevance and purpose of one's job, according to many research (Vallerand & Houliort, 2019). This is because being enthusiastic about what one does brings about pleasant feelings while working. According to research (Vallerand & Houliort, 2019; McAllister et al., 2017), when people voluntarily immerse themselves in their work, it improves their mental health, increases their levels of absorption, and ultimately leads to more intrinsic job satisfaction.

## **Theoretical Review**

### **Social Exchange Theory**

The theoretical framework that underpins this investigation is social exchange theory. According to Homans (1958), social conduct entails the trade of goods, both tangible and intangible, such as status symbols and approval ratings. According to Homans (1961), social behavior occurs whenever at least two people engage in an activity that has a positive or negative impact on their well-being. Conversing with another person requires effort and time on an insignificant level, but the benefits, like establishing rapport and having your worth validated, more than make up for it. "Intentional actions of persons motivated by the returns they should generate and generate from others" is how Blau (1964) described social transactions. Everyone works long hours and interacts with others, so it's crucial to have a support system of coworkers you can lean on in times of need, according to the social exchange hypothesis. According to Cropanzano and Mitchell (2005), when the reciprocity criteria is fulfilled, a bond of trust and loyalty forms amongst employees.

### **Empirical Review**

The impact of training and development expenses on the productivity of multiple firms in Lagos State was investigated by Bolarinwa (2020). The study employed an explanatory research strategy. The individuals employed by the selected firms will be the subjects of the study. The total number of employees involved in the poll was 224, with 142 randomly selected to take part. In order to get this information, we consulted both primary and secondary sources. Yearly reports, pertinent and current articles, papers, and textbooks comprised the secondary data, whilst questionnaires were distributed to selected HR experts from the relevant firms to gather the primary data. We used SPSS 21.0 to examine the quantitative data that we acquired, and we also gathered qualitative data. Correlation The computation of a coefficient allowed one to start the investigation of the relationships between the variables. This allows us to determine the direction and strength of the connection between the two data sets. The hypothesis that was investigated was that organizational performance might be improved via training and development. The impact on the company's productivity and efficiency of HR expenditures on off-the-job training and development has been shown. There was a positive correlation between training and development and the success of the company.

Benitez et al. (2023) set out to examine the moderating influence of harmonious passion at work in order to fill these gaps in our knowledge of the relationship between burnout (physical fatigue, cognitive weariness, and emotional exhaustion) and intrinsic job satisfaction in service employees. Seven hundred forty-eight front-line employees from southern Spanish service organizations made up the study sample; their average age was 35.51, standard deviation was 10.06, and women made up 52% of the sample. Harmonious passion mitigated the negative connections between physical exhaustion and intrinsic job satisfaction, according to regression models run using the statistical program R (R Core Team, 2022). Even when physically exhausted, employees with higher scores on harmonious passion at work reported more intrinsic joy. When service sector workers are passionate about their work, it makes a world of difference, even if they frequently report high levels of physical tiredness. Thus, their findings contribute to the JD-R theory by implying that service professionals may find inspiration in harmonious passion, which reduces the probability of burnout.

The influence of passion on the development of job and career satisfaction among sport sector people was investigated by Papadimitriou et al. (2017) using the dualistic model of passion proposed by Vallerand et al. (2003). This study aimed to investigate, within the context of austerity measures, the



function of job security as a mediator between intrinsic motivation and subjective job satisfaction. Greek municipal sport organization workers (N=170) took out a self-administered questionnaire to measure levels of job satisfaction, job and career happiness, job security, and harmony/obsession with one's vocation. The data was subjected to SPSS and Amos 21.0-based multiple regression and confirmatory factor analysis (CFA). According to the findings, having a stable job mediates the relationship between fulfilling one's passions and one's work and career. The importance of a united and enthusiastic workforce and the necessity of strengthening or preserving job security in the face of harsh economic and social measures are both emphasized by the results.

### Methodology

The researchers in this study used a cross-sectional survey design to look at electricity distribution companies in Southern Nigeria. The sample group included 367 full-time workers from six different states who were employed by electricity distribution corporations. The formula proposed by Taro Yamane (1968), which originally estimated a sample size of 367, was used to choose a subset of 191 workers from this larger group. Primary data sources were employed for this inquiry. Adikoeswanto et al. (2020) provided five questions for the training and development scale, while Li et al. (2017) modified five items for the work passion scale, both of which measure employees' harmonious love for their employment. For each concept, an AVE more than 0.5 was used to validate convergent validity, and for discriminant validity, an AVE greater than 0.7 was used to verify it. With reliability coefficients surpassing 0.7, all constructions were found to be reliable according to Cronbach's Alpha. The Pearson Correlation Coefficient was used to test the null hypotheses.

### Test of Hypotheses

Here we take a look at the study's dependent variable—harmonious passion—and how its three dimensions—on-the-job training, off-the-job training, and onboarding—relate to one another..

**Table 1: Relationship between on-the-job training and harmonious passion in electricity distribution firms in South-South Nigeria**

|                     |                     | Correlations        |                    |
|---------------------|---------------------|---------------------|--------------------|
|                     |                     | On-the-job training | Harmonious Passion |
| On-the-job Training | Pearson Correlation | 1                   | .812**             |
|                     | Sig. (2-tailed)     |                     | .000               |
|                     | N                   | 191                 | 191                |
| Harmonious Passion  | Pearson Correlation | .812**              | 1                  |
|                     | Sig. (2-tailed)     | .000                |                    |
|                     | N                   | 191                 | 191                |

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

Table 1 shows that working as you learn has a positive correlation with harmonious passion (rho =.812), and that the correlation is statistically significant (p = 0.000). There is a correlation between harmonizing passion and on-the-job training.

**Table 2: Relationship between off-the-job training and harmonious passion in electricity distribution firms in South-South Nigeria.**

|                      |                     | Correlations         |                    |
|----------------------|---------------------|----------------------|--------------------|
|                      |                     | Off-the-job Training | Harmonious Passion |
| Off-the-job Training | Pearson Correlation | 1                    | .737**             |
|                      | Sig. (2-tailed)     |                      | .013               |
|                      | N                   | 191                  | 191                |
| Harmonious Passion   | Pearson Correlation | .737**               | 1                  |
|                      | Sig. (2-tailed)     | .013                 |                    |
|                      | N                   | 191                  | 191                |

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

We found that off-the-job training is strongly connected with harmonious passion based on the data in table 2, which show a modest but significant association ( $\rho = .737$  and  $p = 0.013$ ).

**Table 3: Relationship between on-boarding and harmonious passion in electricity distribution firms in South-South Nigeria.**

|                    |                     | Correlations |                    |
|--------------------|---------------------|--------------|--------------------|
|                    |                     | On-boarding  | Harmonious Passion |
| On-boarding        | Pearson Correlation | 1            | .668**             |
|                    | Sig. (2-tailed)     |              | .001               |
|                    | N                   | 191          | 191                |
| Harmonious Passion | Pearson Correlation | .668**       | 1                  |
|                    | Sig. (2-tailed)     | .001         |                    |
|                    | N                   | 191          | 191                |

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

Table 3 shows that on-boarding and harmonious passion are significantly related ( $p = 0.001$ ), although only moderately so ( $\rho = .668$ ). Therefore, we conclude that on-boarding is somewhat linked to harmonious passion.

### Discussion of Findings

According to the first hypothesis, there is a positive correlation ( $\rho = 0.812$ ) and a statistically significant association ( $p = 0.000$ ) between on-the-job training and harmonious passion in South-South Nigerian power distribution firms. The results are consistent with what Bolarinwa (2020) found. In South-South Nigerian power distribution firms, there was a positive correlation between off-the-job training and harmonious passion, according to the second hypothesis ( $\rho = .0013$  and  $p = 0.737$ ). Thus, we deduce that harmonious passion go hand in hand with off-the-job training. Orgambidez-Ramos et al. (2023) found a correlation between this study and theirs. Finally, testing the third hypothesis in South-South Nigerian power distribution enterprises shows a moderate correlation value ( $\rho = 0.668$ ) and a significant association ( $p = 0.001$ ) between onboarding and harmonious passion. The research conducted by Papadimitriou et al. provides credence to this study (2017).

### Conclusion

Training and development procedures and harmonious passion among personnel of power distribution enterprises in South-South Nigeria were the focus of this study. More specifically, research looked at how onboarding, off-the-job training, and on-the-job training all contributed to creating a harmonic passion in this setting. The purpose of the hypothesis is to determine if these aspects of growth and training have a substantial impact on employees' capacity for harmonious passion. A strong correlation between training and development methods and harmonious passion was found in the



study's results. First, at the electrical distribution enterprises in South-South Nigeria, there was a substantial link between on-the-job training and harmonious passion, according to the results. It appears that training programs that focus on practical skills and hands-on experience are good at inspiring people to love what they do for a living. This is probably due to the fact that these programs improve competences and skills that are directly linked to how well a person does their job.

The second important finding is that there is a correlation between harmonious passion and off-the-job training. Workshops, seminars, and external courses are common forms of off-the-job training that can help foster harmonious passion by expanding employees' horizons and enhancing their understanding of the company and their jobs. Finally, there was a somewhat significant link between onboarding and harmonious passion. While it's true that onboarding programs help new hires adjust to the company culture, the modest significance indicates that, although they do have an effect on harmonious passion, it may not be as strong as training that occurs both on and off the work. One possible explanation is that traditional methods of onboarding place more emphasis on orientation than on ongoing training and development.

### **Recommendations**

Based on the conclusion above, the study recommends that;

- i. Electricity distribution firms in South-South Nigeria should invest in robust on-the-job training programs. These programs should be tailored to meet the specific needs of employees and align with organizational goals. By providing hands-on experience and practical skills, companies can foster a deeper sense of engagement and passion among employees. Regular assessments and feedback mechanisms should be incorporated to ensure continuous improvement and effectiveness of the training programs.
- ii. It is essential for companies to offer diverse and comprehensive off-the-job training opportunities. These can include workshops, seminars, and courses that cover both technical and soft skills. Collaborations with educational institutions and industry experts can enhance the quality of these training programs. Providing employees with opportunities to gain new knowledge and skills outside their immediate job environment can stimulate their passion and commitment, ultimately contributing to improved performance and job satisfaction.
- iii. It is still crucial to optimize the on-boarding process. A well-structured on-boarding program can help new employees integrate smoothly into the organization, understand their roles and responsibilities, and align with the company's culture and values. Comprehensive orientation sessions, mentoring programs, and continuous support during the initial stages of employment can significantly enhance new employees' harmonious passion.

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