EFFECT OF SELF-EFFICACY AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE WORK PASSION AND CAREER SATISFACTION

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1. INTRODUCTION

1.1 Basic Introduction

In the current business era of turbulence and dynamic change, it is apparently becoming difficult for organization to sustain in market. To remain competitive, organizations today are dealing with a number of problems concurrently, such as globalized market place, diversification of workforce, more demanding customers and consumers, technological advancement, etc. Moreover, technological advancements at such a rapid pace have made reproduction of services and solutions much easier than before resulting in heightened competition. In a situation like this, organizations with conventional and orthodox business methods cannot survive for long. To remain competitive, organizations not only need continuous innovation rather they need to focus on reinventing and redesigning themselves.

In the backdrop of all these uncertainties, people and people management activities have taken a central stage. Various researchers have noted down the importance of people and people management practices in achieving organizational success. In this era of human capital where people are considered a unique source of achieving competitive edge; organizations need to unleash the talents of their employees as all other resources required for running an organization successfully (such as finance, machines, material and technology) can either be bought or copied.

In response, organizations need to hire employees who bring passion to their work. Past research has produced evidence supporting the critical role 'passion' plays in the success of organization. Passionate employees are considered important as they easily adapt to new and challenging situations [1]. Moreover, 'passion' enables innovation and creativity and drives employee to seek out novel sources of knowledge [2]. But at the same time, organizations need to focus their attention on cultivating passion within their employees to boost employee retention, satisfaction and commitment. In the wake of this newly developed business paradigm, this research is aimed to explore the concept of employee work passion which has remained largely untouched in the literature.

1.2 Need of the study

In the recent past, the concept of 'work passion' has become much popular among practitioners and consultants. Various researchers suggested that 'work passion' is a unique human capability that contributes most towards organizational success [3] [2]. It is considered as one of the strongest positive emotions that energises employee at workplace and is also considered essential for mangers to motivate others [3]. Today, 'work passion' is a need of the hour for efficiently responding to the constant disruptive changes of the business environment. Findings of a recent survey revealed that passionate workers were found to be inspired and energized by unexpected environmental challenges rather than being stressed out of them [2]. While the concept of 'passion' at workplace has gained attention of practitioners and consultants, there has been little conceptual or empirical consideration of the nature of 'work passion' in academic literature. Moreover, a search throughout the available literature does not yield a consensus regarding definition of 'employee work passion' as well does not provide valid measurement scale. In fact, to the best of researcher's knowledge, there has been no theoretical or empirical examination of this construct in India. Thus, the purpose of this study is to address the following questions- 1) what do we understand by the term work passion? 2) How to measure work passion quotient among employees? 3) What are its possible antecedents and outcomes?

2. LITERATURE REVIEW

In social psychology, passion has been studied as a domain-specific motivational construct. Broadly, three different conceptualization of passion exists from general to the context specific. Each conceptualization represents a different level of

specificity: passion for activities (harmonious and obsessive passion), work passion, entrepreneurial passion. The first attempt to define passion in the field of social psychology was made by Vallerand et al [4] in the domain of activities. They defined passion as "strong inclination or desire towards a self-defining activity that one likes (or love), finds important and in which one invests time and energy. According to them, passion is classified into two different types-Harmonious passion and Obsessive passion commonly known as dualistic model of passion (DMP) [4]. Harmonious passion was defined as a motivational drive that directs the individual to choose to engage in his or her activity. It is proposed, in consonance with Self-Determination theory [5], that this type of passion comes from an autonomous internalization of the activity into the person's identity. As a result individual freely devotes time and energy to the activity while being in control of his or her engagement. This creates a sense of preference and personal endorsement about pursuing the activity.

In contrast, obsessive passion is characterized by an internal pressure to practice the activity. As a result individual loses control over the activity and feels a relentless pressure or an inner coercion to engage in it. Obsessive passion makes individual dependent on its task or engagement [4]. Previous researches have shown that obsessive passion is directly related to negative experiences, feelings and emotions [6] [7]. They further experiences conflicts with different spheres of life resulting in reduced functionality to carry out routine activities [4]. Moreover, it makes individual firm, stubborn, and extremely inflexible [8]. On the contrary, harmonious passion was found directly related to individual's overall well-being [9] [10] [4]. It was also found associated with pleasant experience and positive influence [11] [6]. Based upon the past researches on DMP it can be concluded that harmonious passion leads to more positive outcomes as compared to obsessive passion. While the concept of DMP has its roots in the domain of activities but few attempts have been made to apply this concept in work settings as well [12][13]. Result of these studies indicated that harmonious passion leads to improved mental health, the state of flow, vitality, and affective commitment partly mediated by the satisfaction of basic psychological needs of autonomy, competence, and relatedness. On the contrary, obsessive passion was found directly and negatively associated with mental health and weakly positively related to autotelic experience [13].

Similarly, in the context of entrepreneurship, passion has been defined by various researchers as "love for work" [14], "selfish love of work" [15], "enthusiasm, joy, and even zeal that come from the energetic and unflagging pursuit of a worthy, challenging, and uplifting purpose" [16]. These definitions of entrepreneurial passion cover only the emotional aspect of passion. Thus, Cardon et al [17] in 2009 made an attempt to define passion in more comprehensive way by covering both emotional as well as cognitive aspect of this human capability in the domain of entrepreneurship. They defined entrepreneurial passion as "consciously accessible intense positive feelings experienced by engagement in entrepreneurial activities associated with roles that are meaningful and salient to the self-identity of the entrepreneur". The first part of this definition covers the emotional aspect while the second part captures the cognitive aspect. It talks about the feeling of connectedness with one's activity as well as seeing activity as a part of one's identity. Further, Cardon [17] defined three types of entrepreneurial passion -passion for inventing, passion for founding, or passion for developing. Prior researches suggest that passion for founding and developing leads to venture growth [18], passion for inventing and developing leads to creativity in goal pursuit, passion for inventing and founding leads to greater persistence [19]. Moreover, entrepreneurial passion was also found related with venture growth mediated by the role of individual behaviour like motivation, goals and self-efficacy [14]. Although, the concept of entrepreneurial passion has gained lot of popularity among researchers, yet no attempts have been made to identify its antecedents.

Despite of passion becoming an important avenue of research in different domains as it has a potential to produce positive outcomes, yet remains hidden from the sight of organizational researchers. To the best of researcher's knowledge, only two attempts have been made till date to define 'work passion'. First, Pertulla [20] defined work passion as "a psychological state characterized by the experience of intense positive emotions, an internal drive to work, and a sense of meaningful connection towards ones' work". This definition contains two aspects of work passion- cognitive aspect (meaningful connection and internal drive) and emotional aspect (joy and subjective vitality). Second, Zigarmi et al. [21] opined that a person becomes

passionate about the work he or she does through a mental process. They proposed an employee work passion model where they suggested that passion is a result of how an individual appraises the environment in which one works resulting into constructive work behaviour. They defined employee work passion as "an individual's persistent, emotionally positive, meaning-based, state of wellbeing stemming from reoccurring cognitive and affective appraisals of various job and organizational situations that result in consistent, constructive work intentions and behaviours".

2.1 Issues emerging from literature review

- A search throughout these bodies of literature does not yield a consensus regarding definition of 'work passion'
- Research reveals the presence of only two scales for measuring employee work passion- generalized passion scale [12] and passion for one's work scale [20]. The first scale focuses on the measurement of type of passion one has - harmonious or obsessive passion. Whereas, applicability of second scale is limited to only one study and has not been applied in any other context yet, hence the validity of this scale remains questionable.
- Limited studies have empirically examined the antecedents and outcomes of passion in organisational settings.
- Moreover, there has been no theoretical or empirical examination of this construct in India.

3. RESEARCH OBJECTIVES

In light of the problems identified, following are the objectives of this research:

1. To identify significant dimensions of employee work passion
2. To develop and validate employee work passion scale
3. To examine the relationship between:
    - Self-efficacy and employee work passion
    - Perceived organisational support and employee work passion
    - Employee work passion and career satisfaction
4. To examine the mediating effect employee work passion between its antecedents (perceived organizational support and self-efficacy) and outcome (career satisfaction)

4. RESEARCH MODEL

A research model was proposed for this study which links employee work passion with its antecedents and outcome. The dispositional and contextual factors posited to have an effect on employees work passion includes 1) self-efficacy and 2) perceived organizational support. Further, employee work passion was expected to be positively related with career satisfaction. Figure1 depicts the research model of this study. In this section all the other variables of research variables are defined in brief.

Self-efficacy- The concept of self-efficacy is considered as one of the important personal resource capable of producing positive results. Self-efficacy is defined as "one's beliefs in one's capabilities to organize and execute the courses of action required to manage prospective situations" [22]. More specifically, self-efficacy refers to what an individual believes he or she can attain using their skills under specific situations. Although, no one has empirically tested the direct relationship between self-efficacy and work passion till date but self-efficacy has been found related to experiencing positive emotions at work and self-motivation. These characteristics are similar to the dimensions in the conceptualization of employee work passion [20].

Perceived organizational support (POS) - POS refers to employee's general beliefs about the extent to which their organization values their contributions and cares about their well-being [23]. The basic premise of POS research lays in social exchange theory [24] and the norm of reciprocity [25] which creates an obligation on the part of employees to care about the organization's welfare and to help the organization reach its objectives [26]. Although, POS has been considered

as one of the major factors responsible for better human functioning but there exist only few studies which provide support to POS and positive emotions at work.

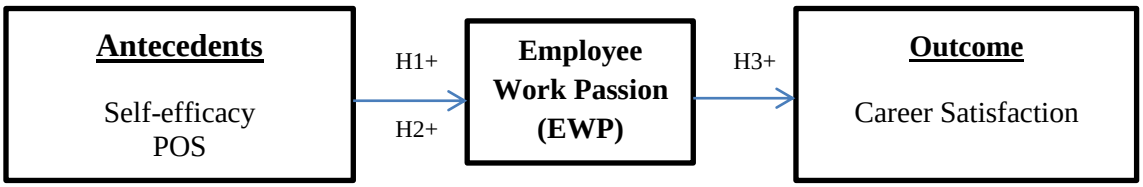

Figure 1.Research model

Career Satisfaction- Career satisfaction is the manager's assessment of his or her overall career success and progress toward meeting career goals [27]. While work passion has not been studied as an antecedent of career satisfaction till date but there are some studies which may provide support to this relationship. Past studies suggest that positive emotions intensifies the extent to which employees are energetically engaged in their work roles and goals [28] making them more efficient and satisfied. Similarly, past researchers also found work enjoyment, one of the important dimension of work passion [12] [20], positively related to career satisfaction of employees [29] [30].

5. RESEARCH HYPOTHESES

H1 Self-efficacy is positively elated to EWP

H2 POS is positively related to EWP

H3 EWP is positively related to career satisfaction

H4 EWP mediates the relationship between antecedents and outcome of EWP

6. RESEARCH METHODOLOGY

The purpose of this chapter is to describe the methodology used in this study. As the general intent of this exploratory, descriptive and causal study was two-fold, thus, the analysis was conducted in two different phases. The first phase consists of qualitative study comprising of extensive review of existing literature on the concept of passion followed by qualitative interviews of 21 individuals from wide range of organizations to explore individual's perception of work passion. After integrating the results of literature review and qualitative analysis of interviews, multidimensional image of work passion emerged. Based on the dimensions identified, operational definition of 'employee work passion' was formulated which formed the baseline of our next phase. In the next phase of this study EWP scale was developed followed by hypotheses testing. This particular chapter includes description of research design, sampling method, data collection tools and the statistical techniques used in both the phases of this study.

6.1 Phase 1 of the study

This phase comprises of integration of results obtained from review of existing literature as well as personal interviews. Refer appendices A, B and C for detailed findings. This section gives brief overview of findings from phase1 which resulted in the achievement of first objective of the study.

Findings (Exploratory Study)

6.1.1 Dimensions of 'employee work passion'

1. Feeling intense positive emotions-The result of literature review and interview revealed that the most dominating theme associated with passion is feeling of intense positive emotions. Passionate individuals love their work, enjoy it and feel enthusiastic and energetic at work.

2. Vitality at work-Feeling enthusiastic and energetic at work emerged out as one of the positive feelings associated with passion.

3. Feeling self-motivated to do one's work-Another dimension that has emerged from the literature and interview is feeling self-motivated to do one's work. It is similar to the notion of inner drive of Perttulla's [20] conceptualization of work passion. She defined the concept of inner drive as intense internal drive that propels individuals in their work.

4. Seeing one's identity in terms of one's work-The review of literature and interviews conducted by us suggests that passionate individuals see their work as identity meaningful for them their work is their identity. Vallerand [4] has noted the importance of activity internalization or activity valuation in his conceptualization of passion.

5. Willingness to learn and improve continuously-This dimension has emerged from the result of interviews conducted by us and has not been captured in literature. Almost all the interviewees somewhere reflected the behavioural aspect of passion in terms of "continuous learning and improvement to give their best".

6.1.2 Operational Definition

"Work passion is a psychological state characterized by: a) love for one's work experienced through the feeling of joy and vitality at work, b) sense of self-motivation to do one's work, c) seeing one's identity in terms of one's work and d) willingness to learn and improve continuously"

6.1.3 Nature of passion

Employee work passion as a state- This study considers the concept of employee work passion as a state rather than a trait which can be developed and fostered. This view got support from our interviews where almost all the interviewees agreed on the statement that passion gets affected by the working environment. The interviewees also suggested some of factors where the absence and presence of these factors can influence the level of employee's work passion.

6.1.4 Development of 'employee work passion' questionnaire

Initially, 40-item pool was constructed to reflect the above mentioned five dimensions of 'work passion'. Further, this pool of 40 items was analysed by a group of experts comprised of 4 academicians and 3 IT professionals. Qualitative feedback was sought from these experts on following three elements: representativeness, comprehensiveness, and clarity. From the feedback received only those items were retained which were in line with our operational definition and were not problematic in terms of language and understanding. As a result, 10 items out of the 40 items were deleted and, thus, resulted in a final list of 30 items. Refer appendices D for list of questions. Finally, for this study likert scale with 7 response anchors ranging from 7= strongly agree to 1= strongly disagree had been chosen as format for response measurement. Items were presented as declarative statements and respondents were asked to choose any one category specifying their levels of agreement or disagreement for each statement.

6.2 Phase 2: Data Collection

The second phase of this study now shifts its focus from theoretical foundations to field work. The objective of this phase is two-fold- development of reliable and valid scale of EWP and testing of research hypotheses.

6.2.1 The Sample

The population of the study is software engineers working in different information technology companies of National Capital Region, India. A list of 1571 Information Technology (IT) companies operating in the National capital region was used for inviting companies for participating in the research. The names of the IT companies were pooled out from www.fundoodata.com and simple random sampling technique was used to select 20 IT companies. This pool was further filtered on the basis of companies into software research and development as this segment is high-technology oriented and requires highly skilled professionals and companies with head count of greater than 100. In doing so, the other source used to filter the list of companies- NASSCOM (National Association of Software and Service Companies) and wikipedia.org.

This filter resulted in to list of approximately 27 companies (excluding 3 companies used in EFA). Request for participation in this study was sent through e-mails to these 20 randomly selected companies. Only those companies were approached for detailed discussion of the research objectives that showed interest. The identity of the participating organizations was kept confidential and the sample of the study was stated in vague terms to honor the request.

Geographic Area of the study	Delhi/NCR
Target Population	Information Technology Professionals (working at all the levels)
Sampling Technique	Non-probability
Sample Size	150 (EFA) + 518 (CFA & Model Testing)

6.2.2 Tools for data collection

Where possible the questionnaire comprised of measures developed and tested in previous research. In cases where appropriate measures from the literature where not available (eg, work passion), new measures were developed.

1. *Employee work passion scale* -To measure employee work passion 17-item scale comprising of four dimensions resulted developed in this study was used. Responses were obtained on a 7-point likert scale anchors 1: Strongly disagree and 7: Strongly agree. Cronbach Alpha for this instrument for this study was .93.
2. *Generalized self-efficacy scale* -Self-efficacy was measured using an 8-item new general self-efficacy scale (NGSE) of Chen, et al [28]. Responses were obtained on a 5-point likert scale anchors 1: Strongly disagree and 5: Strongly agree. Cronbach Alpha for this instrument for this study was .87.
3. *Perceived organisational support*-POS was measured using the shorter version of the Eisenberger et al [23] Survey of perceived organizational support (SPOS). This short version of SPOS consists of 8-items. Employees indicated their level of agreement on these eight items using 7 point likert scale ranging from 1-strongly disagree to 7-strongly agree. Cronbach Alpha for this instrument for this study was .94.
4. *Career Satisfaction*-Career satisfaction was assessed using 5 item career satisfaction scale of Greenhaus et al [27]. Responses were obtained on a 5-point likert scale anchors 1: Strongly disagree and 5: Strongly agree. Cronbach Alpha for this instrument for this study was .87.
5. *Demographics* -Apart from aforementioned questions, respondents were also requested to answer questions about their background. The demographic items included age, gender, marital status, income, level (entry, middle or senior), work experience in current organization and total work experience. Refer appendices-G for complete questionnaire.

6.2.3 Procedure for data analysis

Development of EWP scale- In order to develop EWP scale, data anyalysis was done in three steps- exploratory factor analysis (EFA) was performed on initially developed 30-item questionnaire (phase1). The purpose of EFA was to purify the measurement scale. After scale purification, confirmatory factor analysis (CFA) was conducted followed by scale validation with the help of convergent and discriminant validity.

Hypotheses testing- hypothesis testing was done with the help of structural equation modelling (SEM) technique. This analysis was performed using Analysis of Moment Structure i.e. AMOS software 20.0. Prior to aforementioned data analysis procedure, descriptive statistics of the respondent's demographic information was analysed using SPSS 20.0.

7. DATA ANALYSIS AND FINDINGS

7.1 Sample description and demographics

The sample consisted of 518 IT professionals. Descriptive analysis showed that 61.8 of the respondents were male and 38.2% were female respondents. 68.9% of respondents were married and 31.1% unmarried. Out of total respondents 32%

were below 30 years of age, 45.6% were between 31-40years of age and remaining 22.4% belonged to higher age groups. Out of all 49.2% respondents were from entry level, 28.2 from middle and rest 22.6 were from senior level.

7.2 DEVELOPMENT OF EWP SCALE

7.2.1 Exploratory Factor Analysis (EFA)

For conducting EFA data was collected from 150 respondents which were not the part of final sample. The respondents for EFA were chosen from target population of the main study i.e Information Technology professional. Before EFA, item-total correlation analysis was conducted to assess the correlation between individual item and total score of the scale. This is one of the measure of assessing internal consistency or homogeneity of items. Following the suggestion of Nunally [31], only those items were retained which were having correlation coefficient value of more than .30. These findings resulted in deletion of 13 items out of the initial pool of 30 items. Refer appendices E for information regarding items deleted. Before taking the final decision on deleting these items, panel of experts were once again consulted and after their permission exploratory factor analysis was conducted on the remaining 17 items. Further, Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity was conducted to assess whether there exists underlying structure between testing variables or not. The Kaiser–Meyer–Olkin measure of sampling adequacy was 0.890, above the recommended value of 0.6 and Bartlett's test of sphericity was significant ($\chi 2$ (136) = 1243.6, p = .000) which justifies the use of factor analysis. Refer appendices F for details.

EFA was conducted on the remaining 17 items using principal axis factoring method with *varimax* rotation in SPSS 20.0. Here, EFA was done to examine whether the five factors that emerged as a result of literature review and qualitative analysis of interviews could be meaningfully distinguished from each other. As a criterion to retain factors, only those factors that had an *eigenvalue* greater than 1 were retained. In addition, within factors we retained items with primary factor loading of > .40 and secondary factor loading of < .30 and those that did not load on more than one factor were retained. A total of four factors having Eigen value more than 1 with 67.866% variation were resulted. This means that these four components account for 67.866%of variation in total. The items representing joy and vitality dimension loaded on to one factor i.e factor 1 which alone accounted for 39.41% of variation. Factor 2 comprised of items pertaining to the dimensions of inner drive explains 9.86% variation. While factor 3 that consists of items related to connection with work explains 9.62% of variance and factor 4 which contains items related to behavioural aspect of passion accounts for 8.96% of variation. These four factors were named as- Work Enjoyment (WE), Self-motivation (SM), Self-identity (SI), Sense of Learning (SoL). Table1 depicts the results of EFA.

Items	Alpha values	Factor 1 WE	Factor 2 SM	Factor 3 SI	Factor 4 SoL
I enjoy my work.	.90	.81			
I really love my work		.78			
I do not feel exhausted and bored while doing my work		.76			
I generally feel excited to go to my work		.71			
I feel good and lively at my work		.70			
I would still do this work, even I received less pay.	.82		.84		
I get my motivation from the work itself and not from the rewards for it.			.82		
Something inside me forces me to do my work.			.79		
I often work extra hours even though nobody ask me to do so			.75		
I identify myself with the work I do.	.87			.76	
My work reflects qualities that I like about myself.				.76	
I feel a sense of belongingness with my work.				.75	
The work I do is a cause of pride for me				.72	

I make every effort to improve the work I do. I always attempt to find new and better ways of doing my work. I am ever willing to learn more and more about my work. I often attempt to perform my work in the best possible way	.81	.82 .79 .78 .62

Table1. Result of EFA

7.2.2 Confirmatory factor analysis of employee work passion scale

Confirmatory factor analysis, as name suggests, is a measurement model and used as a confirmatory tool for testing measurement theory. It is used for determining how well our sample date fits the theoretical model. Figure2 depicts the CFA of employee work passion scale. To assess model fit four indices were used; Tucker Lewis Index (TLI; Tucker & Lewis 1973), the comparative fit index (CFI; Bentler 1990), and Root Mean Square Error of Approximation (RMSEA; Browne & Cudeck 1993) and chi-square/*df* ratio. The chi-square/df ratio gives information about how loosely the model fit compared to perfect fit. A value less than 3 generally indicates a good model fit [29]. Similarly values of.90 and above for TLI and CFI are considered acceptable for a model fit. RMSEA, a parsimony-adjusted index, values < 0.05 indicate approximate fit and values < 0.08 indicate reasonable error of approximation.

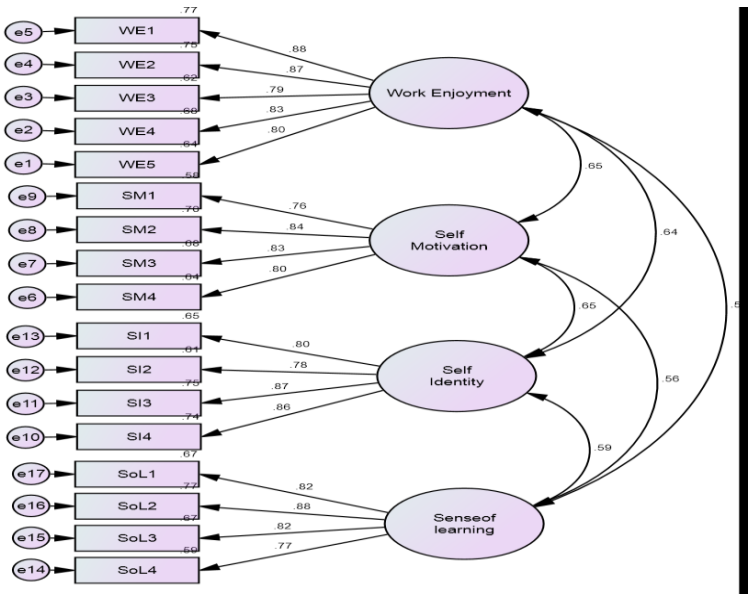

Figure2 CFA of employee work passion scale

CMIN/df	P value	RMSEA	CFI	TLI
1.544	.000	.043	.982	.979

Table2. Fit indices of employee work passion scale

7.2.3 Construct Validity of employee work passion scale

To test for convergent validity, items in each construct must have reliabilities (loadings) over 0.5 and Composite Reliabilities (CR) should be over 0.7, and greater than their respective Average Variance Extracted (AVE). Lastly, the average variance extracted should be maximized, with a minimum of 50%. Discriminant validity is established by showing that the correlation between any two constructs is less than the square root of the average variance extracted by the measures of that construct [30]. For each of the dimensions of employee work passion scale the values of CR and AVE were as per the suggested thresholds, thus, showing sufficient convergent validity. The square root of the AVE was greater than the inter-scale correlations, showing discriminant validity for each of the scales for each of the analyses. Table3 depicts the details of convergent and discriminant validity.

	CR	AVE	SI	WE	SM	SoL

SI	0.897	0.686	**0.828***			
WE	0.919	0.694	0.643	**0.833***		
SM	0.882	0.652	0.647	0.650	**0.807***	
SoL	0.892	0.675	0.585	0.577	0.563	**0.822***

Table3. Convergent and discriminant validity *squared AVE

7.3 HYPOTHESES TESTING

7.3.1 Reliability of research instruments

Cronbach's Alpha values of employee work passion, self-efficacy, POS and career satisfaction scales are shown in Table4.

Measurement Scales	Alpha Values
EWP	.93
SPOS	.94
NGSE	.87
Career Satisfaction	.88

Table4. Reliability of measurement scales

7.3.2 Hypothesis1

It stated positive relationship between self-efficacy and employee work passion. The correlation was run among self-efficacy and all the four dimensions of work passion; work enjoyment, self-identity, self-motivation and sense of learning to identify the pattern of relationship among them. The results of correlation revealed a significant positive correlation between self-efficacy, all the four dimensions of employee work passion. Further, SEM was used to examine this relationship in depth. SEM was applied with the help of AMOS. Table5 displays the overall fit indices of structural model. Results reveal that this model fit the sample data reasonably well. As shown in Figure3, a positive and significant path was found between self-efficacy and all the four dimensions of work passion: work enjoyment (β= .61, p< .001), self-identity (β= .63, p< .001), self-motivation (β= .60, p< .001) and sense of learning (β= .63, p< .001). Thus, providing support to hypothesis1.

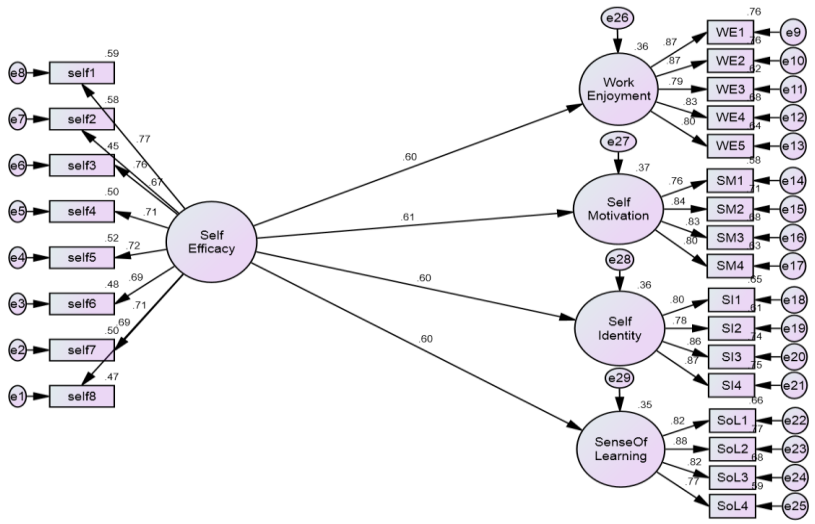

Figure3. Structural model of hypothesis1

CMIN/df	P value	RMSEA	CFI	TLI
2.003	.000	.058	.943	.936

Table5. Model fit indices for hypothesis1

7.3.3 Hypothesis2

It stated positive relationship between POS and employee work passion. The correlation was run among POS and all the four dimensions of work passion to identify the pattern of relationship among them. The results of correlation revealed a

significant positive correlation between POS, all the four dimensions of employee work passion. Further, SEM was used to examine this relationship in depth. SEM was applied with the help of AMOS. Table6 displays the overall fit indices of structural model. As shown in Figure4, a positive and significant path was found between POS and all the four dimensions of work passion individually: work enjoyment (β= .50, p< .001), self-identity (β= .41, p< .001), self-motivation (β= .36, p< .001) and sense of learning (β= .31, p< .001). Thus, providing support to our second hypothesis.

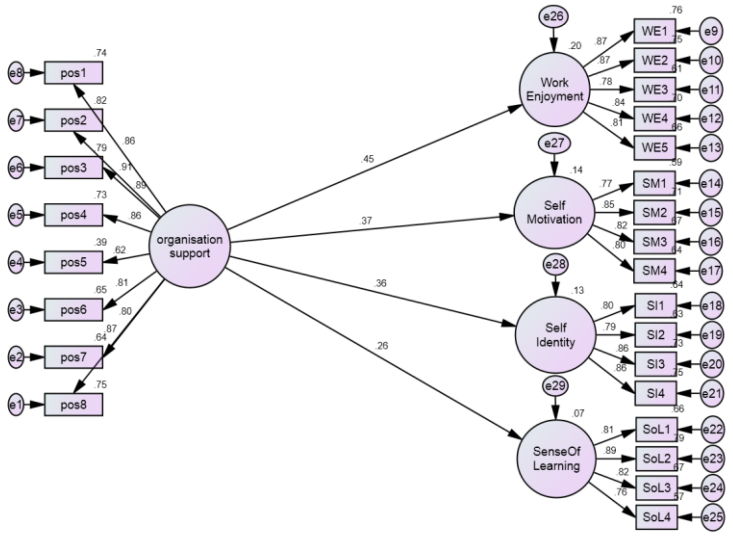

Figure4. Structural model of hypothesis2

CMIN/df	P value	RMSEA	CFI	TLI
2.602	.000	.034	.923	.073

Table6. Model fit indices for hypothesis2

7.3.4 Hypothesis3

It stated positive relationship between employee work passion and career satisfaction. The correlation was run among all the four dimensions of work passion and career satisfaction to identify the pattern of relationship among them. The results of correlation revealed a significant positive correlation between all the four dimensions of employee work passion and career satisfaction. Further, SEM was used to examine this relationship in depth. SEM was applied with the help of AMOS. Table7 displays the overall fit indices of structural model. As shown in the figure5, work enjoyment (β= .33, p< .001), self-motivation (β= .22, p< .001), self-identity (β= .46, p< .001) and sense of learning (β= .19, p< .005) dimensions of work passion have positive effect on career satisfaction. 41% variance in career satisfaction is explained by work passion. Hence, provided support to our third hypothesis.

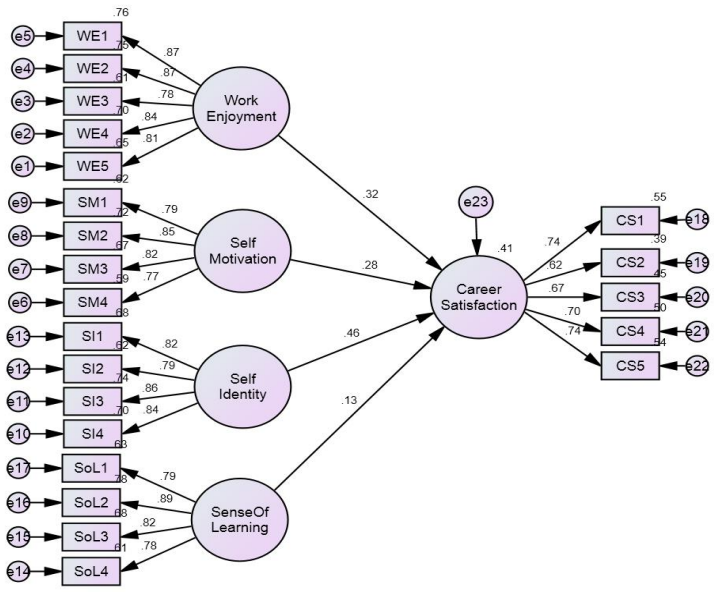

Figure5. Structural model of hypothesis3

CMIN/df	P value	RMSEA	CFI	TLI
3.420	.000	.090	.886	.874

Table7. Model fit indices for hypothesis3

7.3.5 Hypothesis4

It stated that employee work passion mediates the relationship between antecedents and outcome. In order to test for a mediation model in which employee work passion mediates the relationship between the self-efficacy and career satisfaction; as well as between POS and career satisfaction, the four steps procedure suggested by Baron and Kenny [31] was followed. Step 1: Show that the causal variable (self-efficacy and POS) is correlated with the outcome (career satisfaction). Step 2: Show that the causal variable (self-efficacy and POS) is correlated with the mediator (employee work passion). Step 3: Show that the mediator (employee work passion) affects the outcome variable (career satisfaction). Step 4: To establish that employee work passion completely mediates the relationship between antecedents and outcome, the effect of antecedents on outcome controlling for employee work passion should be zero. If all four of these steps are met, then the data are consistent with the hypothesis that variable employee work passion *completely* mediates the antecedents-outcome relationship, and if the first three steps are met but the Step 4 is not, then *partial* mediation is indicated. As shown in figure3, 4 and 5 second and third prerequisites were met.

In order to test for a mediation model, additional analyses were conducted in which the outcome was regressed on the antecedents alone and then again with the work passion measure controlled. As shown in figure6 self-efficacy (β=.48) and POS (β=.46) have positive and significant effect on career satisfaction. 45% variance in career satisfaction is explained by antecedents. Thus, the first three prerequisites of mediation were met. To test the last step, second structural model was tested with employee work passion measure controlled. As seen in figure7, the indirect effect of antecedents on career satisfaction reduced as compared to direct effect. Table10 depicts the results direct and indirect effect. These results provide partial support to the last hypothesis.

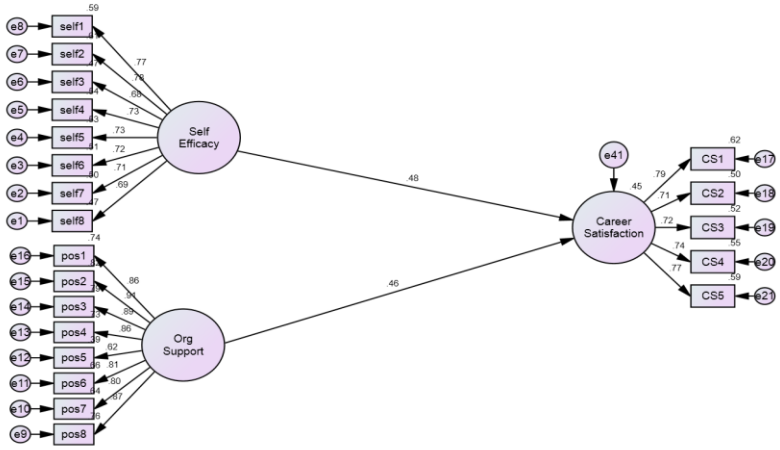

Figure6. Structural model of hypotheis4 (Direct effect)

CMIN/df	P value	RMSEA	CFI	TLI
1.471	.000	.040	.978	.976

Table8. Model fit indices (Direct effect)

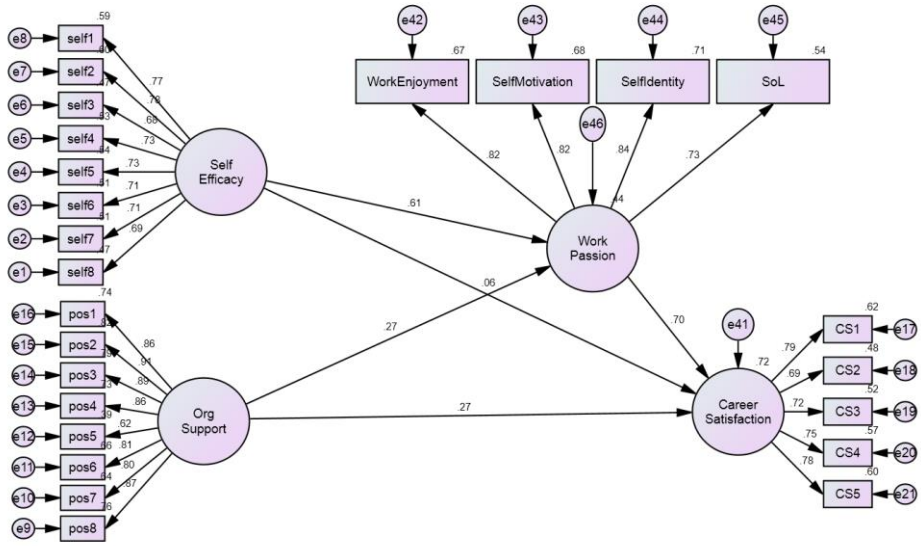

Figure7. Structural model of hypothesis4 (Indirect effect)

CMIN/df	P value	RMSEA	CFI	TLI
1.430	.000	.038	.977	.974

Table9. Model fit indices (Indirect effect)

			Direct effect	Indirect effect	Result
Career Satisfaction	<---	Self-Efficacy	.483 (p<.001)	.056 (.356)	Partial mediation
Career Satisfaction	<---	POS	.463(p<.001)	.271(.000)	Partial mediation

Table10. Comparison between direct and indirect effect

8. CONCLUSIONS AND IMPLICATIONS

8.1 Conclusion

- This study focused on defining the concept of work passion, developing a valid and reliable instrument for measuring work passion and identifying the probable antecedents and outcome of work passion.
- The findings of this study suggest that work passion is a multi-dimensional construct comprising of four different dimensions: work enjoyment, self-identity, self-motivation and sense of learning which were further classified into three major components- emotional, cognitive and behavioural.
- Although, the findings of this study are in line with the past researches where passion was considered to consist of emotional, cognitive and behavioural components but in the context of work behavioural component has not received attention. Therefore, this study provides initial support to the fact that behavioural aspect of work passion is critical while defining and measuring the construct.
- Study resulted in the development of 17-item short and reliable measure of employee work passion.
- This study provides support to the conception that work passion is psychological state rather than a stable trait by empirically testing the relationship between work passion and its antecedents and outcome.
- Thus, it can be concluded from the findings of this study that work passion is one human capability that can lead to various positive outcomes if nurtured properly by the organization.

8.2 Limitations of research

- The first limitation of the study is that the findings of this study are indicative rather than conclusive.
- Due to resources constraint, the study was limited information technology companies situated in National Capital Region (NCR) of India only.
- Additionally, the analysis also suffers from small sample size as larger sample size would have allowed a more refined analysis of the framework.
- Demographic variables like age, gender, education, experience and position in the organization should be considered to better understand the underlying phenomenon and its relationship with antecedents and outcome.
- The data was cross-sectional in nature; no direct test of causality was possible. In that way, the relationships between work passion and its antecedents and outcome might not be inferred as evidence of a causal relationship, but rather as imparting support for an earlier causal pattern. Experimental or longitudinal data are needed to provide more insights into probable causation.

8.3 Future area of the research

- This study is limited to Information Technology sector only which may limit the generalizability of its findings regarding work passion scale to specific group of workers. Future research should therefore examine whether the work passion scale is equally applicable to other samples of employees (e.g., manufacturing, health, education, etc.).
- To investigate other potential predictors of work passion as the present study included limited factors.
- Future research could include a broader range of outcomes that are linked to work passion.

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Johri, R., & Misra, R. Bhattacharjee, S. (2016). Work Passion: Construction of Reliable And Valid Measurement Scale In Indian Context. Accepted for publication in *Global Business Review* 17.6 (November-December 2016) (**SCOPUS** indexed)

Johri, R., & Misra R. (2015). Work Passion: Conceptualization of an Emerging Concept in India. *i-manager's Journal on Management*, 9(3)

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Johri, R., & Yadav, J. (2012). In Search Of Passion--Review Of Literature. *Indian Streams Research Journal*, 2(7)

LIST OF APPENDICES

APPENDIX A- List of dimensions of passion identified from literature

Components	*Dimensions*	*Authors*
Emotion	Love, like, joy, affect Enthusiasm, zeal and energy	Perttula, (2004); Vallerand, (2003); Baum & Locke, (2001); Cardon et al, (2009); Shane et al, (2003); Fredricks, et al, (2010); Renzulli et al., (2006); Moeller, (2013); Chen et.al (2009); Smilor, (1997); Zigarmi (2009); Gubman (2004); Chang (2000)
Cognition	Meaning, purpose, identification with the activity/work Inner drive	Perttula, (2004); Vallerand, (2003); Cardon et al, (2009); Fredricks, et al, (2010); Moeller, (2013); Chen et.al (2009); Zigarmi (2009)
Behaviour	Investment of time and energy	Vallerand, (2003); Fredricks, et al, (2010); Moeller, (2013)

APPENDIX B- List of dimensions of work passion identified from interview

Components	*Dimensions*	*Interviewee descriptions*
Emotion	Love, like, enjoy Enthusiasm, zeal and energy, aliveness	• Enjoying every moment at work • When you want to go to work every morning • Time seems to fly fast when you work • Love for work
Cognition	Belongingness, meaning, pride Self-driven, inner motivation	• Doing one's work without feeling external pressures • Passion is the overriding emotion blacking out other considerations, such as money, appreciation or rewards • Feeling a personal sense of pride doing that work
Behaviour	Learning, improvement, new challenges	• To take up new challenging projects or do something new that would create a sense of "Aha" moments in my class. • Passion makes me to think for newer ideas and to improve my skills

APPENDIX C- Final list of dimensions of EWP construct

Components	Dimensions	Description
Emotion	Joy	Love, like, enjoy
	Vitality	Enthusiasm , energy and aliveness
Cognition	Seeing one's identity in terms of one's work	Belongingness, meaning, pride
	Sense of self-motivation	Self-driven, inner motivation
Behavior	Sense of Learning	Learning, improvement, new challenges

APPENDIX D- Initial item list for EWP scale

Listed below are a number of orientations people can have with respect to their work. Using the following scale, please indicate the extent to which you believe each is true with respect to your current job.

1 (SD)	2(D)	3(SLD)	4(N)	5(SLA)	6(A)	7(SA)
Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

S.No.	Items	1 SD	2 D	3 SLD	4 N	5 SLA	6 A	7 SA
1	I am ever willing to learn more and more about my work.	1	2	3	4	5	6	7
2	I continue to put my efforts even when things go wrong.	1	2	3	4	5	6	7
3	I love putting in extra efforts at my work.	1	2	3	4	5	6	7
4	I identify myself with the work I do	1	2	3	4	5	6	7
5	I do not feel exhausted and bored while doing my work.	1	2	3	4	5	6	7
6	I really love my work.	1	2	3	4	5	6	7
7	My work gives me energy.	1	2	3	4	5	6	7
8	The work I do is a cause of pride for me.	1	2	3	4	5	6	7
9	My work is important to me.	1	2	3	4	5	6	7
10	My job gives me a potential to do my best	1	2	3	4	5	6	7
11	I enjoy my work.	1	2	3	4	5	6	7
12	I often work extra hours even though nobody ask me to do so.	1	2	3	4	5	6	7
13	My work makes me feel alive.	1	2	3	4	5	6	7
14	I always attempt to find new and better ways of doing my work	1	2	3	4	5	6	7
15	I feel happy during my work.	1	2	3	4	5	6	7
16	I feel good and lively at my work.	1	2	3	4	5	6	7
17	I seem to have an inner compulsion to do my work.	1	2	3	4	5	6	7
18	I would still do this work, even I received less pay.	1	2	3	4	5	6	7
19	I often attempt to perform my work in the best possible way	1	2	3	4	5	6	7
20	I feel I was born to do this work	1	2	3	4	5	6	7
21	I make every effort to improve the work I do.	1	2	3	4	5	6	7
22	I get my motivation from the work itself and not from the rewards for it.	1	2	3	4	5	6	7
23	To me, my work is just a way to earn money (R).	1	2	3	4	5	6	7
24	My work reflects qualities that I like about myself.	1	2	3	4	5	6	7
25	I feel a sense of belongingness with my work.	1	2	3	4	5	6	7
26	I talk to my friends what I like about my job	1	2	3	4	5	6	7
27	I generally feel excited to go to my work	1	2	3	4	5	6	7
28	Something inside me forces me to do my work.	1	2	3	4	5	6	7
29	I never take up new challenges at work (R)	1	2	3	4	5	6	7
30	My work does not inspire me. (R)	1	2	3	4	5	6	7

APPENDIX E- Items deleted from item-total correlation

S.No.	Items	Item-Total Correlation	Alpha if Item Deleted
1	I am ever willing to learn more and more about my work.	.599	.839
2	I continue to put my efforts even when things go wrong.	.178	.852
3	I love putting in extra efforts at my work.	-.014	.856
4	I identify myself with the work I do	.556	.842
5	I do not feel exhausted and bored while doing my work.	.559	.841
6	I really love my work.	.559	.841
7	My work gives me energy.	.204	.851
8	The work I do is a cause of pride for me.	.480	.844
9	My work is important to me.	.109	.856
10	My job gives me a potential to do my best	.200	.851
11	I enjoy my work.	.536	.843
12	I often work extra hours even though nobody ask me to do so.	.545	.842
13	My work makes me feel alive.	.082	.855

14	I always attempt to find new and better ways of doing my work	.603	.839
15	I feel happy during my work.	.155	.853
16	I feel good and lively at my work.	.393	.847
17	I seem to have an inner compulsion to do my work.	-.017	.856
18	I would still do this work, even I received less pay.	.528	.842
19	I often attempt to perform my work in the best possible way	.654	.838
20	I feel I was born to do this work	.047	.855
21	I make every effort to improve the work I do.	.584	.840
22	I get my motivation from the work itself and not from the rewards for it.	.493	.843
23	To me, my work is just a way to earn money (R).	.064	.854
24	My work reflects qualities that I like about myself.	.567	.841
25	I feel a sense of belongingness with my work.	.499	.843
26	I talk to my friends what I like about my job	.148	.853
27	I generally feel excited to go to my work	.503	.843
28	Something inside me forces me to do my work.	.561	.841
29	I never take up new challenges at work (R)	.148	.852
30	My work does not inspire me. (R)	-.042	.857

Note- Shaded items deleted from further analysis (item-total correlation)

APPENDIX F- Result of KMO and Barllet test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.890
	Approx. Chi-Square	1243.619
Bartlett's Test of Sphericity	Df	136
	Sig.	.000

APPENDIX G- Final research questionnaire

PART A (Measuring EWP)

Listed below are a number of orientations people can have with respect to their work. Using the following scale, please indicate the extent to which you believe each is true with respect to your current job.

1 (SD)	2(D)	3(SLD)	4(N)	5(SLA)	6(A)	7(SA)
Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

	Items	1 SD	2 D	3 SLD	4 N	5 SLA	6 A	7 SA
1	I feel good and lively at my work.	1	2	3	4	5	6	7
2	I generally feel excited to go to my work.	1	2	3	4	5	6	7
3	I do not feel exhausted and bored while doing my work.	1	2	3	4	5	6	7
4	I really love my work.	1	2	3	4	5	6	7
5	I enjoy my work.	1	2	3	4	5	6	7
6	I would still do this work, even I received less pay.	1	2	3	4	5	6	7
7	I get my motivation from the work itself and not from the rewards for it	1	2	3	4	5	6	7
8	Something inside me forces me to do my work.	1	2	3	4	5	6	7
9	I often work extra hours even though nobody ask me to do so.	1	2	3	4	5	6	7
10	I identify myself with the work I do.	1	2	3	4	5	6	7
11	My work reflects qualities that I like about myself	1	2	3	4	5	6	7
12	I feel a sense of belongingness with my work.	1	2	3	4	5	6	7
13	The work I do is a cause of pride for me.	1	2	3	4	5	6	7
14	I make every effort to improve the work I do.	1	2	3	4	5	6	7
15	I always attempt to find new and better ways of doing my work.	1	2	3	4	5	6	7
16	I am ever willing to learn more and more about my work.	1	2	3	4	5	6	7
17	I often attempt to perform my work in the best possible way	1	2	3	4	5	6	7

PART B (Measuring Self-efficacy)

Listed below are statements that represent possible opinions that you may have about yourself. Please indicate the degree of your agreement or disagreement with each statement on the following scale-

1(SD	2(D)	3(U)	4(A)	5(SA)
Strongly disagree	Disagree	Uncertain	Agree to some extent	Strongly agree

	Items	1 SD	2 D	3 U	4 A	5 SA
1	I will be able to achieve most of the goals that I have set for myself.	1	2	3	4	5
2	When facing difficult tasks, I am certain that I will accomplish them.	1	2	3	4	5
3	In general, I think that I can obtain outcomes that are important to me.	1	2	3	4	5
4	I believe I can succeed at most any task to which I set my mind.	1	2	3	4	5
5	I will be able to successfully overcome many challenges.	1	2	3	4	5
6	I am confident that I can perform effectively on many different tasks.	1	2	3	4	5
7	Compared to other people, I can do most tasks very well.	1	2	3	4	5
8	Even when things are tough, I can perform quite well.	1	2	3	4	5

PART C (Measuring POS)

Listed below are statements that represent possible opinions that YOU may have about your company. Please indicate the degree of your agreement or disagreement with each statement on the following scale-

1 (SD)	2(D)	3(SLD)	4(N)	5(SLA)	6(A)	7(SA)
Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree

	Items	1 SD	2 D	3 SLD	4 N	5 SLA	6 A	7 SA
1	The organization values my contribution to its well-being.	1	2	3	4	5	6	7
2	The organization fails to appreciate any extra effort from me.	1	2	3	4	5	6	7
3	The organization would ignore any complaint from me.	1	2	3	4	5	6	7
4	The organization really cares about my well-being.	1	2	3	4	5	6	7
5	Even if I did the best job possible, the organization would fail to notice.	1	2	3	4	5	6	7
6	The organization cares about my general satisfaction at work.	1	2	3	4	5	6	7
7	The organization shows very little concern for me.	1	2	3	4	5	6	7
8	The organization takes pride in my accomplishments at work.	1	2	3	4	5	6	7

PART D (Measuring career satisfaction)

Please indicate the extent to which you agree or disagree with each of the following statements, responding on a 5-point scale, where

1(SD)	2(D)	3(U)	4(A)	5(SA)
Strongly disagree	Disagree	Uncertain	Agree to some extent	Strongly agree

	Items	1 SD	2 D	3 U	4 A	5 SA
1	I am satisfied with the success I have achieved in my career.	1	2	3	4	5
2	I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5
3	I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5
4	I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5
5	I am satisfied with the progress I have made toward meeting my goal	1	2	3	4	5

Demographic Information:

Age: 1) 20-30 yrs 2) 31-40 yrs 3) 41- 50yrs 4) 50 yrs & above

Gender: 1) Male 2) Female

Marital Status: 1) Married 2) Unmarried

Education Level: 1) UG 2) PG 3) Doctoral

Income Level (per annum): 1) Below 2 Lakhs 2) 2-3 Lakhs 3) 3-4 Lakhs 4) 4-5 Lakhs 5) Above 5 Lakhs

Position in the organization: 1) Entry Level 2) Middle Level 3) Senior Level

Total work experience: 1) 0-1yrs 2) 1-2yrs 3) 2-3yrs 4) 3-4yrs 5) 4-5yrs 6) 5-6yrs 7) 6-7yrs 8) 7-8yrs 9) 8-9yrs 10) above 10yrs