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Accepted: December 11, 2019

ABSTRACT

This study examined the relationship between integrity and employee passion in Deposit Money Banks in Port Harcourt. The study adopted a cross sectional research design. Primary data was generated through structured questionnaire. A total of 270 (two hundred and seventy) copies of questionnaire were distributed to respondents in ten selected Deposit Money Banks Port Harcourt out of which 216 (two hundred and sixteen) copies were duly completed, returned and considered useable. The hypotheses were tested with Spearman Rank Order Correlation Coefficient with the help of the Statistical Package for Social Sciences. After a careful analysis of the data and testing of the hypotheses it was found that a positive and significant relationship exists between integrity and employee passion in Deposit Money Banks in Port Harcourt. To this end, the researcher recommended that: employees of Deposit Money Banks should respect and appreciate their leader with integrity, as this would make them to be passionate about their work and that Management of Deposit Money Banks should always emphasis on leader's ability in the workplace. This would go a long way to not only motivate employees, but also make subordinate to be passionate about their jobs.

Keywords: Organization, Employee, Integrity, Passion, Employee passion.

CITATION: Williams, M. O., & Oparanma, A. O. (2019). Integrity and employee passion in deposit money banks in Port Harcourt, Nigeria. *The Strategic Journal of Business & Change Management*, 6 (4), 1670 – 1677.

INTRODUCTIONS

Integrity according to (Bittel, 2005) is the ability to act with honesty and be constant in whatever it is that one is doing based on the particular moral value or belief compass one has. According to Bittel, beliefs, morals and values all relate to the culture in which one operate. At the most basic level, all business relationships are built on trust. This according to (Bittel, 2005), is true for employers, employees and company consumer's relationship. To trust someone or an agency means that you feel confident in their ability to be fair and respectful as well as their ability to do what they promised and act responsibly. There is a great deal of lip service paid to the role of integrity in an organization circles. However, integrity means different things to different people and varies based upon circumstances. Individual integrity is about the character of a person and the trust and belief in this individual. At the corporate level, we talk about managers that have created a corporate culture of integrity that provides consistency, trust, and predictable results, culture is necessary for long term success and corporate sustainability. Gabriele (2007) thinks that to have integrity mean to keep one's innermost self-intact to have a life that is of a piece and a self that is whole and integrated. In other to achieve this, Taylor maintain that one has to be rational in a number of related ways. One has to be consistent in one's behavior, must not ignore relevant evidence and not act on insufficient reasons.

At the individual level, integrity is more than ethics; it is all about the character of the individual. It is those characteristics of an individual that are consistently considerate, compassionate, transparent, honest, and ethical. The characteristic of trust is closely associated with integrity. While the definition may seem vague, we characterize individuals with integrity as individuals that we can count on to do consistently what is "right" and what is expected of them. They are reliable and predictable in dealing with others and with issues at work place, and they are defenders of

what is fair, just, and acceptable. Integrity is the foundation of the model, and without integrity, no leader can be successful. They are willing to stand up for and defend what is right; they will be careful to keep promises; and they can be counted on to tell the truth (Turknett, 2009).

At the corporate level, integrity refers to the culture, policies, and leadership philosophy. A culture of integrity has to start at the top and be seen in the conduct and activities of the executives. The leadership of the corporation must develop a consensus around shared values. Kouzes & Posner (2002) point out, the development of shared values improves the work environment and productivity; (1) It strengthens personal effectiveness, corporate loyalty, and ethical behavior; and (2) It fosters team work, corporate pride and consensus. Corporations that have these values outperform other firms by a wide margin in terms of revenue growth, job creation, stock price and profitability (Kouzes & Posner, 2002). It is important for an individual to search for an employer with similar values. This match will be a key factor in one's ability to grow professionally and gain experience. Quigley (2007) has pointed out that the culture of integrity may be far more important than the starting salary in one's quest for personal and professional fulfillment. He notes that corporations with a culture of integrity: (1) Offer support to employees through colleagues and processes in place; (2) consultation with other is seen as a strength rather than a weakness, and (3) Supports a work-life balance as it reduces job stress,

Establishing a culture of integrity engenders trust and increases efficiency. In contrast, the characteristics of low integrity organizations are: (1) High employee turnover rates; (2) Lack of trust (suspicion and paranoia), honesty, and transparency; (3) Broken promises; (4) Unexpected financial events occur; (5) Reluctance to put policies and procedures into written format, and (6) Exaggeration of leadership accomplishments, and Limited board access to

information, officers, and employees. High integrity organizations are characterized as organizations that are collaborative, constructive, innovative, and transparent, with high employee morale, valued customer loyalty, and strong partnerships. They build teams and create value. Integrity is one of the basic principles of ethical business practice, the integrity of a firm or an organization goes a long way to determine its relationship with clients and the general public as well as stakeholders' confidence on the organization. Thus, high level of integrity shown by an organization helps in boosting the level of confidence that the public or stakeholder may have on the organization (Ryan, 2005). A study carried out by Kouzes and Posner, (2002) showed that integrity is highly related with employee passion.

Employee passion is seen by Robbin, (2009) as a strong feeling of love and enthusiasm by employee for his job. According to Anslem, (2006) passion for one's work is related to positive work outcome. Researchers have argued that passion for work is an active ingredient for venture growth and entrepreneurial success, as an internal motivational factor, employees passion enables employees to be self-motivated and proactive towards the execution

of his job, which in turn enhances employees commitment, productivity and performance. Any organization that wants its employees to be passionate in their job should endeavor to first create a conducive work environment characterized by trust and integrity, in order to enhance employee's passion for their work and thus the realization of set objectives. This study aimed at ascertaining the relationship between integrity and employees' passion in Deposit Money Banks in Port Harcourt. The specific objectives included:

- To ascertain the extent to which integrity enhances Obsessive Passion in Deposit Money Banks in Port Harcourt.
- To ascertain the extent to which integrity enhances Harmonious Passion in Deposit Money Banks in Port Harcourt.

This study is aimed at providing answers to the following research questions:

- To what extent does integrity enhance obsessive passion in Deposit Money Banks in Port Harcourt?
- To what extent does integrity enhances harmonious passion in Deposit Money Banks in Port Harcourt?

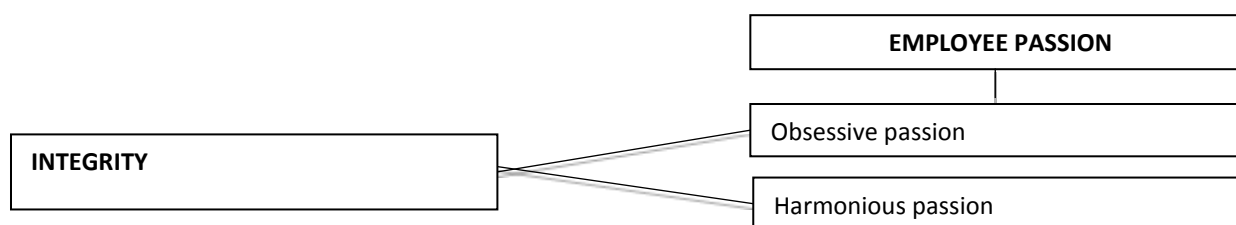


Figure 1: **Operational Framework on integrity and Employee Passion of Deposit Money Banks in Port Harcourt, Nigeria.**

The following null hypotheses were formulated by the researcher to guide the study.

Ho₁: There is no significant relationship between integrity and Obsessive Passion in Deposit Money Banks in Port Harcourt.

Ho₂: There is no significant relationship between integrity and Harmonious Passion in Deposit Money Banks in Port Harcourt.

LITERATURE REVIEW

Herzberg's Two-Factor Theory

In our effort to ascertain and conceptualize the relationship between integrity and employee passion, a theory of management has been raised, this theory known as Herzberg's two-factor theory or motivation hygiene theory proposed by Frederick Herzberg in 1959 grew out of a research aimed at determining the factors that influence satisfaction on the job. Herzberg (1959) as cited in Baridam (1999) studied 200 engineers and accountants in nine companies in Pittsburgh and concluded that in reality, two distinct types of motivational factors and thus two different continuums exist. One class referred to as hygiene factors make up a continuum ranging from dissatisfaction to no dissatisfaction, items in this group relate to the environment and are external to the job, they include: pay, job security, company policies and status, working conditions, fringe benefits and interpersonal relations. Herzberg indicates that these factors if absent in the work place, lead to high level of dissatisfaction, if present, they create a state of 'zero dissatisfaction' or no dissatisfaction. By themselves, hygiene factors do not motivate individuals to better performance.

The second class of factors of needs referred to as motivators make up a continuum leading from no job satisfaction to satisfaction. The items in this group are job content factors. They include: challenge job, recognition for accomplishment, opportunities for growth and advancement, feeling of achievement, increased responsibility and the job itself, it is these factors in Herzberg's opinion that serve to motivate employees to greater performance. Herzberg's frame work infers a clear differentiation between motivators and hygiene factors and recommends that managerial action should be focused on job content for the effective motivation of employees.

The relevance of the Herzberg two-factor theory to the subject of this study is informed by the fact that employee training and development, pay and

benefits and organizational support among others motivates employee not only to greater commitment to their organization, but also to greater performance. Thus failure by management to provide these motivating factors will not only demotivate employees and result in lack of commitment, but also results in loss of passion on the part of employees for his job, which may in turn make the employee to seek for alternative employment in other organizations thus resulting in loss of manpower and skill to the organizations which correlate negatively with the realization of set objectives.

Integrity

Integrity means different things to different people and varies based upon circumstances. Individual integrity is about the character of a person and the trust and belief in this individual. At the corporate level, we talk about managers that have created a corporate culture of integrity that provides consistency, trust, and predictable results. Gabriele (2007) thinks that to have integrity mean to keep one's innermost self-intact to have a life that is of a piece and a self that is whole and integrated. In other to achieve this, Taylor maintain that one has to be rational in a number of related ways. One has to be consistent in one's behavior, must not ignore relevant evidence and not act on insufficient reasons.

At the individual level, integrity is more than ethics; it is all about the character of the individual. It is those characteristics of an individual that are consistently considerate, compassionate, transparent, honest, and ethical. The characteristic of trust is closely associated with integrity. While the definition may seem vague, we characterize individuals with integrity as individuals that we can count on to do consistently what is "right" and what is expected of them. They are reliable and predictable in dealing with others and with issues at work place, and they are defenders of what is fair, just, and acceptable. Integrity is the foundation of the model, and without integrity, no leader can be successful. They are willing to stand up

for and defend what is right; they will be careful to keep promises; and they can be counted on to tell the truth (Turknett, 2009), In the discussion of individual and corporate values, Quigley, (2007) emphasizes the critical role of integrity in the professional success of an individual. He states: "Simply put, those who bend rules are not considered trustworthy and without trust an individual's value is severely diminished. Without integrity and confidence, markets do not function, and value is destroyed. At the corporate level, integrity refers to the culture, policies, and leadership philosophy. A culture of integrity has to start at the top and be seen in the conduct and activities of the executives. The leadership of the corporation must develop a consensus around shared values. Kouzes & Posner (2002) point out the development of shared values improves the work environment and productivity (Quigley, 2007).

Employee Passion

Philosophers have long been interested in the concept of passion with two distinct positions emerging Rony, (2000) cited in (Onuoha, 2007). The first posits that passion entails a loss of reason and control. For instance, Spinoza, (2005) proposed that acceptable thoughts originated from reason whereas unacceptable thoughts derived from passion. People afflicted with passion experienced a kind of suffering, in line with the etymology of the word passion from the Latin Passion for suffering. According to this perspective, individuals with a passion are seen as passive, as slaves to their passion (Jorkawitz, 2006). Their passion controls them. The second, more positive perspective portrays people as more active in relation to their passion. For instance, Descartes, (1996) cited in Malcolm, (2009) defined passions as strong emotions with inherent behavioural tendencies that can be positive as long as reason underlies the behaviour. Hegel, (2002) further argued that passion was necessary to reach the highest levels of achievement. Thus, this second view of passion suggests that adaptive benefits will accrue when

individuals are in control of their passion (Paturet, 2011).

The concept of passion has received little attention in psychology. Psychologists who have looked at the concept have emphasized its motivational aspect. For instance, Mesquita, Sonnemans, and Goozen (2004) posited that "Passions are defined as high-priority goals with emotionally important outcomes". According to Mesquita et al, (2004), individuals will spend large amounts of time and effort to reach their passionate goals. Other psychologists have focused on similar concepts such as positive and negative dependence (Glasser, 2006) and addiction (Sachs, 2007) to activities people like. However, it is not clear from such work how psychological dependence or addiction can be adaptive. Finally, some psychologists briefly mentioned the concept of passion in various contexts such as creativity (Goldberg, 2005).

Obsessive Passion

Obsessive Passion (OP) refers to a motivational force that pushes the person toward the activity (Vallerand & Houlfort, 2003). Although the person likes her work, she feels compelled to engage in it due to this internal force that is controlling him/her. Individuals who are obsessively passionate toward their work feel that they cannot help but to engage in it. The passion must run its course (Vallerand & Houlfort, 2003). It controls them. People with an personal excitement toward their work can not envision their life without this line of work. They may even come to be emotionally dependent upon work. Because activity engagement is out of the person's control, it eventually comes to take disproportionate space in the person's identity and conflicts arise between participation in the passionate activity (in this case work) and other activities in the person's life (Vallerand & Houlfort, 2003). The worker who can't help himself and works on an interesting project during the weekend and in so doing neglects his family displays conflict between the passionate activity and other life activities.

Obsessive Passion results from a controlled internalization of the activity into one's identity (Marsolais, 2010). Such internalization originates from intrapersonal and/or interpersonal pressure either because certain contingencies are attached to the activity such as feelings of social acceptance or self-esteem, or because the sense of excitement derived from activity engagement becomes uncontrollable (Marsolais, 2010). Thus, although individuals like the activity, they feel compelled to engage in it because of these internal contingencies that come to control them. They cannot help but to engage in the passionate activity (Marsolais, 2010). The passion must run its course as it controls the person. Because activity engagement is out of the person's control, it eventually takes disproportionate space in the person's identity and causes conflict with other activities in the person's life (Marsolais, 2010).

Harmonious Passion

Harmonious Passion (HP) refers to a motivational force that leads a person to engage in the activity willingly and engenders a sense of volition and personal endorsement about pursuing the activity (Vallerand & Houlfort, 2003). Here, individuals do not feel compelled to do the activity but rather, they choose to do so. It is as if one had control over the activity that one loves (Vallerand & Houlfort, 2003). Thus, workers report that they enjoy a variety of positive experiences at work, that their work is in harmony with other aspects of their life, and that their line of work reflects things that they like about themselves (Vallerand & Houlfort, 2003). With this

type of passion, the activity does not occupy the entire space in the person's identity and is in harmony with other aspects of the person's life. The worker who chooses to arrange his schedule in such a way that the work that he loves gets done during the week so that it does not conflict with his weekend activities with his family is an example of how Harmonious Passion does not conflict with other life domains (Vallerand & Houlfort, 2003).

METHODOLOGY

The study adopted a cross sectional research design. Primary data was generated through structured questionnaire. A five point likert-type scale was adopted in the design of the questionnaire items. A total of 270 (two hundred and seventy) copies of questionnaire were distributed to respondents in ten selected Deposit Money Banks Port Harcourt out of which 216 (two hundred and sixteen) copies were duly completed, returned and considered useable. The hypotheses were tested with Spearman Rank Order Correlation Coefficient with the help of the Statistical Package for Social Sciences.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The secondary data analysis is carried out using the Spearman's Rank Order Correlation tool at a 95% confidence interval. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

Test of Hypothesis One

Table 1: Correlation Result of integrity and Obsessive Passion

		Integrity	Obsessive Passion
Spearman's (rho)	Integrity	Correlation Coefficient	1.000
		Sign. (2-tailed)	.
		N	216
	Obsessive Passion	Correlation Coefficient	.414
		Sig. (2-tailed)	.012
		N	216

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

Source: SPSS 21.0 Data Output, 2019

The result in table above showed that a positive association exists between integrity and obsessive passion. The *rho* value 0.414 indicated a significant association, it was also significant at $p=0.012 < 0.05$. Therefore, based on empirical findings, the null

hypothesis earlier stated (i.e. H_{01}) was hereby rejected. Thus, there is a positive and significant association between Integrity and Obsessive Passion in Deposit Money Banks in Port Harcourt.

Test of Hypothesis two

Table 2: Correlation Result of Integrity and Harmonious Passion

			Integrity	Harmonious Passion
Spearman's (rho)	Integrity.	Correlation Coefficient	1.000	.286
		Sign. (2-tailed)	.	.091
		N	216	216
	Harmonious Passion	Correlation Coefficient	.286	1.000
		Sign. (2-tailed)	.091	.
		N	216	216

Source: SPSS 21.0 Data Output, 2018

The results shown in table above, with *rho* value of 0.286, meant that there is a weak and insignificant association between integrity and harmonious passion. The association was not significant at $p = 0.091 > 0.05$ significance level. This meant that the previously stated null hypotheses (i.e. H_{02}) was hereby accepted and this implied that there is a weak and insignificant association between integrity and harmonious passion in Deposit Money Banks in Port Harcourt.

CONCLUSION AND RECOMMENDATION

Based on the findings made in this study, the researcher concluded that:

- There is a significant relationship between integrity and obsessive passion in Deposit Money Banks in Port Harcourt.

- There is no significant relationship between integrity and harmonious passion in Deposit Money Banks in Port Harcourt

Having reached the above conclusions the researcher recommended that:

- Employees of Deposit Money Banks should respect and appreciate their leader with integrity, as this will make them to be passionate about their work.
- Management of Deposit Money Banks should always emphasis on leader's ability in the workplace, this will go a long way to not only motivate employees, but also make subordinate to be passionate about their jobs.

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