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EMPLOYEE WORK PASSION: A THEORETICAL REVIEW

Author: Eunice Stoia

Tutor: FRANCISCO FERMÍN, MALLÉN BROCH

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ABSTRACT

Passion for work is defined as a strong inclination toward a work that one loves, find important, that is self defining, and individuals invest significant amount of time and energy. It is conceptualized as a persistent state of desire based on cognitive and affective evaluations of one's job. According to dualistic model there are two types of passion, harmonious and obsessive passion. Work passion is a concept relatively new and has started to receive increasing attention from management scholars in the last decade. As a result this paper aims to review the definition of passion for work, identifying the main factors predictors and outcomes of passion for work. The reviewed show that the two types of passion leads to very different outcomes. There is very little research has addressed to the issues about the factors that leads to the development of a harmonious passion (Forest et al., 2012). For that reason, at the end of this study it is suggested how to improve harmonious passion in organizations based on the growth and use of personal signature of strengths that match with an attractive job design with greater autonomy, building a culture of belongingness and development and finally creating a meaningful work, this will improve employee well-being and organizational performance.

Key words: Passion for work, harmonious passion, obsessive passion, development of harmonious passion, employee's passion, personal strengths.

Type of study: Literature Review

1. INTRODUCTION

Passion is what we are most deeply curious about, most hungry for, will most hate to lose in life. It is the most desperate wish we need to yell down the well of our lives. It is whatever we pursue merely for its own sake, what we study when there are no tests to take, what we create though no one may ever see it. It makes us forget that the sun rose and set, that we have bodily functions, and personal relations that could use a little tending. It is what we'd do if we weren't worried about consequences, money, about making anybody happy except ourselves...it is what matters most, whether we 're doing it or not.

(Levoy, 1997 p: 69)

For years, researchers, companies and managers have to deal with the challenge of how to create the best motivating work environment with an inspiring leadership that maximize the work passion and performance of employees. Studies show that “Work passion” is a key factor for a successful business, because of potential benefits of passion to impact positively employees as well organizations, especially in terms of managerial implications (Lavigne et al. 2014). Because successful people and organizations are passionate about they do, achieving their full potential at work.

According to the following researchers (Vallerand and Houfort 2003; Zigarmi et al. 2011) work passion is defined as “an individual’s emotion and persistent state of desire based on cognitive and affective work appraisals” (Perrewe et al. 2014, p. 146). Passion has been conceptualized as a strong inclination toward an activity (e.g. work) that a person loves, finds important, that is self- defining incorporating in one’s identity, and investing significant time and energy on an activity sustained regularly (Vallerand et al., 2003; Vallerand and Houfort, 2003). When work is highly valued, is meaningful and has been freely accepted as important by the person, it will be internalized in the person’s identity, leading to the experience of harmonious passion (Houfort, 2015).

The first studies date from the beginning of this century (Vallerand et al., 2003; Vallerand and Houfort, 2003), and Vallerand is one of the main researchers in the scientific study of passion. Since then, the number of studies has increased and organizational researchers have highlight the importance of passion at workplace (Boyatzis, McKee, and Goleman, 2002; Baum and Locke, 2004; Cardon et al., 2009; Chang 2000; Perttula, 2010: Vallerand and Houfort, 2003). Currently, organizations

are immersing in a turbulent business environment characterized by a high global competition, in this environment companies need focused employees because they can drive to higher and sustained performance improvement. Particularly harmonious passion is a key factor for organizational competitiveness and performance as well for employee well-being (Zigarmi et al., 2009; Birkeland, 2014). Moreover, the empirical evidence has demonstrated the positive relationship between harmonious work passion and job and life satisfaction (Burke, Astakhova, and Hang, 2015; McAllister, et al., 2016), as well as between harmonious work passion and engagement, organizational commitment and identification (Astakhova and Porter, 2015; Burke et al., 2015; Qadeer, et al., 2016), organizational citizenship behaviors (Astakhova, 2015; Burke et al., 2015). Moreover, Vallerand et al. (2003, p. 756) argued that “passion can fuel motivation, enhance well-being, and provide meaning in everyday life.” Passionate employees are immersed totally in their work, with high levels of persistence and their performance exceeding expecting levels.

Research about work passion started in 2003. But, only from 2008 to the date the number of studies about work passion has experimented a sustained increase, however, the field of work passion is at the beginning stages and need more research in order to develop specific practical models for the development of harmonious passion at work, because there is a lack of study about this topic. On the other hand, the current available knowledge and studies lacks of systematization. To solve this problem, the aim of the present study is to provide a systematic literature review of a recent emerging construct in the organizational psychology field, summarizing the available scientific evidence. Following this line, the aim of the present study is to investigate the definition of work passion and explain it theoretically. The second objective is to determine the main factors responsible for driving employee work passion, investigate the main antecedents and outcomes of work passion. Thirdly, is suggested some measures for the promotion of harmonious passion at workplace. About the third point, it is important to make a clarification the suggestion proposed for the promotion of organizational harmonious passion does not aim to build an extremely intense passionate organization, then develop obsessive passion, this has potential to be harmful for the organization and its individuals. Here it is suggested measures for the promotion of harmonious passion but only at a moderate level with the aim of increase organizational performance and productivity and employee well-being. Lastly,

all the measures suggested have been previously empirically tested by scientific researchers in the field of passion.

The method followed to write this academic article, we based in a literature review of the concept of work passion, and other concepts related with. To write this academic article we have based in computer and manual searches to find relevant articles of positive organizational research. Particularly, computer searches using of Google Academic, and search within databases such as “*The of Journal of Management*” and UJI library in the of Economic and Business area. Besides, articles used were relevant and his authors are well known for their contribution in the field of work passion (e.g. Vallerand, Forest, etc...) we use the original reference of these articles relevant that lead to you to another article. We were searching for the most recent publications, for the last fifteen years (2003-2018). About the keywords that entered into the database were: passion for work, work passion, employee’s passion, determinants of work passion, consequences of employee passion, strengths use and employee passion, performance and employee passion, citizenship behavior and passion for work. The selection of the documents was based by the title, abstract and conclusion. About manual searches refers to three books consulted *The oxford Handbook of Creativity, Innovation and Entrepreneurship (2015)*; *Oxford Handbook of Positive Organizational Scholarship (2011)*, pp. 190-200 and *The Oxford Handbook of Work Engagement and Self- determination Theory (2014)* (pp. 85-105). Oxford: Oxford University Press.

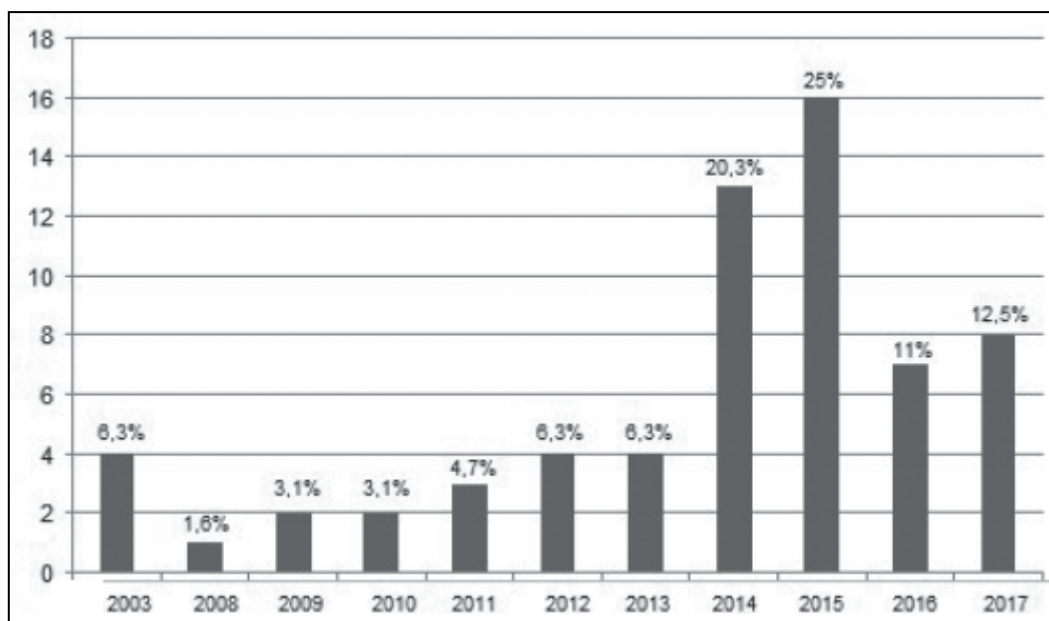
At this point is necessary to make a distinction between passion for one’s job and passion for work. This study has completely focused on passion for work, it refers to the content of the actual work, what an employee actually do (i.e. work tasks, responsibilities and activities), instead of the job (i.e. the formal set of responsibilities). In other words, one’s job refers to aspects such as compensation, number of working hours, supervision.

The following paragraphs explain the concept of passion on broader level, then the importance of employee passion, the concept of work passion, the different three types of passions, antecedents and outcomes of work passion, measurement of work passion and conclusions.

2. DEFINITION OF PASSION

Generally the word of passion is reserved for love and artistic work. This term of passion has been studied for a long time from various areas such as philosophy, theology, science, social and psychology (Cardon et al., 2009). The problem is that the majority of research has been done outside of the context of work. But recently, in the last decade passion has received increasing attention from management scholars (Baron and Hannan, 2002) and it has been incorporated in the workplace with concepts such as “passion for work” (Baum et al., 2001; Perttula, 2004; Martin, 2005). Thus, due it importance the concept of “passion” is gaining popularity in organizations and it has appeared articles and books that encourage employees to find their work passion, such as “Work with passion”, “Find Work You Love” and “Follow Your Passion” (Chang, 2000; Anderson, 2004; and Kang, 2006). These books are not based on empirical research or rich academic literature. However, there is empirical evidence and publications about passion for work, the figure 1 show a sustained increase of studies from 2008 to the date. Especially, in 2015 there is a distinct peak with 25%. Passion for work is still a novelty in the field of psychological organizational.

Figure 1: Distribution of scientific publications about passion for work between 2003-2017



Source: *Conceptual considerations of work passion (2017)*

About the definition of passion, various studies argue that passion is an intense emotion that interacts with cognition (some argue it empowers reason) and has a high motivating impact on individual behaviors. Many researchers claim that passion give individuals a sense of purpose (Rockwell, 2002), that guides to the creation and attachment of new goals (Frijda, 2005), and this leads individuals to become highly involved and invested in their activities.

At a general level, passion has been defined as a strong inclination or desire toward an activity that one like (love) , finds important, and in which one spend time and energy (Vallerand et al., 2003, 2010; Marsh et al., 2013). It is necessary to consider that the source of passion could be oriented toward an activity (e.g. playing piano, working in a project), a person (e.g. one's romantic partner) or an object (e.g. football card collection).

DUALISTIC MODEL OF PASSION

Vallerand and his colleagues proposed the dualistic model of passion for work, identifying two types of passion harmonious and obsessive (Vallerand et. al, 2003; Vallerand and Houlfort, 2003; Philippe et al., 2010).

Harmonious passion refers to a strong desire to engage in a passionate activity that remains under the individual's control. According to the self –determination theory (Deci and Ryan, 2000) this type of passion comes from an autonomous internalization of the activity in the person's identity (Vallerand et al., 2003). To be passionate means, that the activity must be internalized within a person's identity. For instance, people who are passionate about tennis do not only play tennis, they have incorporated this activity into their life style and they perceive themselves as tennis player. Thus the activity is internalized within the self and contributes to the person's identity. The value that individuals give to an activity is especially important for passion because it separates passionate activities from other interesting but unimportant activities toward which people are intrinsically motivated. This behavioral engagement in the passionate activity is voluntary and flexible. According to Vallerand (2013) passion can really make people live worth living it in the harmonious nature. In this sense Vallerand and colleagues claim that the concept of passion is a key point in how life can be most worth living, as a pathway to engagement, optimal performance, and intrinsic joy, even in difficult times (Vallerand et al., 2003; 2010). The concept of passion makes people's

life more fulfilling, and 10 years of research have been shown that passion leads to a better life. For example people who wake up in the morning with a smile in their face “because today is football day” or individuals who work hard for a cause, they all have passion that makes their lives worth living.

To a deep understand the definition of passion, it’s necessary to know that it includes three components, activity valuation, and love for the activity and spent time on the activity. It’s important that the love for the activity, need to be harmonious (e.g. “This activity is in harmony with other activities in my life”) and not obsessive (e.g. “I almost have an obsessive feeling with this activity”).

3. IMPORTANCE OF EMPLOYEE PASSION

“Nothing is as important as passion. No matter what you do with your life, be passionate”

(Jon Bon Jovi)

This is a quote of the famous rock star Bon Jovi, it highlights one of the major point to succeed in your field of endeavor you need to be passionate. Apart from Bon Jovi, the founder and CEO of Apple, Steve Jobs underscored the importance of passion in persisting and reaching one’s business goals, **believing in the energy that passion provides while working toward one’s goals.**

Both organizational researchers and leaders have noted the importance of individual passion in the workplace (Chang, 2000; Boyatzis, McKee, and Goleman, 2002). Although the high interest in passion for work very few researches have empirically studied what leads to passion (Perttula and Cardon, 2011). The reason of high interest is because currently the environment is uncertain and there is a mounting performance pressure, companies need to face to important challenges. For the one hand, more powerful and less loyal consumers demand more value, for the other hand more powerful and less loyal employees demand higher compensation. Today in this turbulent environment characterized by global completion, companies need passionate employees to respond effectively to the constantly changes in the business environment.

Thus, having employees with passion is a desirable characteristic of an organization, but how exactly passion contribute to positive outcomes? Findings of a recent survey revealed that passionate employees were **found to be inspired and energized** by unexpected environmental challenges rather than being stressed out of them. For the other hand “wok passion” is necessary to **realize extreme a sustained organizational performance improvement**. Following this line numerous researchers argued that the key for performance, organizational growth and well-being is passion for work as (Allegretti, 2000; Boyatzis, McKee, and Goleman, 2002; Cardon et al., 2009; Locke and Latham, 2004; Martin, 2005; Perrewe et al., 2014; Zigarmi, et al., 2011). For these reasons organizations have started to focus more and more attention on cultivating passion within their employees in order to boost employee satisfaction, retention, commitment and finally improving organizational performance.

Emotions may influence behavior and organizational outcomes (Staw, Sutton, and Pelled, 1994). Particularly the frequency of positive emotions experiences are related with attitudes such as commitment and satisfaction. Frederickson (2002) sustains that positive emotions leads to an optimal functioning at work in the present moment and over the long term. Thus, the experience of a positive emotion, like passion leads to an optimal employee functioning, enhancing productivity and happiness of employees in all organizations. That is because passion for work is one of the strongest positive emotions energizes employee at workplace and is also considered essential for managers to motivate others. Passion for work is vital because without it, employees can't sustain energy essential to achieve organizational excellence and managers can't motivate properly or inspire others (Boyatzis, McKee, and Goleman, 2002).

In fact when an organization has passionate employees, they put effort and have the desire to go a step forward to achieve excellence in their work, finally enhancing organizational excellence. In fact passion for work has been identified as one of the most important factors in the success of a manager and leader (House and Howell, 1992; Locke, 1997).

Passion, especially harmonious passion has been associated with a range of beneficial outcomes, including in-role performance; wellbeing, flow, organizational commitment, and positive affect (Liu, Chen, and Yao, 2011). These empirical and theoretical studies highlight the importance of passion and show how passion can influence these

outcomes found important in positive psychology. As a result individuals that are passionate about their work and their passion could be a key for sustained extreme performance improvement, including both at a personal and organizational level. The main reason of this is that passionate employees are able to realize their full potential in their chosen domain and contribute with more value to the enterprise, helping enterprise to achieve entrepreneurial success in a today's competitive environment (Cardon et al., 2009). Moreover various researchers support this claiming that "work passion" is a unique human capability that contributes most towards organizational success (Hagel et al., 2010; Boyatzis, McKee, and Goleman, 2002). Achieving organizational success is possible through passion for work, because a greater passion lead to greater employee creativity, effectiveness and lower level of burnout (Perttula, 2010).

Past researches has pointed out the importance of supporting the critical role "passion" plays in the success of organization. Consequently, seems to be important identifying and cultivating passion and creating teams of passionate individuals, organizations can start cultivating passion by hiring employees who bring passion to their work. The main reason is that passionate employees are considered important; they are more engaged and interested in learning of new skills related with their passion because of the internal drive. According to Perttula's research (2010), those employees who are passionate exhibits innovative behavior and perform at higher level. In this way, passion leads organizations to an improvement in innovation and creativity because passionate employees tend to seek out novel sources of knowledge, as a result they can adapt easily to the new challenging situations (Rupali and Rajnish, 2015). Then, enterprises will be more able to face successfully to the challenges and realize opportunities in currently changing business environment. The rapidly changing business environment makes skills to become obsolete more quickly, but passionate employees are able to renew and refresh their skills and in turn, provide additional to their teams and enterprises (Delloite, 2013; 2014). Employees with passion can help companies to face to the rapidly dynamic business environment with the leaders support for redesigning the work environment.

4. WORK PASSION

Work is a significant part we spend many hours at work, almost half of our waking life. While some individuals see their job as a paycheck. But, according to recent studies of positive psychology of subjective experience that making more money does not necessarily means an increase in life satisfaction (Seligman, 2004). Thus finding the passion in one's work is the alternative. That means that some individuals value their work considering it as a vocation. For this kind of persons work is so important that reaches the point that it gives meaning to their existence (Morin and Dassa, 2006) and it becomes part of their identity. But, all the work passion is good and lead to these outcomes? Obviously no, there are two types of passion with very different qualities that leads to very different outcomes. Seems important to establish the well the differences before applying passion in the workplace.

Passion is conceptualized as a strong inclination toward an activity (e.g. work) that a person loves, finds important, that is self- defining incorporating in one's identity, and in which invest significant time and energy (Vallerand et al., 2003). According to the dualistic model there are two types of passion: Harmonious and obsessive passion. When work is highly valued, is meaningful and has been freely accepted as important by the person, it will be internalized in the person's identity, leading to the experience of harmonious passion (Houfort, 2015; Vallerand; Houfort, and Forest, 2014; Vallerand et al., 2003). This type of internalization is intrinsic and integrative to the authentic self defining. In harmonious passion, the person does not feel an uncontrollable activity, but rather it has been freely chosen. The passionate activity occupies a significant space in the person's identity, but without becoming overwhelming and leaving space for other life activities, being in harmony and in balance with other life spheres. Hence, employees with harmonious passion can perform their professional activity in a flexible way, mindful and open manner leading to positive experiences (Vallerand et al., 2014). The person can fully engage in the activity with sufficient freedom to experience the world in a non-defensive way (Vallerand, 2015). Besides harmonious passion leads individual to invest sustained efforts, allowing them to develop and acquire new skills, developing their own natural strengths, and improving feelings of competence and personal effectiveness. Additionally, performing a pleasant activity with flexibility of harmonious passion, and individuals feel control over the activity, they can choose when to do it and they experience positive emotions (Curran et al., 2015). This autonomy is vital in reducing feelings. Harmonious passionate people can be persistent

carrying out the activity but it is a rational flexibility. If the person has negative results he can reduce or adjust the activity. In other words, in harmonious passion the person has the control over the activity, whereas in obsessive passion the activity has taken control of the person.

However, when work is attached to certain external contingencies such as social acceptance or internal contingencies such as self-esteem or sense of excitement uncontrollable, the person internalizes the activity in the identity but in a controlled way. The people with obsessive passion for work experience rigid persistence without flexibility toward the passionate activity, in other words experiencing dependency on the passionate activity because obsessive passion involves ego rather than integrative self processes. Obsessive passion leads to experience of conflicts with other life spheres, and a feeling of frustration and rumination when not engaging in their professional activities (Houffort et al., 2015).

How a particular activity becomes can become a passion, based on Self-Determination Theory (SDT) humans have a natural tendency to internalize some activities within themselves. Depending on the importance and value of these activities can occupy a part of the person's identity. Thus, if an activity is highly valued and has become an important aspect of one's identity, then the activity defines the person. In sum, an activity becomes a passion through two processes: the valuation and the internalization of the activity in the person identity (Vallerand and Houffort, 2003). Various studies based on the dualistic model of passion have identified different types of responses when carrying out the passionate activity. Firstly, studies pointed out that harmonious passion is associated with positive affective outcomes such as flow, and obsessive passion with negative affective outcomes such as anxiety. In harmonious passion the activity has been freely chosen to be important for the self, whereas in obsessive passion the activity is associated with inter- or intra- personal contingencies (e.g. self esteem, social acceptance or uncontrollable excitement). The obsessive passionate values work as an important and significant aspect of their life, but they feel compelled to perform the activity even at times they should not, their decision to participate in the activity does not respond to their freely will. Furthermore, the obsessive passion can capture a disproportionate space in the person identity; therefore this causes conflict with other task or life activities, having a personal cost because not attending to other

tasks or roles. The problem is that passionate individuals grasp strongly to their passion, experiencing less interest in other activities (Vallerand and Houliort, 2003).

Despite the fact that in both types of passion there are basic psychological needs that the pleasant activity must satisfy (Forest et al., 2011), but in obsessive passion they feel an inner pressure or compulsion to perform the activity, and it become incontrollable. Obsessively people seek to protect and increase their own self esteem at work. Hence, it has been demonstrated that there are fluctuation in the contingencies associated to the exciting activity (Mageau et al., 2011). This means of they can achieve their goals satisfactorily, obsessively passionate employees will experience an important improvement n their self-esteem. Otherwise, self-esteem will be significantly harmed, motivating to a higher involvement in the work. Empirical studies show that obsessive passion has been related with escape motivation. Thus the exiting activity could be as a potential refuge from the lack of satisfaction with other areas of life (Lalande et al., 2015).

Obsessively passionate individuals are likely to experience fear and insecurity. They have a fragile self-esteem that makes them very vulnerable to change and uncertainty, reinforcing their rigidity. Although the high level of perseverance of the obsessive employees, they experience a diminution in efficacy and poor performance level, depressive feelings and turnover intentions (Houliort et al., 2014). On the contrary, harmonious passionate employees have more experience of positive affect, because of the free and autonomous internalization of the activity, allowing a flexible engagement and in an adaptive way. Therefore, a difference from obsessive passion, the harmonious passion stimulates employees to engage in the activity with enthusiasm, vitality, facilitating concentration and achieving a positive engagement in the task (Dubreuil, Forest, and Courcya, 2014).

If we **apply *Harmonious passion (HP) to work***, this type of passion leads individuals to choose to engage to the work they really love, in others words referring to a controllable inclination towards work where work is important and fun, and a part of one's identity (Vallerand et al., 2003). HP has been associated with a set of positive outcomes, high performance, general psychological and subjective wellbeing (Vallerand et al., 2007), flow and positive emotions, limited negative emotions (Mageau et al., 2005), organizational commitment, and positive affect (Liu, Chen, and Yao,

2011), physical and mental health, vitality and affective commitment (Forest et al., 2010), higher level of concentration during task engagement (Mageau et al., 2005), and high indices of psychological adjustment (Vallerand et al., 2007; 2008).

For the other hand, *Obsessive passion* refers to a controlled internalization of the activity in the person identity (Vallerand et al., 2003). In this type of passion there is a strong desire to engage in an activity that is not under an individual's control, and exist certain contingencies attached to the activity. Particularly, internalization comes from intra- and/or interpersonal pressure (e.g. feelings of social acceptance, self-esteem, performance etc...). This behavioral engagement is rigid.

If we apply **obsessive passion (OP) to work**, it refers to an internal pressure that forces the individual into working (Vallerand et al., 2003). With OP, the person also like their work and considers it part of his identity, but they also feel compelled to engage because of internal contingencies that come to control them (e.g. the need for social status; Vallerand et al., 2003). OP has been related with a set of negative outcomes such as burnout, and or family work conflict, interference with social relationship, negative emotions during the task engagement, lower levels of positive affect (Mageau and Vallerand, 2007) and with ill-advised persistent behavior in conditions in which engagement in the activity should be stopped (Vallerand et al., 2003).

5. SUMMARY OF THE DIFFERENT TYPES OF PASSION

In our research we have discussed about three different types of passion, general passion for an activity, passion for work and entrepreneurial passion. The problem is that between these different types of passion there are numerous similarities between on the definitions (observe table 1).

Table 1: Different types of passion

	Passion (Vallerand et al., 2003)	Passion for work (Belanger et al., 2015; Fernet et al., 2014; Forest et al., 2012; Trepanier et al., 2014)	Entrepreneurial Passion (Cardon et al., 2009)
Specific area/ Field	General level; can be whatever activity.	Focused on the domain of work.	Focused on the three specific sets of activities / roles of entrepreneurship
Conceptualization	Implies like/ love for an activity. This activity is very important and you dedicate time and you invest energy.	Work passion is a state of persistent desire, based on cognitive and affective evaluations of the work itself (Perrewé et al., 2014). Harmonious passion is defined as a strong inclination towards a specific activity (e.g. work) that a person enjoys, values and incorporates in one's identity, and spends a significant amount of time and energy doing (Vallerand et al., 2003).	Experience of intense positive feelings with the entrepreneurship roles that formed part of identity meaningful.
Types of passion	Harmonious and Obsessive Passion.	Harmonious and obsessive passion.	<ol style="list-style-type: none"> 1) Passion for inventing. 2) Passion for funding. 3) Passion for developing.
Outcomes	<ol style="list-style-type: none"> 1) Harmonious passion: Flow, positive emotions, life satisfaction, physical and mental health, affective commitment, performance. 2) Obsessive Passion: Shame, interference with social relationships. 	Harmonious passion is associated positively with employee well-being and happiness (Fernet et al., 2014; Bernabé et al., 2014; Forest et al., 2012; Carpentier et al., 2012;), work satisfaction (Thorgren et al., 2012; Vallerand et al., 2010; Carbonneau et al., 2008) organizational commitment and intention to permanence in the company (Burke et al., 2015; Houliort et al., 2014), involvement in organizational citizenship behaviours (Burke et al., 2015), higher work performance (Qadeer et al., 2016; Astakhova and Porter, 2015; Vallerand 2014; Dubreuil et al., 2014), higher level of concentration and total control over work, experience of flow and absorption at work, (Trepanier et al., 2014; Lavingne et al., 2012; Forest et al., 2011; Houliort et al., 2011; Ho et al., 2011), higher subjective vitality, proactivity (Dubreuil et al.,	Improvement of persistence, creativity and start-up growth.

		<p>2014) improvement of personal self-efficacy and creativity (Chen and Xin, 2011), finally the organizational performance is improved, Improvement of psychological well-being (Houfort et al., 2014; Lavigne et al., 2012; Forest et al., 2011; Houfort et al., 2011; Carbonneau et al., 2008), lower level of emotional exhaustion and burnout, (Belanger et al, 2015 ; Fernet et al, 2014; Trepanier et al, 2014; Donahue et al, 2012; Lavigne et al, 2012).</p> <p>Obsessive passion is associated with non-optimal functioning (Houfort., 2015), higher levels burnout, higher levels of depression & anxiety and lower levels of well-being (Houfort et al, 2012; Trepanier et al, 2014; Bernabé et al, 2014; Serrano Fernández, 2014), greater level of depersonalization, poor fulfillment and emotional exhaustion (Fernet et al., 2014; Vallerand, et al., 2010) lower performance (Cuadroit et al., 2011), a poorer attention level and experience less control at work (Lavigne et al, 2012). It is negatively related to work satisfaction (Forest et al, 2011).</p>	
<p>Antecedents</p>	<ul style="list-style-type: none"> • High identification with the activity. • Activity specialization. • Parental activity valuation • Autonomy. 	<ul style="list-style-type: none"> • Personality • Emotional intelligence (Houfort et al., 2015) • Use of personal strengths (Dubreuil et al., 2014; Forest et al., 2012) • Positive organizational support (Donahue et al., 2012), • Organizational support of job autonomy (Mageau et al., 2009; Lavigne et al., 2011) • Leadership style: Transformational leadership & human practices oriented to increase employee well-being and productivity(Lavigne et al., 2014; Robertson and Barling, 2013; Trepanier et al., 2014; Vallernad, 2015) • Organizational culture: clan culture 	<p>Self-efficacy related</p>
<p>Dimensions/ Measurement</p>	<p>Two scales: harmonious and obsessive passion-focused on how passion fits with the rest of life.</p>	<ol style="list-style-type: none"> 1) <i>Work passion scale (WPS)</i> based on the evaluation of four dimensions: work enjoyment, self-motivation, self identity and sense of learning (Johri, Misra and Bhattacharjee, 2016). 2) <i>Passion Toward Works Scale (PTWS)</i> is the most used for the evaluation of employee passion. Asses harmonious and obsessive passion developed 	<p>Entrepreneurs could be passionate for different set of activities/ roles included in the next three dimension:</p> <ol style="list-style-type: none"> 1) Passion for funding 2) Inventing 3) Developing

		(Vallerand et al., 2003).	
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Source: Own elaboration

The concept of passion at a general level has been explained in the section 2 of this study. Secondly, passion for work is the central topic of this article and in the following sections it will be developed deeply the main antecedents and outcomes, and measurement of work passion. The table 1 needs to be completed with a review of literature of the definitions of passion work (see table 2).

Table 2: Review of the definitions of Passion for work

Passion for work			
Authors	Focus of study	Main Findings	Type of study
Baum & Loke (2004)	Love, attachment & feeling of belonging	Passion indirectly facilitates venture growth through the communication of the vision, goals, and self-efficacy.	Empirical-survey
Belanger et al., (2013)	Love	Passion indirectly facilitates venture growth through competency, motivation, and competitive strategy.	Empirical-survey
Birley et al., (2000)	Passion is the drive to overcome barriers and initiate change	Passion makes people feel pride; commitment, empowerment, energy and work is meaningful; these are the passion triggers that lead to motivation and then to innovation	Theoretical
Forest et al., (2012)	Antecedents and outcomes	Increases in the use of signature strengths reported by participants from the experiment group were related to increases in harmonious passion, which lead to higher levels of well-being.	Empirical-experiment+longitudinal survey
Forest et al.,(2011)	Outcomes	Harmonious passion was associated positively with mental health, flow, vitality and affective commitment, partly explained by the satisfaction of the psychological need of autonomy, competence and relatedness.	Empirical survey
Liu et al. (2011)	Antecedents and outcomes	Harmonious passion for work mediates the effects of organizational autonomy support and individual autonomy orientation on employee work creativity.	Empirical survey
Luh & Lu (2012)	Antecedents and outcomes	Harmonious passion is positively related with creative achievement, but obsessive passion is not. Harmonious passion plays a mediating variable between innovative cognitive style and creative achievement.	Empirical survey
Philippe et al, (2010)	Outcomes	Harmonious passion is positively related to the quality of interpersonal relationships within the context of passionate activity via positive emotions. In contrast obsessive passion is negatively related to interpersonal relationships.	Empirical Survey
Philippe et al., (2009)	Outcomes	Harmonious passion toward an activity contributes significantly to both hedonic and eudaimonic well-being.	Empirical Survey
Rosseau & Vallerand (2008)	Outcomes	Harmonious passion is positively related to subjective well-being of employees experiencing positive affect during activity engagement, whereas obsessive passion is negatively related to subjective well-being.	Empirical Survey
Vallerand et al., (2010)	Outcomes	Harmonious passion decreases burnout by increasing work satisfaction and decreasing conflict. Contrary obsessive passion increases conflict.	Empirical survey (nurses)

Source: *The oxford Handbook of Creativity, Innovation and Entrepreneurship (2015)*

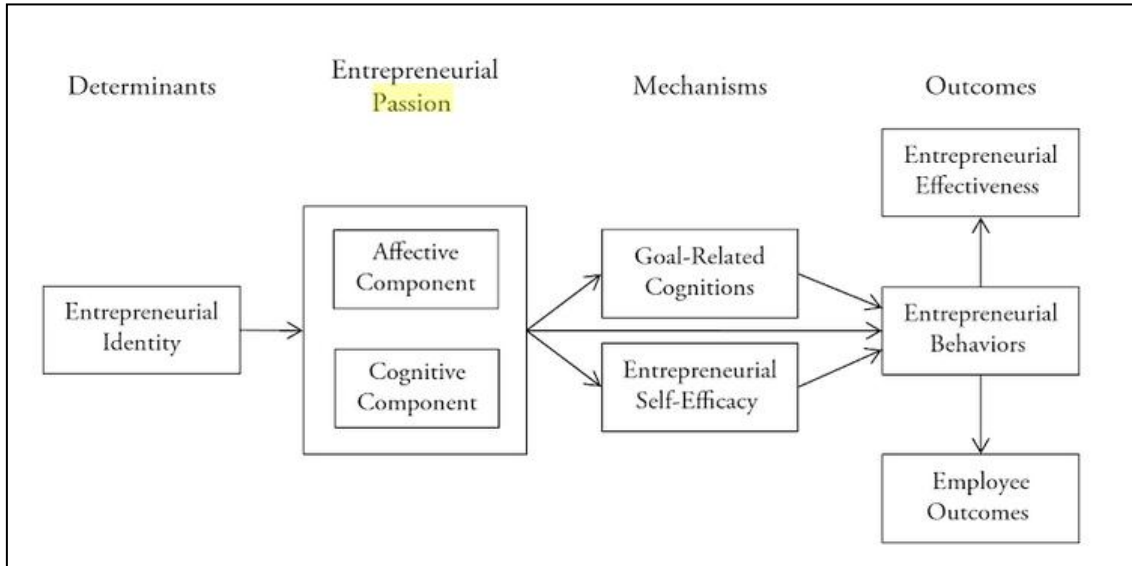
The entrepreneurial passion need to be explained in detail. Although abundant passion research has been carried out in psychology in relation to harmonious and obsessive passion, but research on entrepreneurial passion is still in the first stages. Researchers noted importance of entrepreneurial passion, although there aren't studies about the antecedents of entrepreneurial passion. It is important to point out that entrepreneurial passion has not yet adopted the dualistic model (Vallerand et al., 2003).

Early entrepreneurship studies consider passion as an essential component of leader personality traits (Baum and Loke, 2004). Empirical studies has found that CEO's traits has an indirect effect on the growth of ventures trough a variety of mechanisms such as psychological (e.g. self-efficacy and motivation), behavioral (e.g. goals and communicated vision) and strategic (e.g. competitive strategy).

Chen et al., (2009) have provided a novel approach in investigating how entrepreneurial passion affects venture capitalist's funding decisions. For that, these authors distinguished between the affective and cognitive component of entrepreneurial passion (observe figure 2). They found that only the cognitive component rather than the affective component was significant and positive predictor of venture capitalist's decisions to found ventures.

Cardon (2008) theorized that entrepreneurs who experience passion are likely to show transformational leadership to their employees, this may enhance their perceptions of organizational meaningfulness (cognitive component) and it may be transformed into employee passion.

Figure 2: Summary of the existing research framework on Entrepreneurial Passion



Source: *The Oxford Handbook of Creativity, Innovation and Entrepreneurship* (2015)

The theoretical work of Cardon et al., (2009) is one of the most important in this field. They have shown that entrepreneurial passion influences positively entrepreneurial behaviors (e.g. creative problem solving, persistence, absorption) and then influence entrepreneurial effectiveness (e.g. opportunity recognition, venture creation, venture growth). Entrepreneurial passion plays an important role in the coordination of cognitive, emotional, and behavioral dimensions directed towards the pursuit of goals (figure 2) (Cardon, 2010; Cardon and Kik, 2010). Entrepreneurial passion is defined as “a consciously accessible, intense positive feeling experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur” (Cardon et al., 2009 p. 517). In this definition, both aspects are common to the three different types of passion, the Vallerand’s et al., (2003) definition of general passion (implies like/love for an activity that is very important to the person) and Pertulla’s (2004) definition of passion for work (implies intense positive feelings of joy and subjective vitality and meaningful connection toward one’s work). Thus, the three different definitions are consistent.

However, the main distinction between the three passions is the different types of passion grouped under entrepreneurial passion. More specifically, only in entrepreneurial passion Cardon et al., (2009) has identified three different entrepreneurial roles/identities, passion for inventing, funding and developing. Entrepreneurs with inventory

identity recognize opportunities for invention of new products or services, the passion for funding is associated with venture creation and establishing start-ups, and finally the passion for developing is directly related with venture growth and development of their capabilities. An entrepreneur may be passionate about one or more than one of these activities (Cardon, Gregoire and Stevens, 2010). Passion for inventing and passion founding lead to a higher persistence (Cardon and Kirk, 2010) and passion for inventing leads to a higher creativity in the goal pursuit (Cardon, 2010).

It is important to point out that although passion in general is beneficial to entrepreneurial behaviors, too much passion could have a negative an adverse affect on entrepreneurs for example a creative problem solving, a typical entrepreneurial behavior. This has demonstrated an inverted- U relationship between creative problem solving based on the dualistic model of passion (Vallerand et al., 2003). This means obsessive passion (extremely intense passion) causes a rigid engagement rather than flexible in venture related activities, this has a negative effect decreasing the probability of suggesting creative solutions. Thus, it is extremely worthwhile to incorporate the dualistic model into future research of entrepreneurial passion (Cardon et al., 2009).

Following this line Thorgren and Wicent (2013) have used the dualistic model in their empirical study. Using a sample of Swedish owner-manager who had developed new ventures for at least 2 years, researchers have shown that harmonious passion toward running a business is indirectly correlated through the role of opportunity search. Contrary, obsessive passion has an indirect relationship with the role of opportunity search.

Furthermore, a recent empirical study developed by Murnieks et al. (2014) provides a support for the utility of the dualistic model in entrepreneurship research. Their study has demonstrated the mediating role of entrepreneurial self-efficacy and the positive relationship between entrepreneurial passion and entrepreneurial behavior. Moreover they demonstrated that entrepreneurial identity and self-identity is necessary for the development of entrepreneurial passion only then will lead to entrepreneurial behavior, this is consistent with the dualistic model of passion (observe figure 4).

To sum up, based on previous studies the dualistic model of passion could be the most suitable in the measurement of the three different types of passion, inclusive in the

entrepreneurial passion because it capture the negative site of extremely intense passion through the variable of obsessive passion, these site cannot be captured with other measurement models. Besides, the table 3 summarizes some of the main findings about entrepreneurial concepts mentioned in this section.

Table 3: Review of the definitions of Entrepreneurial Passion

Entrepreneurial Passion			
Authors		Main Findings	Type of study
Baron & Hannan (2002)	Identification with the company	Founders' passion is associated with lowest likelihood of organizational failure.	Empirical-Survey
Bird (1989)	Energy and drive	Passion increases entrepreneurs persistence and motivation, internalizes ventures's development as personal events.	Empirical-Survey
Cardon (2009)	Identity meaning and salience	Entrepreneurial passion has positive effects on entrepreneurial behaviors and effectiveness; both directly and indirectly, via goal related cognitions.	Theoretical
Murnieks et al., (2014)	Positive inclinations (Antecedents and outcomes)	Entrepreneurial identity is the main precursor of entrepreneur's passion. Entrepreneurial passion is positively associated with entrepreneurial self-efficacy.	Empirical-Survey

Source: *The oxford Handbook of Creativity, Innovation and Entrepreneurship (2015)*

6. RELATED CONSTRUCTS

There are related constructs related with passion that could lead to confusion. In this section two of these related concepts are engagement and flow.

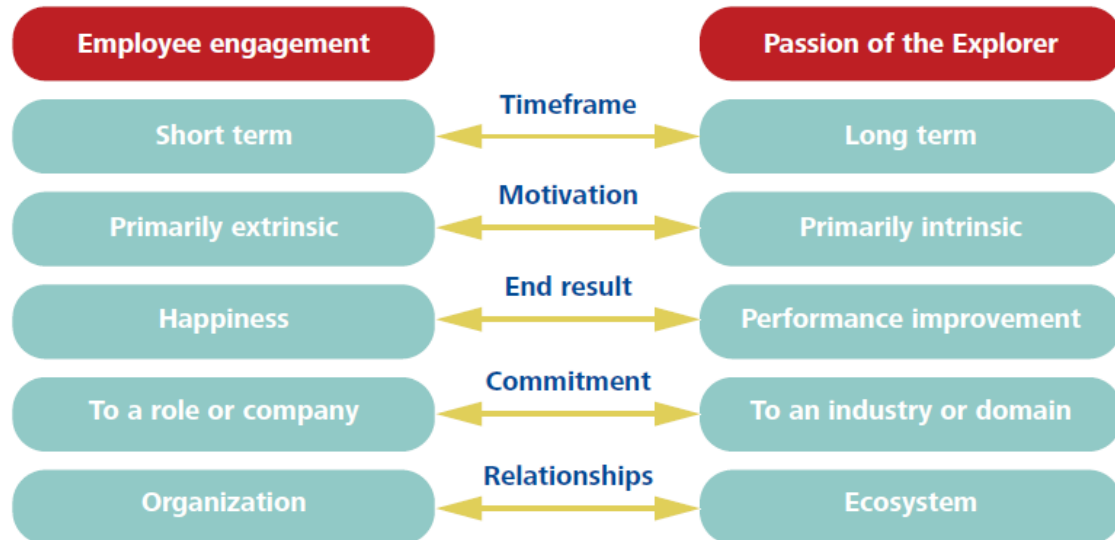
Engagement and passion for work have in common the following motivational nature. Engagement is defined as a mental state of fulfillment correlated to work, and its main dimension are vigor, dedication and task absorption, these dimension are common to work passion. Vigor implies a high level of energy and perseverance to accomplish a task. And absorption implies having a state of full attention and concentration.

Although this common point, work passion doesn't mean employee engagement and there are two differences between the concepts. Firstly, when an employee is passionate, work becomes an integrated part of the individual's identity and self-concept (Vallerand et al., 2003; 2015). This condition is not necessary when an employee is engaged (Birkeland and Buch, 2015). Secondly, several empirical studies have claimed that work engagement is a temporal state (figure 3 claims short term) that depends on employee's experiences while work, this means that engagement can vary during the week, the day, depending on experiences. Passion has been conceptualized as a permanent, non-fluctuating state of desire for work (Vallerand et al., 2003) and is susceptible of modifications under specific interventions (Perrewé et al., 2014). To sum up engagement reflects the intensity of experiences at work and passion refers to the quality of relationship with it. Harmonious passion seems to be an antecedent to engagement, through the absorption dimension facilitated emotional energy and satisfaction at work, by allowing task to be done flexibly.

In addition, employee engagement was sufficient in a predictable environment and that was designed to optimize efficiency, engagement will be insufficient in unpredictable environment that constantly changes. Because an employee engaged isn't committed to achieving its full potential in comparison with passionate employees that give the best of them and achieving the highest potential in performance in comparison with passionate employees (Deloitte, 2013).

The following figure 3 summarizes the main differences between employee engagement and passionate worker.

Figure 3: Differences between employee engagement and passionate worker



Source: Deloitte University Press (2013)

On the other hand, *flow* is another related construct that need to be distinguished in its similarities and differences from passion for work. Flow in the work context is defined as a short-term experience characterized by full involvement and absolute immersion in work, positive emotions and pleasant experienced during the task (Bakker, 2008). Based on this definition, passion and flow have in common the experiences of pleasure, motivation and interest for the activity. But it is possible that the experience of flow during the work activity is not necessary significant in the life of the person, as a result limited the time it takes. In comparison with passion where the activity (e.g. work) is highly valued by the person incorporating it in one's identity, and spends a significant amount of time and energy doing. Besides, has been shown that flow is a temporary experience in comparison with passion that is a persistent psychological state over the time (Perrewé et al., 2014; Vallernad et al., 2003). Additionally, flow belong to the cognitive dimension not to the motivational dimension as passion (Vallerand, 2015). Last empirical studies has demonstrated that flow is a result and no a determinant of work passion (Carpentier et al., 2015; Curran et al., 2015).

7. ANTECEDENTS OF EMPLOYEE PASSION

The analysis of several studies and publications on the antecedents of passion shows that research has focused on the examination in the organizational context. The main factors that predict employee passion are summarized in the paragraphs below.

7.1 Personality

The personality is a decisive factor in the development of work passion. The factor of personality that really matter to passion are the following, **openness to new experiences, conscientiousness, agreeableness, and extraversion** have showed moderate but significant relationships with harmonious passion. However, in the case of obsessive passion, the results seem to be less clear, having proves only a significant **negative relationship with agreeableness** (Balon, Lecoq, and Rime, 2013).

But, the most influential aspect of personality, **perfectionism** has proved to be a significant antecedent for harmonious and obsessive passion (Vallerand, Houfort and Forest, 2014).

Another influential personality trait that orientation that has been identified as relevant factor is personality orientation. Particularly, an **autonomous personality** has been found to be relevant for harmonious passion, whereas controlled personality has shown to promote obsessive passion (Vallerand, 2015). Guay et al., (2013) support this theory and his study claims that individuals with an autonomous personality are more likely to internalize an activity in their self in an autonomous way as a result tend to develop harmonious passion for the particular activity. On the other hand individuals with a controlled personality have more probabilities to internalize things in a more controlled way and thus to develop an obsessive passion. Additionally, employees who pose **emotional intelligence** think and behave more autonomously according to their personal emotion and values, facilitating the development of harmonious passion. Recently Houfort and Rinfert (2010) proved this hypothesis with 55 chief executives assessing their level of emotional intelligence. Results show that a higher level of emotional intelligence is positively related with harmonious passion. Conversely, it is suggested that the absence of emotional intelligence predicts obsessive passion for work. This is because individuals with little emotional intelligence are less in-tune with their authentic self.

In the same line, internal locus of control has been shown to promote influence directly the development of harmonious passion, in other words the individual has his work totally under control. While, the employee's perception of lack of control (external locus) has been shown as a key factor in the determination of obsessive passion (Zigarmi, Galloway and Roberts, 2016).

7.2 Emotional Intelligence and Personal strengths

A recent study carried out in the workplace reveals the importance of the emotional intelligence in the development of passion. Emotional intelligence is defined as a group of abilities that allows one to work efficiently with one's emotions and with others at the intrapersonal and interpersonal levels (Brackett and Mayer, 2003). Managers with high level of emotional intelligence know how to use their strengths and improve their weaknesses; show more empathy; know their impact on others; are more competent managing and using in a good way their emotions as well of others, (Salovey and Mayer, 1990). On the other hand, the opposite is suggested for managers with a low level of emotional intelligence.

As a result it is suggested that is necessary to develop emotional intelligence because you are more likely to be aware of your personal strengths. Furthermore, **the use of signature strengths** is important in the development of harmonious passion at work. Strengths are conceptualized as "pre-existing capacity for a particular way of behaving, thinking, or feeling that is authentic to the individual, and enables optimal functioning, personal development and performance" (Linley, 2008). It has been demonstrated that individuals who use their strengths experience positives outcomes in comparison with those who use their strengths less. For instance employees who in a daily basis use their strengths have a higher job performance (Clifton and Harter, 2003), higher levels of well-being (Berman, 2008; Govindji and Linkely, 2007), they are more committed to the organization as a result remain longer in the organization (Asplund et al., 2007).

Forest et al (2012) has proved recently this hypothesis. Numerous researchers (Forest et al., 2012; Lavigne, et al., 2014; Trepanier et al., 2014) have proved that work demands and the perception of personal strengths are differently related to passion. Following this line, if the employee experiences **work pressure** to perform a demanding activity, it is more likely to develop obsessive passion. Whereas, if the perception of personal strengths cope with a challenging work promotes the

autonomous internalization of work. In this way the development of harmonious passion is facilitated.

Seligman et al. (2005) has carried out a program in the workplace, where the participants (n=186) identified their signature strengths thanks to training, they described their personal best and later used their strengths in their current job during 2 weeks. In the experiment a control group (n=36) were involved to supervise and both groups participated in a follow up 2 months after the program. Additionally harmonious and obsessive passions for work were measured before and after the experiment. The program has achieved its aim successfully in increase the use of signature strengths. As a result, increases in the use of signature strengths lead to increases in harmonious passion for work.

To sum up, employees who are aware of their signature strengths and who can enact them at work are more likely to have an increase in harmonious passion in comparison with employees who don't know their strengths would be difficult to use them. It is hypnotized that the use of one's strengths leads employees to think and behave in an autonomous way apart of the experience of harmonious passion for work. By increasing emotional intelligence and identifying and using one's signature strengths because are coachable employees can develop passion for work and its positive outcomes (Forest et al. (2012).

7.3 Organizational Support

The recent study of Vallerand, (2015) showed the importance of the perception of the organizational support in the development of employee passion. Specifically, the **support of managers** or supervisors seems to be important in the development of harmonious passion, helping to maintain over the time. In fact, companies which **value the work and contribution** of their employees and makes important efforts to provide a **healthy, flexible, and secure environment** create the optimal conditions for their employees to develop harmonious passion.

7.4 Organizational Support of Autonomy

Some recent studies suggest that significant supportive autonomy for employees and as well employee perceptions of having some control over to accomplish his work favor the harmonious passion.

In particular, according to the dualistic model of passion Vallerand et al., 2003; Vallerand and Houliort, 2003) for the development of harmonious passion is crucial the promotion of employee autonomy in the organizational environment. Contrary, a controlling working environment leads to the development of the obsessive passion, because of the obsessive internalization of the activity.

Moreover, the Mageau et al., (2009) study supports empirically this theory, they have proven that adults (parents, coaches, teachers) who provide children with autonomy support, this implies providing room for choices and active involvement, improve harmonious passion while those adults who were more controlling they were more likely to fail in the promotion of passion or facilitate the development of obsessive passion.

7.5 Leadership style

Houliort and Vallerand (2013) have analyzed how two relevant factors, namely leadership style and organizational culture, can affect passion for work. Leaders have huge impact on their followers and can become examples for employees. Leaders have a huge impact in the definition of vision, mission, and organizational values, have a say in who gets hired, and what policies will be implemented, and in the type of policies that will be implemented and how these activities are carried out. Moreover, leaders determine the degree of autonomy support will take in the organization. Following this line, the **transformational leader** goes beyond self interest and supports employee's autonomy and values behaviors and thinking that promote autonomy in the workplace. Several studies has been shown that transformational leadership has more positive results than transactional leadership (Dumdum, Low and Avolio, 2002; Judge and Piccolo, 2004; Wang et al., 2011). Furthermore, the transformational leadership that is based on meaningful change among followers positively favors harmonious passion (Robertson and Barling, 2013).

Houliort and Vallerand (2013) have arrived empirically to the same conclusion; they have carried out two studies to analyze the relationship between leadership style and passion for work. The participants were professors (research 1, n= 1059) business man, managers and professionals of important public organization (research 2, n=147). The participants through questionnaire evaluated the leadership style adopted by their direct supervisor, whereas transformational and transactional leadership could predict the development of harmonious or obsessive passion respectively. Both studies have

obtained the same results as Mageau et al.'s (2009) research, leaders can influence the development of harmonious passion at work by supporting employee's autonomy. In contrast, when leaders pressure employees to pursue a task or to do to the task in a certain way, passionate employees are more likely to develop an obsessive passion.

7.6 Organizational culture

Another important organizational factor that affects employee passion is the organizational culture. Organizational culture is defined as "how the things are done within the company" reflecting the formal and informal organizational structures, processes and values (strategies, goals and company values) and accepted assumptions (accepted beliefs, perceptions and thoughts) (Schein, 2009). The organizational culture influence everyone behave and think, having a direct impact on performance, (Lee and Yu, 2004) creativity and innovation (Martins and Terblanche, 2003) and knowledge management. As a result, each organizational culture creates a specific work environment where can be promote the harmonious or obsessive passion.

Cameron and Quinn (2006) proposed two different types of cultures; the first **clan organizational culture** is based on collaboration, commitment, development of communication within the company. Here the leaders have the roll of mentors and team builders and the organization identifies with innovativeness, vision, and allocation of new resources as a key factor for organizational effectiveness. The clan culture is focused on employee support and human values leading to the development of harmonious passion for work. In opposition, a market culture is based on competition, goal achievement, and profitability. The leaders that promote a culture like this are seen as hard driving, highly competitive and focused in productivity. A culture like this doesn't satisfy the basic psychological needs of SDT (autonomy, competence and relatedness), because of the controlled environment that fosters obsessive passion for work.

The recent study of Vallerand (2015) has demonstrated that a clan culture is essential for the development and maintenance of harmonious passion. Specifically, a clan culture focused on the development of a relation of belonging to the organization and collaboration between their members. Contrary a market culture that is orientated only to organizational results fostering the development of obsessive passion.

This theory was confirmed empirically by the research of Houliort and Vallerand (2013, study 2) where its results show that a clan culture is positively related to harmonious passion for work. A clan culture based on autonomy support (i.e. facilitate employee's participation in decision making, team work, and competence and feedback) these elements are the key for the development of harmonious passion because it allows an autonomous internalization of the work within the individual. In opposition a market culture promote the control, competition and tangible rewards while minimizing employee's contributions and participation. This kind of environment nurtures the development of obsessive passion among their passionate employees, who internalize controlled work.

7.7 Promotion of harmonious passion for work

“There is a little doubt that passion is a significant factor differentiating between good and great organizations, nothing that passionate employees create winning teams” (p.12; Ayers and Cahill, 2012).

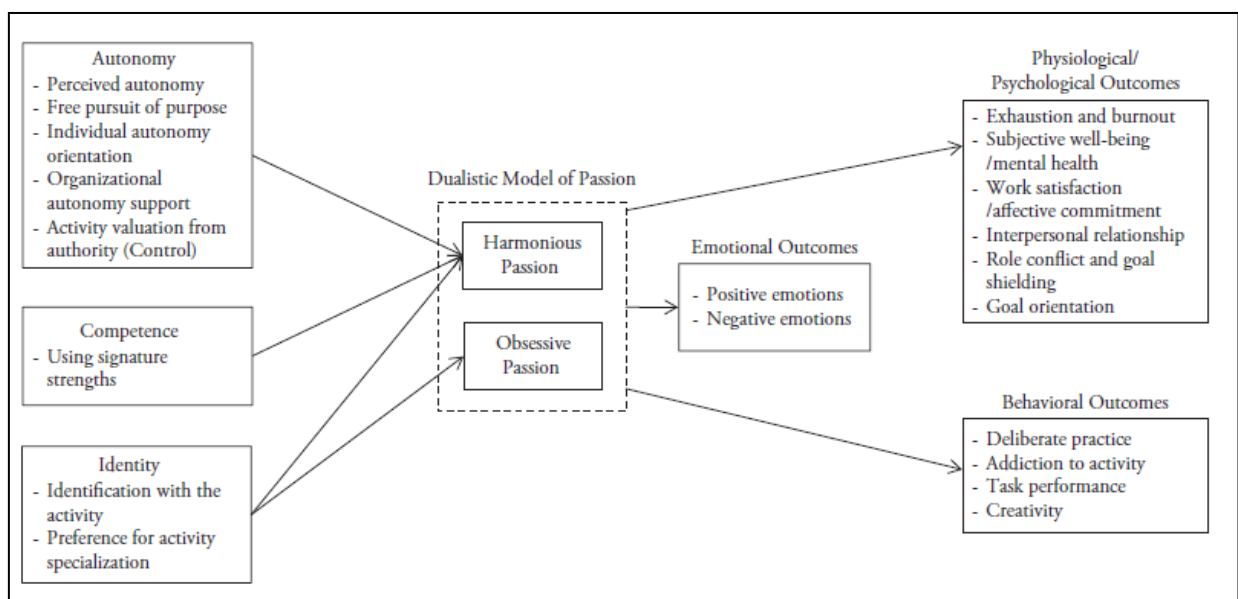
Thus, it's important to know that passion cannot be “created”, the passion within an individual employee or teamwork can be activated. But, how employee passion can be encouraged or discouraged at work? How can organizations create an environment that achieves the full potential of their employees?

According to Self – Determination Theory, humans have inherently 3 psychological needs (competence, autonomy and relatedness) and they are directed towards activities that satisfy these psychological needs (Ryan and Deci, 2000). Particularly, previous research has shown that having harmonious passion for work helps to satisfy the need of autonomy (e.g. “I feel like I am free to decide for myself how to organize my work) competence (e.g. “Often I do feel very competent at work),” and relatedness (e.g., “I really like the people I work with”), while an obsessive passion seems to thwarts these needs (Forest et al., 2011). The figure 4 summarizes the key findings of research of the dualistic model of passion. Taking in account the main antecedents of harmonious passion, analyzed research show that is necessary having a sense of identity from the activity and show preference for it. In other words, when work is highly valued, meaningful and has been freely accepted as important by the person, it will be internalized in the person's identity, leading to experience of harmonious passion (Houliort, 2015; Vallerand, Houliort, and Forest, 2014; Vallerand et al., 2003). This type of internalization is intrinsic and integrative into authentic self definition of person's

identity (Deci and Ryan, 2000). The activity is in harmony with other life spheres. Contrary, when work is initialized in a controlled way because of certain external contingencies, such as self-esteem, feelings of social acceptance this lead to obsessive passion. Those employees have a rigid persistence toward work; in this dependency even ego may be invested rather than an integrative process in personal identity. Having obsessive passion leads to conflicts with other life activities, and will be difficult to recharge one's cognitive and affective.

Secondly, the autonomy contributes to the experience of harmonious passion facilitating the internalization of the activity (Mageau et al., 2009; Fernet et al., 2014). Thus, the creation of organizational environments that supports autonomy at work, offer employees the opportunity to make decisions and employee's perceptions of having some control over how to accomplish one's work promotes the development of harmonious passion, reducing distress (Lavigne et al., 2011). So, harmonious passion is under the control of the individual. On the other hand, the absence of autonomy in the workplace and controlled environments leads to obsessive passion; the individuals are externally controlled in continuing with then the activity, it is internalized in a controlled way.

Figure 4: A summary on the main findings on the Dualistic Model of Passion



Source: *The oxford Handbook of Creativity, Innovation and Entrepreneurship (2015)*

Thirdly, the use of personal signature of strengths is related with increases on harmonious passion (Ho et al., 2011; Forest et al., 2012; 2013; Dubreuil, Forest, and Courcy, 2014). For that seems to be important to being aware and using of one's strengths, because it is associated with the perception that you are using your full potential at work, thus is more likely to freely internalize the activities. Besides, a higher perception of competence while one's is using his strengths is associated with increases in harmonious passion.

In addition has been demonstrated the importance of organizational support, transformational leadership and human practices oriented to employee well-being (Lavigne et al., 2014; Robertson and Barling, 2013; Trepanier et al., 2014; Vallernad, 2015) in the development of harmonious passion, a part increases the organizational productivity. To achieve this, a culture that promotes collaboration, it is crucial to encourage positive relationship at work and fosters a sense of belonging and group spirit; by training those who are in manager positions as a transformational leader to be able to inspire their followers (Salessi, Omar, and Vaamonde, 2017). Apart from facilitating employee's use of their signature strengths (Forest et al., 2012), seems to be relevant the development of their emotional intelligence (Houlfort et al., 2015) for the promotion of harmonious passion. Finally, at the organizational level should be included measures of health promotion. One of these is to promote recovery outside of work (Donahue et al., 2012), based on health promotion at work, encouraging an active and satisfying life, both within the work environments and outside work, which contributes to recovery from work.

In order to promote harmonious passion at the following pages will focus in explain in a deep detail the growth based on strengths use, culture of belongingness and development and build meaningful work, these practices has been shown to increase employee well-being and organizational performance, buildings team high performance (see figure 5).

Figure 5: Building a high performed team according to the passion Pyramid



Source: Integro Leadership Institute (2012)

7.7.1 Growth in personal strengths

Today the opportunity to develop best self by engaging strengths may be neglected, overlooked because 80% of employees, globally, do not exercise their strengths at work and then are less emotionally engaged with their job. This means that staff are more likely to report: dreading going to work, having more negative than positive interaction with fellow workers, treating with customers poorly, telling friends about what a miserable company they work for, achieving less on a daily and having less creative and positive moments (Rath, 2007).

According to Seligman *et al.*, (2005), everyone is good at something, and has a unique combination of personal strengths. In fact, each time when one uses his skills; he experiences a burst of positivity because the use of character strength is a personal trait that is deeply embedded in who he is, this is even more fulfilling than using a skill. Researches from Gallup Institute advocate that the greatest areas for growth are related with the identification and development of one's **top character strengths**, because only then individuals can make their best contribution at work (Hodges and Clifton, 2004).

The reviewed of various studies (Linley, 2008; Buckingham, 2007) shows that individuals that use their strengths experience feelings of authenticity, vitality, and

concentration as a result influence positively work performance. The feeling of authenticity refers to the feeling of being true to oneself according to your preferences. This description is close to the definition of harmonious passion (Vallerand et al., 2003) defined as a strong inclination towards an activity that individuals like, and find important to invest significant time and energy in, because it is internalized in their identity. Several researchers have demonstrated as increases in strengths use have been related to increases in harmonious passion (Forest et al., 2012), and a higher harmonious passion has been associated to a greater performance in a variety of domains, such as work (Ho, Wong, and Lee, 2011), sports (Li, 2010; Vallerand et al., 2008).

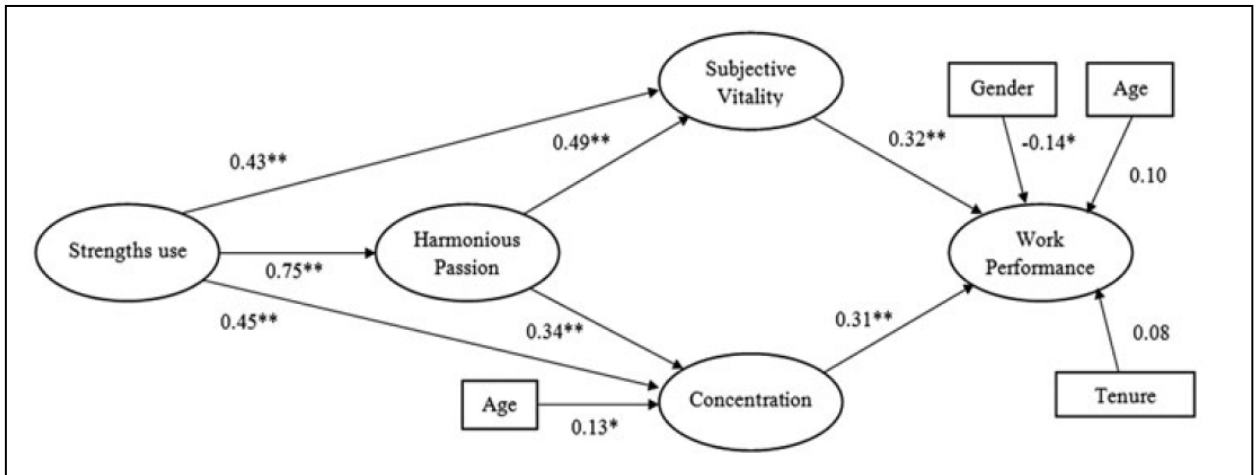
To a deeply understand, the strengths use promote harmonious passion toward work, and then harmonious passion fosters work performance through the mediating role of subjective vitality and concentration (see figure 6). Subjective vitality refers to the feeling of energy and aliveness when they use their strengths (Linley, 2008). On the other hand, concentration here refers when individuals use their strengths; they enter in a deep state of concentration. This state of concentration is close to flow, it is defined as “a feeling of being intensively focused on what one is doing in the present moment” (Kawabata and Mallett, 2011, p. 393).

Recent studies on passion for work (Carpentier et al., 2012; Forest et al., 2011, 2012; Ho et al., 2011; Lavigne et al., 2012) has shown that harmonious passion promotes flow and subjective vitality, contributing to performance. This implies that employees with a stronger harmonious passion towards their work would have a higher level of performance because passion would help lead their vitality and concentration to higher intensities (Dubreuil, Forest, and Courcy, 2014).

Apart from this, the subjective vitality and concentration were not just a result of harmonious passion, but subjective vitality and concentration is directly correlated to strengths use (see figure 6) (Dubreuil, Forest, and Courcy, 2014). Thus, employees who experience higher vitality at work while using their strengths, performing better because of the feeling of energy and aliveness would allow them to work harder and for long periods of time, being more creative and having proactive behaviors, also they adapt better to change (Shirom, 2011). While a person, who experience high level of concentration at work while using his strengths would perform better because of the

higher attention to detail and superior information processing (Landhauber and Keller, 2012).

Figure 6: Relationship between strengths use and work performance mediated by HP, s. vitality & concentration



Source: *From strengths use to work performance: The role of harmonious passion, subjective vitality, and concentration* (2014).

Moreover, Forest et al., (2012; 2013) have demonstrated empirically that increases in the use of signature strengths is positively related to increases in positive outcomes (i.e. harmonious passion, subjective vitality, concentration), which in turn then predicts increases in work performance, a higher level of life satisfaction and psychological well-being. Here is the explanation about how the use of strengths fosters harmonious passion, when employees feel that they are using their full potential at work, they are more likely to love their work and dedicate more time and energy, and autonomously internalize their work in their identity, and finally their identification with it. Further, studies has found that positive emotions are experienced while individuals use their signature strengths, as they are strongly associated with harmonious passion (Carpentier et al., 2012; Forest et al., 2011, 2012; Philippe, Vallerand, and Lavigne, 2009), subjective vitality and concentration (Dubreuil, Forest, and Courcy, 2014). Accoding to Lyubomirsky, King and Diener’s (2005) positive emotions play a relevant role in the organizational performance, because individuals who experience positive emotions at work try to build their personal and social resources, this could explain the pro-social behavior, innovation, and adaptation to change.

On a broader level, the research reviewed shows how critical is the use of employee character strengths for organizations, not only in the promotion of harmonious passion.

But, the use of would benefit both companies and employees. For companies the use of signature strengths suppose increases in organizational performance and productivity (Cascio and Boudreau, 2008; Clifton and Harter, 2003). As we have shown **employee performance** is determined by the use of strengths and talents of employee (Asplund and Blacksmith, 2012). A real case is Toyota that instituted a strength-based training for employees, results in increases in the company productivity (Greenberg and Arakawa, 2006). The evidence found that the signature strengths use leads to optimal functioning (Berman, 2008; Govindji and Linley, 2007; Park et al., 2004) such as higher level of energy, vitality, and concentration, motivation (Peterson and Park, 2006), less stress (Wood et al., 2010), greater goal achievement, satisfaction of the psychological needs and increases in the level of well-being at work (Seligman et al., 2005; Linley et al., 2010). As a result, a higher employee job satisfaction and it is translated into higher employee engagement, less turnover and higher customer satisfaction and, in comparison with typical organizations (Harter, Schmidt and Hayes 2002). Individuals who exercise their strengths regularly at workplace are six time likely to be engaged with their jobs (Rath, 2007).

Taking in account all these benefits of the use of employee seems to be extremely important the use of employee strengths. A greater use of employee's signature strengths help organizations to enhance employee's well-being (Forest et al., 2012; 2013), enhancing harmonious passion, leading to a higher level of vitality, energy concentration at work, driving to higher organizational performance, productivity and efficiency (Dubreuil, Forest, and Courcy, 2014). From a practical perspective, companies need to focus on ensuring employee well-being and increase the productivity by the use of top personal strengths, this is a way to create an environment focused on the development of harmonious passion (Salessi, Omar, and Vaamonde, 2017). Following this line, organizations need to encourage 1) *the strengths identification*, 2) *development* and use through different human management practices, because 3) *the strengths use* (see figure 7) (Forest et al., 2012; 2013; Dubreuil, Forest, and Courcy, 2014).

A practical way, employees could learn more about 1) *the identification of their personal strengths* through the positive feedback provided by the immediate manager. At a group level, the immediate manager could try to help employees focusing in learning more about the individual strengths of their employees (e.g. during team

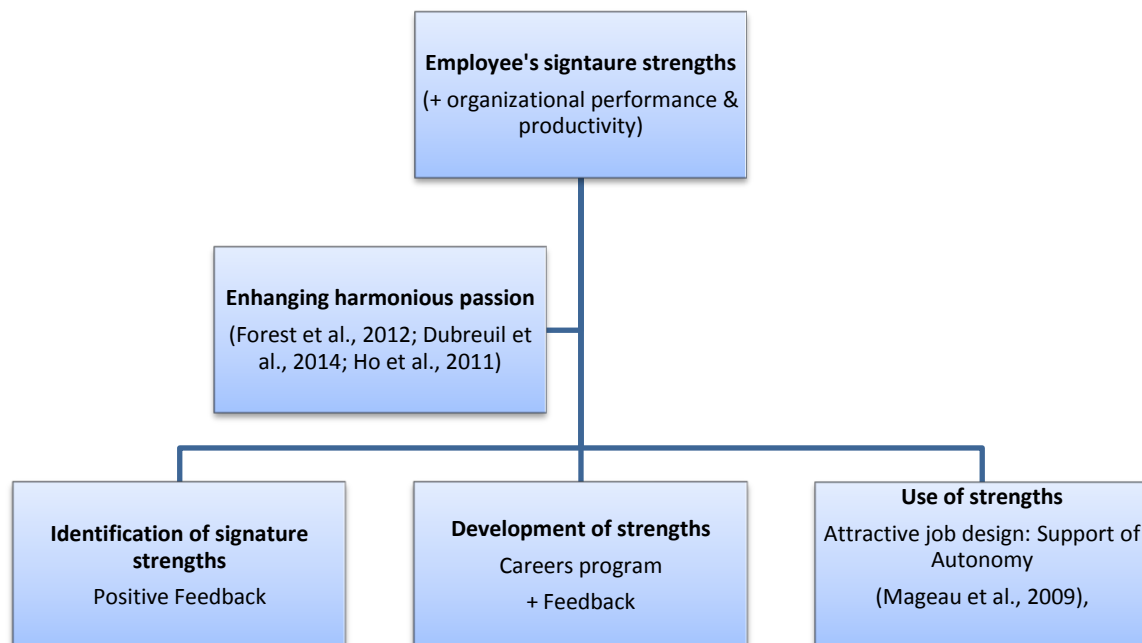
meetings about performance management reviews) and organize the work in a different way in order to optimize strengths use and development. For example, providing **positive feedback** that recognizes the praises of strengths and encourage employees to progress their careers within an organization appears to be important for the organizational performance and effectiveness and strengthening the feeling of belonging to organization because through direct feedback “face to face” recognize the work done well and how worth is it (Achor, 2010). Previous studies highlight the importance in offering positive feedback about how significant is the employee’s work and his contributions to the company (Vallerand and Houliort, 2003). Moreover, it has been found that positive feedback enhances the feeling of one competence then enhances the subjective employee’s valuation of the job, implying that it would improve harmonious passion (Deci and Ryan, 2000). Positive feedback is recommended, but not excessively.

Organizations should give opportunities to progress, providing support to employees in 2) *the development and use of personal strengths*, through an adequate **job design and a career** program (Seligman et al., 2005). This means providing to employees opportunities for development focused on training careers program based on their personal strengths with the aim of maximization of individual strengths and allowing progression horizontally or vertically based in personal skills and talent (NEF, 2014).

For 3) *the use of employee’s signature strengths* is important **an attractive job design** that maximize the use of individual strengths (Fisher, 2010), fostering harmonious passion. This implies matching personal strengths to job content, verifying the alignment between individual signature strengths and work activities. As a result the job content and job characteristics play an important role for optimal development of strengths. For instance, it is essential to give opportunities to employees to use their strengths through an attractive job design with characteristics as autonomy, equity, moderately difficult tasks, interesting and challenging job where they can apply their skills in the search of goal achievement” (Warr, 2007). More specifically, the support of job autonomy (Mageau et al., 2009), as well as perceptions of having some control over how to accomplish one’s work (Lavigne et al., 2011) are prerequisites for the development of harmonious passion. Previous researchers suggest empowering employees to make their own decisions; they need to design their work to be meaningful and stimulating (Vallerand and Houliort, 2003). Thus employees would

have a stronger sense of ownership and interest toward their work and freely accept it as a significant part of their lives; this is a condition for the development of harmonious. Because its development it is based on employee's valuation and voluntary internalization of the job, this increase employee's harmonious passion. Consequently, a job with greater autonomy that allow the use of personal strengths, will improve the self-efficacy and organizational performance, harmonious passion and employee well-being (Dubreuil, Forest, and Courcy, 2014).

Figure 7: Development of Harmonious passion based on employee's signature strengths



Source: "Own elaboration"

7.7.2 Culture of belongingness and development

A culture based in personal development and progress (employee's signature strengths), having an interpersonal support and the sense of belonging to organization have found to increase organizational performance, employee's harmonious passion and well-being. Specifically, a culture that promotes collaboration, personal development and recognizes the value of their employees was shown to predict harmonious passion for work (Houffort and Vallerand, 2014). For instance, by encouraging an organizational culture of positive relationship at work that strengthens interpersonal ties that foster a sense of belonging and group spirit, by training those who are in manager positions as a transformational leader to be visionary, charismatic and inspirational leaders capable to inspire their followers (Salessi, Omar, and

Vaamonde, 2017). Further, Hodson (2004) also support that the promotion of a sense of community feeling among employees and the promotion of an environment that is humane, inspiring, and rewarding, as this will encourage employees to bring passion into their work. On the hand, it has been demonstrated the importance of organizational support, transformational leadership and human practices oriented to employee well-being in increases harmonious passion and organizational productivity (Lavigne et al., 2014; Robertson and Barling, 2013; Trepanier et al., 2014; Vallernad, 2015).

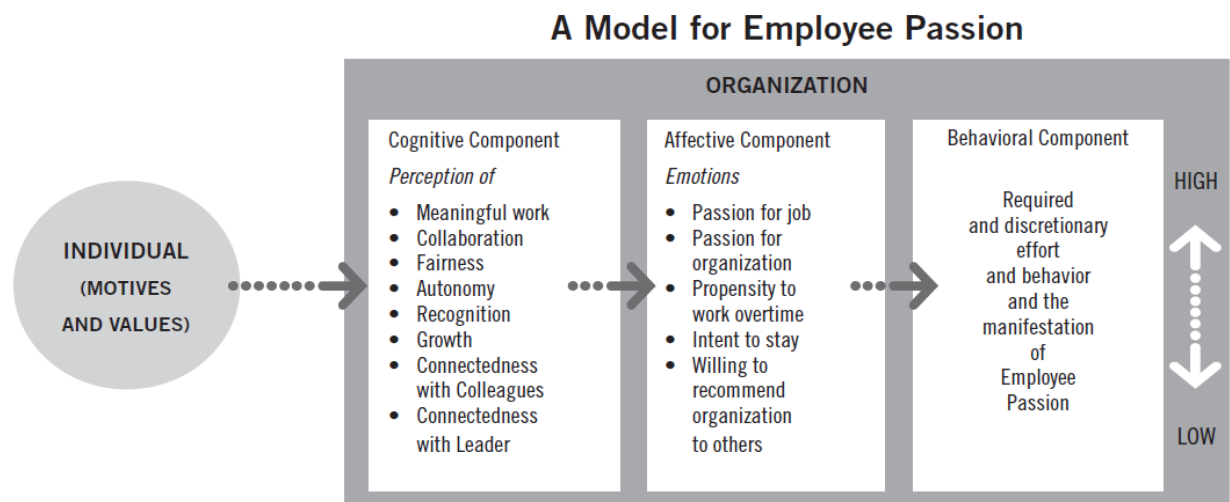
Positive interpersonal relations and compassionate attitude among peers and colleagues proved to be significant determinants in the promotion of harmonious passion among employees (Spehar, 2016). It is essential to create an optimal work environment based on culture open to learning, develop pride of belonging to the company, oriented to positive relationship based on building trust between employees themselves and also among employees and managers (Williams, 2008), positive relationship also implies enjoying the people they work with. Organizations has to build in a culture based on credibility, fairness, pride, recognition and appreciation of the value of employees, emotional support, mutually respect, trusting relationship between members who share a common goal based on honest and open communication (Porter, 1997).

Studies have showed that employees growth and develop their strengths better when they feel trusted and have autonomy, don't fear losing their job, feel they belong, connected to the meaning in their work and trust those around them (Sinek, 2014). Amabile and Kramer (2011) identified autonomy to be one of the 7 Major Catalysts identified for creating an ideal work environment for progress. Following this line, Brunet, and Savoie (2008) claimed that a supportive management style will be essential in understanding employee's perspectives, autonomy, and promoting of group thinking can develop harmonious passion among employees. The sense of self-worth, a definition of a meaningful and inspiring organizational vision, and the development of personal signature of strengths leads to confidence in one's ability intensifying harmonious passion in accomplishing with excellence the job assignments. Moreover, companies need to involve their employees in their strategic decision-making processes, and delegate responsibilities, promote work team and collaboration this lead to a higher level of organizational performance, harmonious passion and employee well-being. To those practices can be added other human practices focused

on employee well-being such as related with this is allow employees to have flexible schedule, also do not work overtime, apart from improvement in work-life balance, this will increase organizational productivity, worker engagement, worker satisfaction, prevent from obsessive passion and decreases of turnover (Pink, 2011).

The figure 8 summarizes some of the key elements of our optimal organizational culture that promotes organizational productivity, long term organizational commitment, employee well-being and harmonious passion (see first column). The study carried out by The Ken Blanchard Company (2016) shows that five factors that maximize employee's harmonious passion at work are focused on perceptions of job experience (meaningful work, autonomy, collaboration, connectedness to colleagues, and connectedness to leader), and other three focus perceptions focus on organizational experience (fairness, recognition, career growth).

Figure 8: A model for employee Passion



Source: The Ken Blanchard Company (2016)

7.7.3 Meaningful work

Meaningful work is the extent which employees perceive their job task are important inside and outside of the organization, employees perception about the importance or significance of his work, as having lasting worth for themselves and others. Meaningful work is not only an important factor for employee passion but, this concept is strongly correlated with employee engagement and organizational commitment, job satisfaction, and intrinsic motivation (Geldenhuys, Łaba, K., and Venter 2014).

In other words, meaningful work, employees understand how their work adds value to a larger organizational purpose (e.g. “I understand how my work serves the organization’s purpose”), and the work of organization does has meaning to the customer.

There is diversity in people’s passions in any organization (e.g. pushing technological advances, getting teams to pull together), but the important question is to match individual passion with their personal strengths and attractive job design with greater autonomy and team work, and lastly a work with meaning for employees.

How to build meaningful work? Meaningful and Exciting Organizational Vision

It has been demonstrated empirically that executives who have a clear purpose and a passionate attitude toward their work perform better. There is a significant correlation between purpose and performance mediated by work harmonious passion (Pradhan, Panda and Jena, 2017). Having an inspiring and meaningful purpose brings energy and focus and thus lead employees to bring their full potential (Leiter and Bakker, 2010). The lack of organizational purpose affects performance level. The promotion of an environment that is humane, inspiring, and rewarding, as this will encourage employees to bring passion into their work. The view of Havener (1999) about a deeper purpose says *“talented people demand meaningful work . . . deny it, they may prefer to quit”* (p. 1).

Moreover, effective’s transformational leaders should know how to inspire, stimulate and give meaning of the work of employees (Vasconcelos, 2008; Cleavenger and Munyon, 2013) this will increase harmonious passion, employee enagement, well-being and organizational performance (Salessi, Omar, and Vaamonde, 2017). Additionally, several studies (Astakhova and Porter, 2015; Qadeer, Ahmad, Hameed, and Mahmood, 2016) have been demonstrated that identification with organization and employee engagement are variable mediators that explain considerably the impact of harmonious passion on work performance. If organizational staffs perceive significance, purpose and meaning of their task work, a feeling that contribute to something worthy they can be more motivated, trying to do their best at work and they will be more satisfied, and committed to organization (Dimitrov, 2012; MacMillan, 2009). An example, imagine a company where the organizational activity has a lack of meaning for employees, because they only know that his company write books for children. Now, imagine that their transformational leaders give a meaning to their

employees with the following inspirational vision “We write books for children, so they can fall asleep at night and have awesome dreams”. The last inspirational vision will give meaning to the work of employees making them feeling their work contribute to something worthy, then will be more motivated to perform better and committed to their work, this will have an impact in the organizational performance (see figure 5).

A practical way of building meaningfulness is providing an exciting vision, through a shared big purpose for the team, the creation of a micro image of a future that the team wants. This is an exciting opportunity to capture the team’s imagination, through brainstorming employees and managers can build together a shared vision. Without a shared vision the team’s passions lack a target and the members can get in uncoordinated directions. The development of the vision is not one time, leaders need to keep stating the vision and backing it up with actions.

8 OUTCOMES OF WORK PASSION

In this section, we review outcomes of passion in the work domain. Various studies has analyzed the outcomes of work passion and showed that it is associated with a wide range of positive behaviors starting from starting from mere perseverance in the performance of tasks to the high involvement of individuals in behaviors that exceed prescribed in their formal role. On the other hand, studies shows that obsessive passion can be related with negative outcomes; particularly happens when the person is not engaged in the exciting activity. The main outcomes of passion of work are explained in the following paragraphs.

8.1 Passion and Cognitive Processes

Harmonious passion leads to a fully involvement of the person in the passionate activity with an openness that facilitates **mindful attention, totally concentration**, and experimentation of **flow** during the activity. However, this situation change if the person experiment obsessive passion, then the individual is only partially involved in the activity because of the role of the ego (Hodgins and Knee, 2002) that is present in this process. As a result, obsessive passion conducive individuals to have an eye on the task and the another on external elements. Consequently, the obsessive passion leads to the participants to have the following outcomes, defensive orientation, partially involvement in the activity, much less attention, concentration and flow during the process.

The study of Vallerand et al. (2003) supports the previous hypothesis. The results of the study showed that participants with harmonious passion predicted significantly **higher levels of concentration** in the passionate activity than obsessive passion. Apart from the results from Vallerand et al. (2003) were replicated with employees of a large service company (Forest et al., 2011) and an insurance company (Ho, Wong and Lee, 2011) in two different countries (Canada and China), it was demonstrated that harmonious passion leads to a higher level of concentration, and attention. Contrary obsessive passion was unrelated or negatively related to it.

Another important cognitive outcome is **flow**. Flow is defined as a desirable state that people experience when they are totally immersed in the activity (e.g. "I have a feeling of total control"). The reason is that harmonious passion leads to the person to a fully involvement in the passionate activity with a secure self-esteem, flexibility and openness to experience the activity in a non defensive, leading to a complete focusing on the task at the same time that flow is experienced. On the other hand, obsessive passion rather than an integrative self-process involve the person in the activity with a low self-esteem and even the person become defensive rather than open to experience.

Various studies in the workplace (Forest et al., 2011; Houlihan et al., 2011; Lavingne et al., 2012) support the above hypothesis. Results demonstrated that harmonious passion significantly predict increases in flow and obsessive passion is weakly related ($p < .10$) to flow. Apart from this, Carbonneau et al. (2008) also showed that harmonious passion (but not obsessive) predict increases in positive outcomes such as **work satisfaction**.

8.2 Work passion, psychological well-being

Passion has a set of direct and indirect impact on psychological well-being. In particular, research of Vallerand (2012) showed that engaging in a passionate activity on a regular basis has the potential not only to provide individuals a boost in psychological well-being, but also lead to sustainable increases in well-being. Three key elements sustain this hypothesis. Firstly, the passion for a given activity leads the person to a fully engagement in the activity on a regular basis because of the motivational force. In other words, when a person has passion for a given activity he will return regularly to the activity because the activity is a part of its identity.

Secondly, the outcomes during the engaged activity depends on the type of passion. Several studies reveal that harmonious passion leads individuals to experience a number of positive affect (e.g. **flow, positive emotions, task satisfaction**) during the activity engagement it may even **protect against psychological ill-being** (e.g. anxiety, depression). These positive states lead to a person to experiences greater psychological well-being and may broaden one's skills (Frederickson, 2001). The high quality of affective experiences that derives from harmonious passion for an activity serves a purpose because it improves one's psychological well-being at the short term. In fact, passion for an activity leads us to re-engage in the activity regularly, the short term gains in well-being do not disappear.

It is important for companies to be aware of the huge amount of hours that the employees spend in their organizations in order to try to develop harmonious passion in their companies. Typically, people engage in passionate leisure activity for an average of 8.5 hours per week (Vallerand et al., 2003); in contrast with the 40 weekly hours they spend at work. But, can the less enjoyable characteristics and long hours weaken predict the positive effects of harmonious passion.

Particularly, the research in the workplace show that harmonious passion for work predicts psychological well-being and it is negatively related to psychological ill-being (Carbonneau et al., 2008; Forest et al., 2011; Houliort et al., 2014; Houliort et al., 2011; Lavigne et al., 2012). Consequently, authors found that employees with harmonious passion for work experience positive states at workplace, thus they predict increases in psychological well-being over a period of 6 months (Houliort et al., 2011), increases in flow over the time at the same time that predict decreases in burnout over time (Lavigne et al., 2012) and less anxiety (Philippe et al., 2009; Carpentier et al., 2012; Thorgren et al., 2013) in comparison with those with obsessive passion and those without a passionate activity.

In contrast, it has been proved that obsessive passion for work not promotes psychological well-being because it is negatively related to positive work experiences during the task engagement. Moreover, it has been shown that individuals with high levels of obsessive passion develop negative states of ill being such as burnout, because of their rigid persistence in work, and increase conflict between work and other activities of their of personal life. In sum, obsessive passion was proved to be

negatively related with psychological well-being, in fact it is experienced a decrease in psychological well-being because it is related with negative emotions. Thus, higher levels of obsessive passion lead to a negative work experiences such as greater level of depersonalization, poor fulfillment and emotional exhaustion (Fernet et al., 2014; Vallerand, et al., 2010).

In short, harmonious passionate individuals experience positive states like flow during the exciting activity, results higher well-being and it protects against burnout.

8.3 Work passion and Burnout

How much matters the type of passion that is promoted within organizations? As we have explained before, obsessive passion of employees leads to burnout because this increase conflict between one's work and other life activities. Various studies (Vallerand, et al., 2010) have proved that obsessive passion is unrelated to work satisfaction. Thus, the person experiments obsessive passion, he has a rigid engagement toward work, as a result this prevents the employee from experiencing any work satisfaction leading to conflict with other life activities. Researchers suggest that the problem of obsessive passion that the problem is that the employee remain strongly engaged in their work, could not disengage from it, leading to employees to experience burnout (Carbonneau et al., 2008).

What suppose for organizations to have employees with high level of burnout? This supposes to have employees with high level of emotional exhaustion and cynicism due to overload in job demands, depersonalization and at the end reduced performance. The problem is that burnout has been shown to affect physical health, mental health (depression, anxiety), affect negatively to performance and work satisfaction, intention to quit, and less satisfied customer. Due illnesses related to stress (e.g. burnout) with work, nowadays numerous companies have problems related with diminution of resources, sick leave, a high increase in health care cost, as a result increase the cost of job turnover (e.g. selection and training of new employees) as a result, the general organizational performance decreases. Furthermore, there is a negative relationship between obsessive passion and work satisfaction (Serrano-Fernandez et al., 2017). Thus, employee's job satisfaction is essential to have impact on organizational performance (Judge, Hulin, Dalal, et al., 2012). It is estimated that an employee works an average of 90.000 hours along his life. This enormous number of hours should

awaken the sense of urgency of organizations, in order to create healthy work places, the well-being and job satisfaction of their employees (Rodríguez and Sanz, 2013).

Continuing to respond to our question about how matters the type of passion. Harmonious passion prevents burnout through its positive relationship with work satisfaction and negatively related to conflict with other life activities. This is because harmonious passion allows a more flexible task engagement; the employee can enjoy the experience and work and derive in job satisfaction. This means that rather than experiencing conflict between work and life activities, the person can fully enjoy his life outside of work and return to work refreshed the next day (Vallerand, et al., 2010).

In sum, passionate employees deeply care about their work, but the challenge for them and their organizations seems to be remaining harmoniously passionate about their work rather than becoming obsessively passionate because this will lead them to burnout.

8.4 Work passion, positive relationships and organizational citizenship behaviors

Passionate individuals are commonly seen as highly engaging and full of energy. Then, they should be highly popular and be able to make friends easily. In our case, passion for work should have an impact on the quality of relationships on that one develops and maintain at workplace. Previously, it has been explained that harmonious passion leads to positive affect. The study of Waugh and Frederickson (2006) showed that positive affect is a key element for a high quality of relationship important and for the maintenance of positive relationships. Specifically, positive relations or friendship at work among peers, managers, and employees and managers (Lee, 2005; Austin, 2009; Mao and Hsieh, 2012) are essential. But, why it is so important to have positive relationship at work? The author, Tom Rath's of the book *Vital Friends* (2006) claims that people who had a good friend at work have seven times more possibilities to being engaged with their job (Fisher, 2010). Apart from this, the "high quality relationships" with other people are a fundamental source of happiness and well-being at work, and a source of energy for organizational members (Dutton 2003; Dutton and Ragins 2007; Fisher 2010). As a result, they will develop better attitudes toward work and peers; they will be more committed, more opened and more collaborative sharing their activity with their fellow worker. Consequently, the high quality of relationship

leads to a higher organizational productivity (Song, 2005; Dotan, 2007; Bader et al., 2013; Wesarat, Yazam, and Halim, 2014).

Following our line, researches carried out in the workplace showed that harmonious passion predict positive emotions that lead to a high quality of relationship with workmates. In addition, experiments found that harmonious passion plays an important role in the development of new relationship and maintenance of new relationships in the work context. It has been demonstrated that employees with high harmonious passion have high quality of social relationships with their fellow workers (Philippe et al., 2010), and are able to evaluate the need of their teammate and subsequently they have the desire to help their company and coworkers. Several researchers have reported that harmonious passion (HP) is positively associated with greater involvement in organizational citizenship behaviors (Ho et al., 2011; Robertson and Barling, 2013; Thorgren et al., 2013; Birkeland, 2015; Burke et al., 2015). OCBs can be defined as behaviors that go beyond the formal role and the formal job descriptions, these behaviors are not recognized by a formal reward system (Podsakoff et al. 2000). The OCBs create a more positive work environment (Organ et al. 2006) including behaviors such as helping others, mentorship of coworkers, working more than it is expected, or getting completely involved in company activities (Podsakoff and Blume, 2009). As a result OCBs behaviors increase the organizational performance and productivity (Podsakoff et al. 2009).

Contrary, obsessive passion presents the inverse pattern. Moreover, individuals with high levels of obsessive passion (OP) have internal pressure such as self-esteem, social acceptance or the need to feel superior to others leads to perform OCBs. But employees with high OP, they don't want to help their organization just because see the necessity; they use this opportunity to engage helping behavior as a way to increase self-esteem and status among their coworkers or use this situation to feel competent (Mageau et al., 2011).

8.5 Work passion, job satisfaction, and organizational commitment.

The analysis of empirical evidence has proved that harmonious passion is associated with a greater level of job satisfaction, strong commitment to the company and fewer turnover intentions. Contrary, individuals with obsessive passion exhibit the inverse behaviors (Burke, Astakhova, and Hang, 2015; Houllfort et al., 2014).

8.6 Work passion and work performance.

The philosopher Hagel (1770-1931) claimed that passion is essential to high levels of performance. Over the time numerous researchers have suggested that passion was essential for high achievements to take place. The zest for a specific activity leads individuals to attempt to master it through engaging in deliberate practice. In addition, several studies have proved that athletes, musicians and actors claiming to be passionate were able to invest more time and energy on practicing their chosen activity; as a result their performance was improved. The study of Vallerand (2014) demonstrated this empirically, for this experiment has been selected individuals from different areas (business, music, arts, sports) based in their contributions to Quebec society. The 96% of these individuals indicated being highly motivated, whereas only a 33% of regular employees did so. This indicates that companies need to take actions in the development of an environment where the harmonious passion of work can emerge. The results of the study showed that passion is being involved in a high level of performance at work.

The reviewed shows that passion is not translated directly into high level of performance in an activity. Passion is the key element for a high level of performance, but, because it influence the key mediating variables. In particular, it has been proven empirically that individuals with high levels of harmonious passion have greater concentration and vitality at work, as a result this lead to higher levels of performance (Dubreuil et al., 2014). Besides, several studies (Astakhova and Porter, 2015; Qadeer et al., 2016) have been demonstrated that identification with organization and engagement are variable mediators that explain considerably the impact of harmonious passion on work performance.

9 MEASUREMENT OF WORK PASSION

Harmonious passion as a motivational construct is defined as a strong inclination towards a specific activity (e.g. work) that a person enjoys, values and incorporates in one's identity, and spends a significant amount of time and energy doing (Vallerand et al., 2003). Passion is a subjective intrinsic motivational construct because a person knows exactly what he enjoys or love doing (e.g. a particular activity, work or running its own business).

Here we are going to explain two different ways of measure work passion, the first one is the *Work passion scale (WPS)* developed by Johri, Misra and Bhattacharjee (2016) and the second is *Passion Toward Works (PTWS)* developed by Vallerand and Houliort (2003), and Vallerand et al. (2003), the last one is the most used and widely accepted by a greater number of researchers in the field of work passion.

The *Work passion scale (WPS)* is considered as the alternative way to measure work passion and this measurement is based on the operational definition of work passion that is composed by four dimensions: work enjoyment, self-motivation, self identity and sense of learning, these dimensions are classified into three components the emotional, cognitive, and behavioral (see table 4 and table 5).

The emotional dimension of passion includes:

1. Felling of intense positive emotions- the literature review showed that the most dominating theme associated with passion is feeling of intense positive emotions such as enjoyment, happiness, love, liking, and feeling of energy, enthusiasm and aliveness at work. A person passionate experiences these intense positive emotions while doing he is working about which he is passionate (Baum *et al.*, 2001; Vallerand *et al.*, 2003; Perttula, 2004; and Cardon *et al.*, 2009). As a result passion helps build a positive attitude towards work.
2. Vitality at work- Feeling enthusiastic, energetic and aliveness at work, some of the positive feelings associated with passion.
3. Feeling self-motivated to do one's work- This dimension is similar to the term used as internal drive used by Perttula's (2004) in the definition of work passion. She has conceptualized internal drive as an intense inner drive that propels individuals in their work.

The cognitive dimension of passion includes:

4. Seeing one’s identity in terms of one’s work –Numerous researchers and the review of literature concluded that passionate persons see their work as identity meaningful for them their work is their identity. According to Perttula (2004) passion is a cognitive judgment about how an individual identity is close intertwined with his work. The process of internalization of the passionate activity in one’s life and these activities are seen meaningful and belong to self-identity (Vallerand *et al.*, 2003; and Cardon *et al.*, 2009).

The behavioral dimension of passion includes:

5. Willingness to learn and improve continuously- This behavioral aspect of passion refers to the “continuous learning and improvement to give their best”. Passionate individuals are curious and they have a high orientation to learn and refresh their skills, because they are highly interested in what they do (Delloite, 2013). Note that the behavioral dimension still needs more attention and research.

Table 4: The operational dimensions of Work passion

Components	Dimensions	Descriptions
Emotion (Work enjoyment)	1. Joy	Love, like , enjoy
	2. Vitality	Enthusiasm, zeal & energy, aliveness
Cognition	3. Seeing one’s identity	Belongingness, meaning, pride
	4. Sense of self-motivation	Self-driven, inner motivation
Behavior	5. Willingness to learn	Learning, improvement, new challenges

Source: Work passion: Construction of Reliable and Valid Measurement Scale in the Indian Context (2016)

A complete operational definition includes the all three dimensions. Employee passion is defined as the extent to which employee- 1) experiences intense positive emotions at

work such as feeling of joy, enthusiasm and high vitality (work enjoyment), 2) sense of self-motivation to do one's work (self-motivation), 3) seeing one's identity with a meaningful connection with work (self-identity), and 4) willingness to learn and improve continuously (sense of learning).

The *Work passion scale* (WPS) evaluates the employee's passion through 17 items according to the four dimensions (see table 5). According to Johri, Misra and Bhattacharjee (2016) the WPS is reliable and it has an internal consistency $\alpha = 0.92$ and the four subscales α 's from 0.89 to 0.92.

Table 5: Assessment of operational dimension of Work passion

ITEMS	Alpha values
1. Work enjoyment	$\alpha = 0.92$
I enjoy my work.	
I really love my work.	
I do not feel exhausted and bored while doing my work.	
I feel good and lively at my work.	
2. Self- motivation	$\alpha = 0.89$
I would still do this work, even I received less pay.	
I get my motivation from work itself and not from the rewards for it.	
Something inside me forces me to do my work.	
I often work extra hours even when nobody ask me to do so.	
3. Self- identity	$\alpha = 0.90$
I identify myself with the work I do.	
My work reflects the qualities that I like about myself.	
I feel sense of belongingness with my work.	
The work I do cause pride for me	
4. Sense of learning	$\alpha = 0.89$
I make every effort to improve the work I do.	
I always attempt to find a new and better ways of doing my work.	
I am ever willing to learn more and more absolute about my work.	
I often attempt to perform my work in the best possible way.	

Source: *Work passion: Construction of Reliable and Valid Measurement Scale in the Indian Context* (2016)

However, the analysis of literature shows that the great majority of studies use *Passion Toward Works* (PTWS) developed by Vallerand and Houliort (2003), and Vallerand et al. (2003), this scale is widely accepted and well- known by great number of researchers. Some studies claim that PTWS is the only measure available to the date for the evaluation of employee passion (Salessi, Omar and Vaamonde, 2017). The

PTWS is a tool that enables us to assess passion to evaluate passion for work as strong inclination towards or desire to work in an activity that employees consider relevant in their lives and invest significant amount of time and energy. The scale is displayed in a two factor structure (harmonious and obsessive passion) with appropriate reliability and suitable evidence of validity. In particular, the Passion Scale was tested in reliability by Marsh et al. (2013) and its scores range from .78 to .88. This scale has shown high internal consistency and has demonstrated invariance in relation to different activities (work, education, sport, and leisure activities). Thus, it is a very useful and reliable scale for the assessment of work passion and other passionate activities.

The original version of PTWS was written in English and it is made up of 14 items equally distributed in two subscales, harmonious and obsessive passion (see table 6). *Harmonious passion* has been evaluated through indicators that assess if work is in balance with other activities (e.g. *"This job is in harmony with other activities of my life"* $\alpha = .79$) or another item that evaluates the identification with the activity (e.g. *"My line of work reflects the qualities that I like about myself"* $\alpha = .79$). While the evaluation of *obsessive passion* has been conceptualized through items that show emotional dependence of work, obsessiveness with work, difficulty in imagining life without work (e.g. *"I am emotionally dependent on my work"* $\alpha = .89$), and lack of control during the development of the activity (e.g. *"The urge is so strong, I can't help doing this job"* $\alpha = .89$). The responses were gathered and assessed using a 7-point Likert type scale (from 1= *totally disagree* to 7= *totally agree*).

Table 6: *Passion Toward Works (PTWS)* adapted to Spanish

	Valid items	Related and deleted items
Harmonious passion	1. Mi trabajo me permite vivir todo tipo de experiencias [1. My work allows me to live a variety of experiences].	2. Las cosas nuevas que descubro en el ámbito de mi trabajo me permiten apreciarlo aún más [2. The new things that I discover within the confines of my work allow me to appreciate it even more].
	3. Mi línea de trabajo refleja las cualidades que me gustan de mí [3. My line of work reflects the qualities I like about myself].	6. Mi trabajo me permite vivir experiencias memorables [6. My work allows me to live memorable experiences].
	4. Mi trabajo está en armonía con las otras actividades de mi vida [4. My work is in harmony with the other activities in my life].	
	7. Estoy completamente enamorado/a de mi trabajo [7. I am completely taken with my work].	5. Mi trabajo es una pasión, que todavía consigo controlar [5. My work is a passion that I still manage to control].
		8. No puedo vivir sin mi trabajo [8. I cannot live without my work].
Obsessive passion	10. Me cuesta imaginarme mi vida sin mi trabajo [10. I have difficulty imagining my life without my work].	9. El impulso es tan fuerte que no puedo estar sin trabajar [9. The urge is so strong, I can't help myself from doing my work].
	11. Dependo emocionalmente de mi trabajo [11. I am emotionally dependent on my work].	8. No puedo vivir sin mi trabajo [8. I cannot live without my work].
	12. Me cuesta controlar la necesidad de trabajar [12. I have a tough time controlling my need to do my work].	9. El impulso es tan fuerte que no puedo estar sin trabajar. [9. The urge is so strong, I can't help myself from doing my work].
	13. Tengo un sentimiento casi obsesivo hacia mi trabajo [13. I have almost an obsessive feeling for my work].	
	14. Mi estado de ánimo depende de que pueda hacer mi trabajo [14. My mood depends on my being able to do my work].	

Source: Spanish adaptation of the *Passion Toward Work Scale (PTWS)* 2017.

This original English version of passion scale made up by 14 items (table 6) was translated and adapted to Spanish population. But, in this process of adaptation, experts and psychologist analyzed the original English scale of passion and eliminated 5 similar items. As a result, the adapted Spanish version of *Passion Toward Work Scale* is made up of 9 items (see table 7), (Serrano-Fernandez et al., 2017).

Table 7: Definitive Spanish version of PTWS

1. Mi trabajo me permite vivir todo tipo de experiencias [1. My work allows me to live a variety of experiences].
2. Mi línea de trabajo refleja las cualidades que me gustan de mí [3. My line of work reflects the qualities I like about myself].
3. Mi trabajo está en armonía con las otras actividades de mi vida [4. My work is in harmony with the other activities in my life].
4. Estoy completamente enamorado/a de mi trabajo [7. I am completely taken with my work].
5. Me cuesta imaginarme mi vida sin mi trabajo [10. I have difficulty imagining my life without my work].
6. Dependo emocionalmente de mi trabajo [11. I am emotionally dependent on my work].
7. Me cuesta controlar la necesidad de trabajar [12. I have a tough time controlling my need to do my work].
8. Tengo un sentimiento casi obsesivo hacia mi trabajo [13. I have almost an obsessive feeling for my work].
9. Mi estado de ánimo depende de que pueda hacer mi trabajo [14. My mood depends on my being able to do my work].

Source: Spanish adaptation of the *Passion Toward Work Scale (PTWS)* 2017.

It is a high interesting fact, that when PTWS was analyzed it was found that the harmonious passion factor is positively correlated with other four scales of the “*The Overall Personality Assessment*” in personal traits such as (extraversion, emotional stability, responsibility, openness to experience), a subscale of the “*Maslach Burnout Inventory –General Survey*” (personal efficacy), the three scales of the “*Utrecht Work Engagement Scale*” (vigour, dedication (e.g.. *My work inspires me*”, $\alpha = .92$) and absorption), the “*General Self-Efficacy Scale*” (made up by items such as “*I can solve most problems if I make enough effort*”) and “*Satisfaction With Life Scale*”. Harmonious passion was found to be negative correlated with burnout and cynicism of “*Maslach Burnout Inventory –General Survey* and a subscale of irritation (emotional). Additionally, Steensma (2015) has carried out an empirical study with Dutch employees and he has found a positive significant correlation of harmonious passion for work and *Utrecht Work Engagement Scale* (Serrano-Fernandez et al., 2017).

On the other hand, obsessive passion is positively was demonstrated to be positively related with two subscales (burnout and cynicism) of the *Maslach Burnout Inventory – General Survey* and a two subscale (emotional and cognitive) of *Irritation Scale* and with three *Utrecht Work Engagement* subscales (vigor, dedication, absorption). It was found to be negatively related with personal traits such as agreeableness and openness to experience of “*The Overall Personality Assessment Scale*” (Serrano-Fernandez et al., 2017).

Taking all of these benefits of harmonious passion in account seems to be highly important to promote through different human practices the promotion of harmonious passion at work.

11 CONCLUSION

The present study has achieved its aim providing a literature review about the concept of work passion, main determinates and the positive outcomes of work passion. The term of work passion is still relatively new, only in the last decade, particularly since 2008 the empirical research about work passion has started to increase.

Firstly, passion is defined as a strong inclination toward an activity (our case work) that one loves find important, that is self defining, and individuals invest significant amount of time and energy (Vallerand and Houfort; Vallerand et al., 2003). According to the dualistic model of passion (Vallerand et al., 2003) there are two different types of passion: harmonious and obsessive passion. When work is highly valued, is meaningful and has been freely accepted as important by the person, it will be internalized in the person's identity, leading to experience of harmonious passion (Houfort, 2015; Vallerand, Houfort, and Forest, 2014; Vallerand et al., 2003). This type of internalization is intrinsic and integrative according to the authentic self definition of person's identity (Deci and Ryan, 2000). Harmonious passion allows a more flexible task engagement; the employee can enjoy the experience and work and derive in job satisfaction. This means that rather than experiencing conflict between work and life activities, the person can fully enjoy his life outside of work and return to work refreshed the next day (Vallerand, et al., 2010). Contrary, when work is initialized in a controlled way because of certain external contingencies, such as self-esteem, feelings of social acceptance this lead to obsessive passion. Those employees have a rigid persistence toward work; in this dependency even ego may be invested rather than an integrative process in personal identity. Having obsessive passion leads to conflicts with other life activities, and will be difficult to recharge one's cognitive and affective dimension.

Work passion seems to be extremely important and beneficial for both employees and organizations. Harmonious passion can really make people live worth living it in the harmonious nature (Vallerand 2013). The concept of passion is a key point in how life can be most worth living, as a pathway to engagement, optimal performance and well-being, and intrinsic joy, even in difficult times (Vallerand et al., 2003; 2010). Ten years of research have been shown that harmonious passion makes people's life more fulfilling. For organizations suppose that today the environment is turbulent and characterized by a high global competition, companies need passionate employees to

respond effectively to the constantly changes in the business environment. Passionate employees can adapt easily to the new challenging situations (Rupali and Rajnish, 2015). Then, enterprises will be more able to face successfully to the new challenges and realize opportunities in currently changing business environment. In fact when an organization has passionate employees, they put effort and have the desire to go a step forward to achieve excellence in their work, finally enhancing organizational excellence and they realize extreme a sustained organizational performance improvement (Vallerand 2014). Various researchers support this claiming that “work passion” is a unique human capability that contributes most towards organizational success (Hagel et al., 2010; Boyatzis, McKee, and Goleman, 2002). Because successful people and organizations are passionate about they do, achieving their full potential at work (Lavigne et al. 2014). To a deep understand why work passion could be a competitive advantage in the organizational success let’s analyze the main outcomes of harmonious passion.

Our second aim was to analyze the outcomes of work passion, a great number of the reviewed empirical evidence to the date shows that the employee’ harmonious passion explains various relevant attitudes and organizational behaviors such as employee well-being and happiness (Fernet et al., 2014;; Bernabé et al,2014; Forest et al, 2012; Carpentier et al., 2012;), work satisfaction (Thorgren et al., 2012; Vallerand et al., 2010; Carbonneau et al., 2008) organizational commitment and intention to permanence in the company (Burke et al., 2015; Houlfort et al., 2014), wok performance (Qadeer et al., 2016; Astakhova and Porter, 2015; Vallerand 2014; Dubreuil et al., 2014). The work performance is explained because harmonious passion leads to a higher level of concentration and attention to detail, they have total control over work, leading the person to experience flow and absorption at work, being totally dedicated, immersed and engaged with the work (Trepanier et al, 2014; Lavingne et al., 2012; Forest et al., 2011; Houlfort et al., 2011; Ho et al, 2011). Moreover, harmonious passion leads higher subjective vitality and vigor, the person experience feelings of energy and aliveness, then they will have more proactive behaviors, adapt better to change (Dubreuil et al.,, 2014) this improves personal self-efficacy, they will be more creative (Chen and Xin, 2011) finally the organizational performance is improved. In addition, harmonious passion is associated with positive emotions (e.g. flow, task satisfaction), this will improve the psychological well-being (Houlfort et al., 2014; Lavigne et al., 2012; Forest et al., 2011; Houlfort et al., 2011; Carbonneau et al., 2008). As a result, harmonious

passion is negatively related with emotional exhaustion and burnout, furthermore HP protect against burnout (Belanger et al, 2015 ; Fernet et al, 2014; Trepanier et al, 2014; Donahue et al, 2012; Lavigne et al, 2012). Additionally, employees with harmonious passion are more involved in organizational citizenship behaviours (Burke et al., 2015; Birkeland, 2015; Thorgren et al., 2013; Robertson and Barling, 2013; Ho et al., 2011). OCBs behaviors increase the organizational performance and productivity (Podsakoff et al. 2009).

On the other hand, obsessive passion is associated with some negative outcomes such as higher levels burnout, higher levels of depression and lower levels of well-being (Houfort et al, 2012; Trepanier et al, 2014; Bernabé et al, 2014; Serrano Fernández, 2014), greater level of depersonalization, poor fulfillment and emotional exhaustion (Fernet et al., 2014; Vallerand, et al., 2010). Although of the fact of spending more hours at work (Cuadroit et al., 2011) employees with obsessive passion have a lower performance, a poorer attention level. Besides, obsessive passion for work was negatively related to the need of satisfaction at work (Forest et al, 2011). Further, it is related to psychological ill-being (e.g. burnout, anxiety) and non-optimal functioning (Houfort et al., 2015) as a result they experience less control at work (Lavigne et al, 2012).

It is estimated that an employee works an average of 90.000 hours, almost half of our waking life. This enormous number of hours should awaken the sense of urgency of organizations, in order to create healthy work places, taking in account the employee well-being and job satisfaction (Rodríguez and Sanz, 2013). Taking in account the previous outcomes, organizations only need to focus in the promotion of harmonious passion, but for that is necessary to understand the main antecedents of passion.

The present study has analyzed the main antecedents that foster harmonious passion such as personality, emotional intelligence and use of personal strengths, organizational support, and organizational support of autonomy, leadership style and organizational culture. The personal traits that foster harmonious passion are an autonomous personality, perfectionism, openness to new experiences, conscientiousness, agreeableness, and extroversion. Some recent study claimed that the support of job autonomy (Mageau et al., 2009), as well as perceptions of having some control over how to accomplish one's work (Lavigne et al., 2011) promote the

development of harmonious passion. Furthermore, it is crucial to give opportunities to your employees to develop and use their personal strengths (Dubreuil, Forest, and Courcy, 2014; Forest et al., 2012; Ho, Wong, and Lee, 2011). In addition has been demonstrated the importance of organizational support, transformational leadership and human practices oriented to employee well-being (Lavigne et al., 2014; Robertson and Barling, 2013; Trepanier et al., 2014; Vallernad, 2015) in the development of harmonious passion, a part increases the organizational productivity. To achieve this, a culture that promotes collaboration, it is crucial to encourage positive relationship at work and fosters a sense of belonging and group spirit; by training those who are in manager positions as a transformational leader to be able to inspire their followers (Salessi, Omar, and Vaamonde, 2017). Apart from facilitating employee's use of their signature strengths (Forest et al., 2012), seems to be relevant the development of their emotional intelligence (Houfort et al., 2015) for the promotion of harmonious passion. Finally, at the organizational level should be included measures of health promotion. One of these is to promote recovery outside of work (Donahue et al., 2012), based on health promotion at work, encouraging an active and satisfying life, both within the work environments and outside work, which contributes to recovery from work.

The practical implications of this study is that companies need to focus on ensure the employee well-being and increase their productivity, this should to promote an optimal for the development of harmonious passion. For this reason, this study in order to promote harmonious passion at work has focused in explain in a deep detail the growth based on strengths use, culture of belongingness and development and build meaningful work, these practices has been shown to increase organizational performance and increase employee well-being.

For a growth based on strengths use is necessary: 1) *the strengths identification*, through positive feedback that recognizes the praises of strengths and encourage employees to progress through their careers 2) *development* and use through different human management practices such as training careers program based on their personal strengths. 3) An attractive job design that maximize the use of individual strengths (Fisher, 2010) and greater autonomy fosters harmonious passion. Previous researchers suggest empowering employees to make their own decisions; they need to design their work to be meaningful and stimulating (Vallerand and Houfort, 2003).

A culture of belongingness and growth implies to build an optimal work environment based on culture open to learning, develop pride of belonging to the company, oriented to positive relationship based on building trust between employees themselves and also among employees and managers (Williams, 2008). Besides, the transformational leadership needs to involve their employees in their strategic decision-making processes, and delegate responsibilities, promote work team and collaboration this lead to a higher level of organizational performance, harmonious passion and employee well-being. Organizations need to build in a culture based on credibility, fairness, pride, recognition and appreciation of the value of employees, emotional support, mutually respect, trusting relationship between members who share a common goal based on honest and open communication (Porter, 1997).

Meaningful work, effective's transformational leaders should know how to inspire, stimulate and give meaning to the work of employees (Vasconcelos, 2008; Cleavenger and Munyon, 2013), building on an inspiring and exciting vision this will increase harmonious passion, employee engagement, well-being and organizational performance (Salessi, Omar, and Vaamonde, 2017).

Limitations

This study has a number of limitations to be considered in evaluating its findings. First the topic of passion for work is complex and is wide and it requires a deep study; The concept of passion for work is recent and only in the last decade has started to be studied in the domain at work, passion in the work domain is very complex and wide and need to be studied and research deeply and in detail questions such as how to apply harmonious passion in organizations, because there are no studies about this.

Further, could be others factors and consequences of work passion which are not consideration by this study because of the lack of research in the field of work passion, there are very little research and studied about this topic.

Future research

Another line of research worth pursuing further is to investigate more about the critical factors that influence the harmonious passion. Moreover (Forest et al., 2012) claimed that very little research has addressed to the issues about the factors that leads to the development of a harmonious passion. To be more specific, the term of work passion

it's a novelty in the field of organizational psychology, particularly since 2008 has started to grow the empirical research about passion for work, then we need to know more about how to apply harmonious passion in organizations and how the concept of harmonious passion can be operative and useful for companies.

A second line of research that needs to be investigated deeply is the dark site of passion; more specifically obsessive passion is associated with potentially harmful aspects to the companies, and its individuals. Following this line, need to be analyzed under certain conditions (e.g. stressful environment) harmonious passion can lead to negative outcomes.

A third study could be to analyze the fluctuations of work passion over the time and investigate the possibility if harmonious passion can become obsessive and vice-versa.

Another possible study would be about the optimal and practical way to introduce the strengths use within a company.

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