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**An Investigation of Work Passion, Work Engagement, and Organisational
Citizenship Behaviour in Romania**

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Abstract

Passion is defined as a “strong inclination toward an activity that people like, that they find important, and in which they invest time and energy.” (Vallerand et al., 2013, pp 757). The concept of work passion and the Dualistic Model of Passion developed by Vallerand and colleagues (2003) have gained increasingly more attention in the past two decades within the work and organisational psychology literature. This cross-sectional study examines the relationships between harmonious and obsessive work passion, work engagement, and Organisational Citizenship Behaviour in the Romanian general workforce. The Dualistic Model of Passion and the Self-Determination Theory serve as a theoretical framework. Data were collected from various organisations in Romania (N=196) and two mediation analyses were conducted in order to test the hypotheses of the current research. Results showed that harmoniously and obsessively passionate employees display more work engagement in the workplace. However, no significant direct relationship was found between either harmonious or obsessive passion and OCB. Work engagement fully mediated the relationships between harmonious and obsessive passion respectively, and OCB, indicating that work engagement is a powerful catalyst in the Romanian work environment. The present research adds to the work passion literature by investigating the duality of the work passion construct in a non-Western setting. Thus, it provides a more comprehensive understanding of the different outcomes the two types of passion bring about in the workplace. To the best of our knowledge, this is the first study that delves into both harmonious and obsessive passion in relation to work engagement and OCB in an Eastern context.

Keywords: harmonious work passion, obsessive work passion, work engagement, Organisational Citizenship Behaviour, the Dualistic Model of Passion, Self-Determination Theory, Romania

Introduction

Over the past few decades, a new area of study has emerged in the field of psychology, which addresses the ‘good life’, and what elements make life better and more worthwhile (Seligman, 2000). This shift is known today as the origins of ‘positive psychology’. This branch of psychology has been receiving considerable attention since its introduction in the late 1990’s by Martin Seligman, for it represents a revolutionary way in which we regard and try to make sense of human behaviour in a complex world. A second branch of psychology which is far-reaching in our modern times is work and organisational psychology, which investigates human behaviour in the context of the work environment (Truxillo et al., 2016). Considering the vast amount of time in our day-to-day lives that we spend at our workplace, it is essential to explore the elements of the work environment that can potentially improve the individual experience of work, as well as what encourages people to engage with their job in a meaningful way. Within the framework of the shift brought about by positive psychology, conducting research on the notion of *work passion* is a valuable starting point, as it is a forward-looking element which can bring about positive changes for employees in their work and their personal life, as well as for organisations.

In the past two decades, the concept of passion for one’s work has received significantly more attention within the sphere of work and organisational psychology (Vallerand et al., 2003; see also Ahmad, Hameed & Mahmood, 2016; Astakhova & Porter, 2015; Burke, Astakhova & Hang, 2014; Thorgren, Wincent & Sirén, 2013). Passion has previously been researched in relation to various non-work activities, such as gambling, cycling, or football. (Mageau et al., 2005; see also Luth, Flinchbaugh & Ross, 2017). Nevertheless, work passion had not been researched as extensively as other topics in the field, until two decades ago. The work of Vallerand and colleagues has made exceptionally important advancements with regards to understanding passion in the context of work, by means of the Dualistic Model of Passion they put forth in the literature. In this model, passion is defined as a “strong inclination toward an activity that people like, that they find important, and in which they invest time and energy.” (Vallerand et al., 2013, pp 757).

A critical feature of this model is the distinction it makes between *harmonious* and *obsessive* passion. The Dualistic Model of Passion states that two types of passion can develop in a person, contingent upon the type of internalisation that occurs in the process (Vallerand et al., 2003). Whereas harmonious passion (HP) is the result of an autonomous internalisation of the activity into the person’s identity, obsessive passion (OP) is regarded as the result of a

controlled internalisation of the activity into one's identity (i.e. resulting from external or internal pressures such as receiving a raise or self-esteem). Each type of passion thus leads to different emotional and behavioural consequences for the individual. According to the literature, passion can increase wellbeing, foster motivation, as well as provide meaning in a person's life (Vallerand et al., 2003). Nevertheless, as will be discussed further on, passion also has the potential to interfere with a person's other life activities, and lead to negative emotions and behaviours.

Passion in the workplace has been analysed in relation to other variables of interest within organisational psychology, such as work performance, burnout, and work engagement (Astakhova & Porter, 2015; see also Vallerand, 2014). Work engagement can be regarded as a motivational concept, which implies that employees actively engage their personal, inner resources in the job they are performing (Ahmed et al., 2016). Bakker and Schaufeli's (2015) definition of work engagement is: "Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Employees who are engaged with their work are more involved with their task, more willing to go the extra mile for the job they are doing, and more energetic and dedicated (Ahmed et al., 2016; see also Bakker & Schaufeli, 2015). Work engagement is thus a powerful incentive in the workplace. Accordingly, it would be of great interest to examine how the two types of passion are linked to work engagement and to see if differences arise, in accordance with the type of passion that is present.

Necessary here is a concise explanation of the differences between harmonious passion and work engagement, and between obsessive passion and workaholism, as these two concept pairs have been previously associated in the literature and bear certain similarities. Theoretically, work engagement has been linked with HP, while workaholism has been linked with OP (Gorgievski & Bakker, 2010). Section 1.2 delves into a more detailed description of HP and OP, however we believe it is important to briefly clarify what should be kept in mind for the next sections of this study. Passion is a durable emotion, deep-rooted in the individual's identity and self-concept, which fosters a deep, intrinsic motivation to perform the passionate activity, and which can last a lifetime (Gorgievski & Bakker, 2010). Furthermore, passion is something that becomes ingrained in the individual once it arises. Therefore, work passion is an incredibly powerful concept in the work context, which strongly impacts other work elements, as will be shortly explained. Both work engagement and workaholism are motivational concepts, which can be of shorter duration, arising in accordance with the individual's circumstances at a given time.

Research has shown that HP and work engagement are further positively linked with Organisational Citizenship Behaviour (OCB) (Ahmed et al., 2016). OCB is conceptualised as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). Briefly summarised, OCB makes reference to those kinds of behaviours that employees perform when they "go the extra mile", without expecting any praise, recognition, or work benefits in return. OCB has the potential to bring about significant positive changes in the work environment, which lead to a smoother functioning of the organisation. According to Ahmed and colleagues (2016), people who are harmoniously passionate about their work display higher levels of OCB, as well as improved performance. On the other hand, the relationship between OP and OCB has not been researched extensively, thus making it a novel study subject.

Passion as a construct and the Dualistic Model of Passion have been researched in the context of numerous non-work activities (Vallerand et al., 2003). However, only a few studies examined this model in the work environment. Research is still being conducted that does not acknowledge the duality of the passion construct, thus hindering our understanding of how each type of passion impacts work outcomes (e.g. employee behaviours) (Burke, Astakhova & Hang, 2015). Understanding these different outcomes can be highly beneficial for organisations and for individual employees, as it would help us grasp the benefits and hazards of passion in the workplace in a more systematic manner (Ho et al., 2011; Burke et al., 2015).

Another gap in the work passion literature is depicted by the fact that the majority of research in this field has been done in Western cultures (Burke et al., 2015). Our knowledge of the different effects of work passion in Eastern cultures is highly limited. Cross-cultural studies can be incredibly valuable, as they allow us to analyse the relationships between various constructs unfolding in particular cultural contexts. For instance, Burke and colleagues' (2015) cross-cultural research on work passion, conducted in Russia and China, made interesting contributions in that regard: "Our study also contributes to the literature by moving beyond the traditionally held assumption that harmonious passion is inherently "good" and is associated solely with positive outcomes, whereas obsessive passion is inherently "bad" and is only associated with negative outcomes." (Burke et al., 2015, pp. 468).

In order to address the above-mentioned gaps in the literature, the current study analyses these constructs in the Romanian workforce. Romania is an under researched country in the realm of organisational psychology, thus making it a valuable study group. Additionally, it is the researcher's country of origin, hence there is a personal interest in studying these

concepts in Romania, as well as an intimate knowledge of the country's work culture. This research aims to investigate the concepts of harmonious passion, obsessive passion, work engagement, and Organisational Citizenship Behaviour (OCB), as well as the relationships between these variables in the Romanian workforce. This will be achieved by delving into the available literature on these concepts, subsequently developing hypotheses about the corresponding relationships, and testing them on the Romanian working population.

Chapter 1 - Theoretical Framework

This chapter introduces the theoretical framework for this study, starting with an exploration of research that is relevant for the comprehension of the examined variables, and further elaborating on the hypotheses developed for the current research.

1.1: The Self-Determination Theory

The Self-Determination Theory (SDT) is a theory within psychology which concerns human motivation and the extent to which behaviour is self-determined, as well as self-motivated (Ryan & Deci, 2000). The theoretical conceptualisation of work passion is partially derived from this theory (Vallerand et al., 2003; Ahmed et al., 2016). Accordingly, it is of value to understand its propositions well. SDT states that humans have an inherent tendency towards self-growth and development, and that we are all striving to continuously better ourselves (Ryan & Deci, 2002). It suggests that there exist certain components in an individual's life which are the reason they seek out a specific activity and which influence the way they feel towards that particular activity, as well as the amount of time and energy they invest in it (Thibault-Landry, Egan, Crevier-Braud, Manganelli & Forest, 2018). These elements are more commonly known as the *three basic psychological needs*: the need for competence, the need for relatedness, and the need for autonomy (Ryan & Deci, 2000).

Competence refers to “[...] feeling effective in one's ongoing interactions with the social environment and experiencing opportunities to exercise and express one's capacities” (Ryan & Deci, 2002, pp. 7). Relatedness refers to a feeling of belongingness, a need to feel accepted by others, a need to feel connected with others in relevant ways, and to be cared for by others. Lastly, autonomy refers to the need to feel like one is the origin of one's behaviour and is in control of their actions (Ryan & Deci, 2000). According to the authors, these three basic needs are universal, and they stimulate the self to engage in behaviours which are essential for an individual's wellbeing and health. The attainment of the three basic needs in turn facilitates an optimal functioning of the person (Ryan & Deci, 2000).

Vallerand and colleagues (2003) adapted the SDT to establish a motivational approach to the concept of work passion. The authors propose that “[...] representations of activities that people like and engage in on a regular basis will be incorporated in the person's identity to the extent that they are highly valued, thereby leading to passions toward these activities.” (Vallerand et al., 2003, pp. 757). Because of the inherent need of a higher level of organisation of the self, these activities become internalised into the self (Ryan & Deci, 2002). Thus, the

self becomes more complex over time through these internalisations, with the ultimate goal to satisfy the three basic needs (Vallerand et al., 2003). According to Vallerand and colleagues, these activities become *passions*, which in turn become a core feature of the identity of an individual and ultimately, serve to define him or her (e.g. “I am a doctor/ musician/ actor”) (Vallerand et al., 2003).

It should be noted that the concept of passion differs from similar notions such as interest values, or purpose, despite them often being used interchangeably in daily life. Values are personal beliefs which guide individuals towards their ambitions in life, and towards what they believe their purpose is. On the other hand, interest should be regarded as something more fleeting, as people have plentiful activities that interest them, which come and go in one’s lifetime. As previously mentioned, passion is deep-seated in the individual’s self and the passionate activity becomes part of the individual’s self-concept and identity (Vallerand et al., 2003). Thus, passion is a durable emotion and impacts the individual’s life choices in a profound way, such as choosing one’s career path.

1.2: The Dualistic Model of Passion

The Dualistic Model of Passion was developed by Vallerand and colleagues almost two decades ago (Vallerand et al., 2003) and has been used extensively in research ever since (Ho & Pollack, 2014; Vallerand et al., 2008). In this model, the attention lies on the concept of passion towards activities. Based on the SDT, the authors propose that there are two types of internalisation processes that can occur when an activity becomes part of the self - either autonomous or controlled. On the basis of the internalisation process, either HP or OP develops in the individual (Vallerand et al., 2003). HP flourishes as the result of *autonomous* internalisation of the activity into one’s identity, whereas OP evolves as the result of a *controlled* internalisation of the activity into one’s identity. With regards to HP, the activity is accepted by the individual as important to them, and there are no pressures (either internal or external) attached to its performance. The individual engages in the activity freely and willingly, whenever they choose to do so, while there is a sense of volition (Vallerand et al., 2003). The passionate activity occupies an important role and takes up considerable space in their life, yet it remains in harmony with other elements (e.g. time spent with the family/friends, hobbies, etc.). Thus, the activity is well integrated in the individual’s lifestyle, and they are in control of when, where, and how they engage in the activity (Thorgren et al., 2013).

On the other hand, OP is the result of a controlled internalisation of the passionate activity into the person’s identity. This type of pressured internalisation occurs as a result of

two possible situations. Firstly, there might be certain contingencies associated with the activity, such as trying to achieve social acceptance, boosting one's self-worth or receiving a raise/ promotion (Thorgren et al., 2013; see also Vallerand et al., 2003; Astakhova & Porter, 2015). Secondly, the urge to engage in the activity becomes strong as a result of the excitement that comes with the activity, thus becoming uncontrollable (Vallerand et al., 2003). The person feels compelled to engage in it, and regards it as instrumental for the ultimate goal of achieving certain desired outcomes. They are not in control of their passion, but rather, the passion controls them. As the authors summarize it well, "[...] The passion must run its course as it controls the person." (Vallerand et al., 2003, pp. 757). Furthermore, the activity ends up taking up disproportionate space in the person's way of life and is often in conflict with other activities, thus being often associated with negative emotions such as shame or guilt (Thorgren et al., 2013).

It should be noted that with OP, the individual still enjoys the activity and finds it important for their self-concept. The individual finds pleasure in their passion and it can also lead to positive outcomes, such as being immersed and engaged in one's work. However, due to its nature, OP has an increased potential to bring about negative consequences, as compared to HP. Thus, whether passion is beneficial or detrimental for the individual depends on the type of passion, as well as the context in which it develops. The next two sections will further elaborate on this idea and will delve into the particular ways in which HP and OP give rise to different outcomes in the workplace. Moreover, it will address the Romanian framework and its cultural particularities, as well as the consequences this aspect of the study has on the construction of the hypotheses.

1.3 : Harmonious Passion and Obsessive Passion - Work Outcomes

Based on various studies which investigated work passion and the Dualistic Model of Passion, HP and OP have been found to cultivate different affective and behavioural outcomes in the work environment (Thorgren et al., 2013; Astakhova & Porter, 2015; Vallerand, 2010; Burke et al., 2015; Mageau & Vallerand, 2007). It is generally accepted in the literature that HP brings about beneficial results and healthy adaptation measures for the individual, whereas obsessive passion leads to predominantly maladaptive outcomes (Vallerand et al., 2003; Burke et al., 2015). Vallerand and colleagues (2003) found that that HP leads to positive affect during task engagement; the internalisation of the activity allows the person to engage with it in a flexible manner, which in turn facilitates absorption, flow, and better concentration (Vallerand et al., 2003). The employee is internally motivated to engage in their work. Furthermore, HP

also leads to positive affect after task engagement. The individual freely decides when and if they want to stop the activity, in accordance with their needs and desires. Thus, little or no conflict arises between work and other activities in a person's life. Additionally, it appears that HP increases the individual's general wellbeing, and "spills over" into their regular livelihood (Vallerand et al., 2003).

In contrast, OP is generally conceptualised to prompt negative outcomes. Due to its nature, OP generates a rigid way of engaging with one's work, considering that engagement in the passionate activity is a compulsion. As a result, the individual does not experience positive affect during work (Vallerand et al., 2003). After task engagement, OP leads to further negative emotions, as the person engages in the activity when they should not (e.g. working instead of spending time with one's family). For this reason, the passionate activity is in conflict with other activities in the person's life and takes up excessive space. Hence, the individual might experience guilt or shame, as they might have not tended to their other commitments. Finally, due to its inflexible nature, OP is expected to lead to persistence in the passionate activity even if personal costs arise (e.g. broken relationships). Thus, it appears that OP increases general negative affect in the individual, even outside of the passionate activity (Vallerand et al., 2003).

It is valuable to acknowledge that in certain contexts, OP has been found to lead to positive work outcomes. For instance, in their cross-cultural research, Burke and colleagues (2015) found that in the Russian workforce, employees with higher levels of OP are more satisfied and more committed to their jobs. The authors elaborated on this matter and explained these findings through the lens of culture. Because Russia scores higher on masculinity than China (where these positive outcomes of OP were not found), and masculinity is associated with a higher inclination towards work and more work enjoyment, Russian employees might be more likely to present positive work outcomes, despite them being obsessively passionate about their work (Burke et al., 2015). This is highly relevant for the current research, as it recognises cultural differences and the way in which culture impacts the relationships between the studied variables.

1.4. The Romanian Context

Some information on the Romanian cultural framework is necessary before discussing further theoretical background and the hypotheses of the present research. A study conducted by Borgulya and Hahn (2008) investigated work related values and attitudes in Central and Eastern Europe. For the aim of the current research, the findings of the above-mentioned study aid in grasping the particularities of the Romanian cultural context. What the authors remarked is that in Romania, work (amongst other life values), ranked significantly higher than the European average. In accordance with the European Values Study (EVS) that the authors used for their research, high salaries and good job security ranked significantly higher in the Romanian sample than working with pleasant people or having an interesting job.

Regarding the following aspects of work, Romania ranked in the top five countries in Europe in terms of ascribing importance to them: high salaries, good job security, having a job in which you can achieve, a job respected by people in general, a responsible job, a useful job for society (Borgulya & Hahn, 2008). Aspects such as ‘an interesting job’, ‘not too much pressure’, ‘good hours’, and ‘generous holidays’ comparatively ranked significantly lower. Furthermore, the authors recognised Romania as a country in which employees find numerous aspects of work important (Borgulya & Hahn, 2008). Romanian employees appear to be a highly motivated and hard-working group, with employees who value security within their position in the organisation, as well as financial security.

To understand where these attitudes come from, we can very briefly look at Romania’s history. Having a communist history, work was seen as a duty to the state and a contribution to the development of socialism; work does not have to be a calling (Heintz, 2008). After the fall of the communist regime in 1989, a capitalist work ethic started to affect Romania. An ethnographic study conducted among service sector employees in Bucharest between 1999 and 2000 found that for a majority of Romanian workers ‘a capitalist work ethic’ meant ‘*hard work*’, and for a smaller group it meant ‘work well done’ (Heintz, 2008). This, as well as the findings of the study by Borgulya and Hahn, illustrate the above average importance and value ascribed to working hard and earning a good salary in the Romanian context, contrasting the lack of importance of having an interesting job or having ‘good hours’. Therefore, the Romanian workforce serves as an interesting study group in which to investigate the concept of work passion. Based on the above, Romanian employees might illustrate unique work outcomes in terms of HP and OP compared to other cultural groups, thus making it a relevant and intriguing research group for the work passion literature.

Chapter 2 - Hypothesis Construction and Process Model

2.1. Work Passion and Work Engagement

HP stems from an autonomous internalisation of the passionate activity (i.e. work) in the person's self-concept, and occurs when people find their work important and meaningful, when they have a deep interest in it, and when they obtain personal fulfilment from it (Mageau & Vallerand, 2007; Thorgren et al., 2013). Employees who are harmoniously passionate are highly concentrated on their work, engaged immersed in it, but are also able to disconnect from their daily job activities when they are with their family and friends (Mageau & Vallerand., 2007; Burke et al, 2015). Additionally, HP leads to increased attention, flow and absorption (Ahmed et al., 2016). Work engagement is defined as a state of mind where individuals invest their inner resources in their work (Ahmed et al., 2016). It is a positive and fulfilling state of mind that leads to active investment in the activity. Evidence from the literature points to the fact that employees with greater levels of HP are also more engaged with their work (Ahmed et al., 2016). The present research thus expects employees who are harmoniously passionate about their work to present higher levels of work engagement.

As previously illustrated, OP is thought of as detrimental for the individual in various ways, even more so in the long-term than in the short run. As discussed in section 1.3., the performance of the job feels like a compulsion, and the employee feels driven to do it due to internal or external pressures such as self-esteem, acceptance in the organisation, or acknowledgement in one's social group. (Thorgren et al., 2013; Burke et al., 2015). OP can lead to unhealthy behaviours, such as not tending to one's familial obligations (Thorgren et al., 2013). However, as illustrated earlier, research has also shown that in certain contexts, OP can generate positive outcomes as well. The obsessively passionate employee is highly engaged and immersed in their work, they derive pleasure from it, and they persevere in it, despite it possibly leading to unhealthy outcomes (Mageau & Vallerand, 2007). Based on the above, we expect both harmoniously and obsessively passionate employees to show high levels of work engagement.

Hypothesis 1a: Harmonious passion positively relates to work engagement.

Hypothesis 1b: Obsessive passion positively relates to work engagement.

2.2. Work Passion and OCB

Work passion impacts numerous aspects of one's way of engaging with work, such as performance, satisfaction, intentions to quit, or OCB. When you want to influence OCB, you can act through the medium of work passion, as passion is a stable component and has a durable relationship with work (Birkeland & Buch, 2015). OCB is the extra mile that people choose to go to when they like their job, when they have time and space for it, and when they genuinely want to contribute to the organisation's wellbeing. Such a way of illustrating OCB in the workplace is more often associated with HP. However, employees engage in OCB for instrumental reasons as well, which could be the case for obsessively passionate employees. Examples of this would be employees who attend non-mandatory events, or help their co-workers with their tasks to obtain acknowledgement within their organisation or a promotion. The link between work passion and OCB has previously been examined in the literature, and contrasting results have emerged. In Ahmed and colleagues' study (2016), HP had a significant positive correlation with OCB, while the relationship between OP and OCB was not investigated. On the other hand, in the study by Burke and colleagues (2015), there was a statistically significant relationship between HP and OCB in the Russian workforce, however, as opposed to the authors' expectations, it was a negative correlation. In the Chinese sample however, respondents with higher levels of HP also reported greater OCB.

Due to the sparse number of multinational corporations in Romania, the market for reputable and well-paying jobs is highly competitive. As illustrated in the study by Borgulya and Hahn (2008), Romanian employees highly value good salaries, good opportunities for promotion, and job security as benefits of their job. Taken together with the competitive Romanian workforce, these values lead the motivated employee to find means to stand out from the crowd and get noticed by their superior, or to boast to their social circle. As mentioned before, we believe OCB is one means to do that. Due to external or internal pressures, Romanian employees might thus take advantage of any opportunity to make themselves noticed in their organisation and advance in their positions, and therefore display higher levels of OCB even with OP.

Based on the above, we firstly expect that harmoniously passionate employees will have more willingness, time, and space to engage in extra role activities, and thus to present higher levels of OCB. Secondly, due to the Romanian context explained above, we expect that obsessively passionate employees will also engage in such non-work related behaviours, for various instrumental reasons.

Hypothesis 2a: Harmonious passion positively relates to Organisational Citizenship Behaviour (OCB).

Hypothesis 2b: Obsessive passion positively relates to Organisational Citizenship Behaviour (OCB).

2.3. Work Engagement as a Mediator between Work Passion and OCB

Ahmed and colleagues (2016) found that harmonious passion was positively correlated with increased levels of engagement and OCB in a Pakistani sample. However, the relationship between OP and OCB was not investigated, which will be an interesting addition in the current research. Moreover, in their study, work engagement mediated the relationship between HP and OCB. Work engagement might mediate the relationship between personality characteristics, individual features (e.g. work passion), and performance at work (Ahmed et al., 2016). Thus, engaged employees are more likely to perform non-mandatory behaviours that aid the company's atmosphere and lead to a smoother functioning of the organisation. The reason is that they are more passionate about their job and thus choose to engage in such behaviours out of an internal desire, and/or they want to reach a certain goal. Thus, passion as a construct results in some form of increased engagement, which in turn results in extra-job outcomes. We assume that both HP and OP lead to more engagement, and further, to more OCB. Work engagement is expected to *partially* mediate the relationship between HP and OCB, and between OP and OCB. Because we already expect there to be a direct positive relationship between both HP and OCB, as well as OP and OCB, we do not believe that work engagement to fully explain these relationships. Rather, we assume work engagement will partially explain these effects.

Hypothesis 3a: Work engagement partially mediates the relationship between harmonious passion and Organisational Citizenship Behaviour (OCB).

Hypothesis 3b: Work engagement partially mediates the relationship between obsessive passion and Organisational Citizenship Behaviour (OCB).

2.4. Process Model

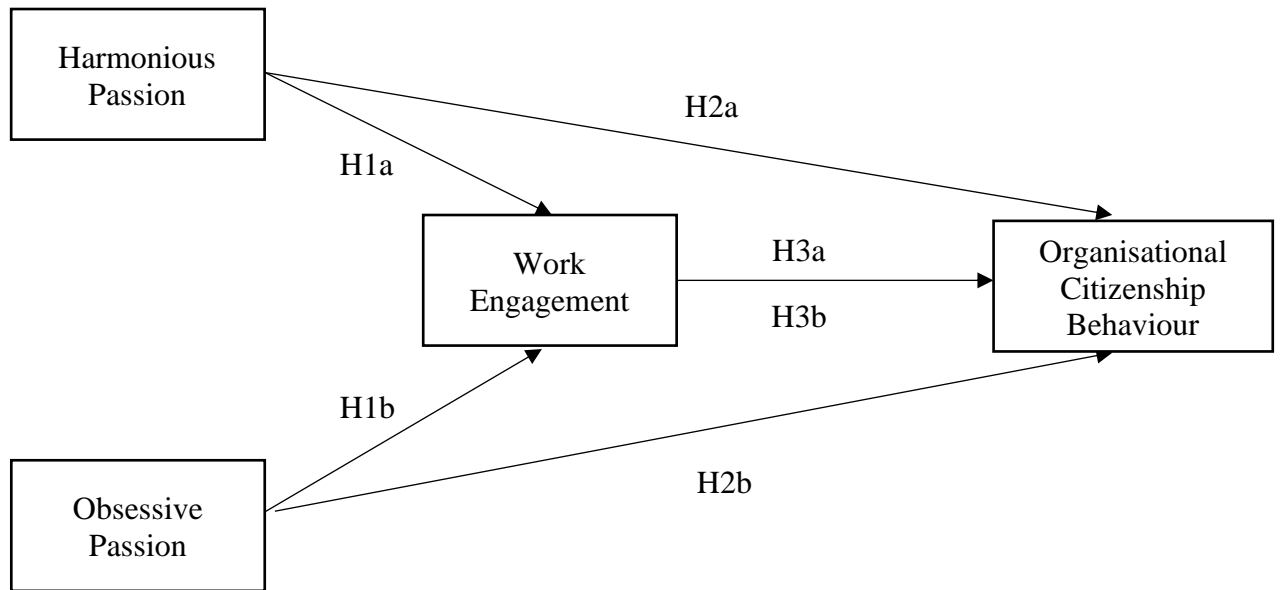


Figure 1. Suggested process model for the current research

Chapter 3 - Methodology

The next section discusses the data collection method, sample, and the measures used to test the model of the current research.

3.1. Data Collection Method

The final questionnaire was constructed using the programme 'Qualtrics'. The participants for the current research stemmed from various lines of work. The inclusion of different organisations and industries results in a vast range of responses and perceptions of one's work environment. Snowball sampling as well as convenience sampling were used, in order to ensure a high response rate, as well as a certain level of heterogeneity of the sample. Family members, friends, and acquaintances were contacted and were kindly asked to distribute the questionnaire within their organisations, as well as to their own friends.

3.2. Sample

A total number of 229 participants completed the questionnaire (N=229). All respondents were Romanian and were working in an organisation in Romania at the time they completed the questionnaire. A power analysis was conducted before and after the research started, using the programme G*Power Version 3.1 (Faul, Erdfelder, Buchner & Lang, 2009). Taking into consideration the purpose of the present research, a linear multiple regression power analysis was used with a medium effect. According to the analysis, a sample size of 119 participants was needed in order to reach a power of .95. Nonetheless, in the interest of strengthening the study's generalizability, a larger sample size was strived for than the one specified in the power analysis. After eliminating the invalid and incomplete responses from the sample, 196 (N=196) responses were used for the final statistical analysis. The post-hoc power analysis with 196 respondents indicated a relatively high effect size of .997.

Out of the total population sample, over half were female (66.8%). Thus, there were 131 female ($n=131$), and 65 male participants ($n=65$). The education level was asked as well, and it was divided into six categories that the participants could choose from, which would illustrate the highest level of education each of them attained: 1. Less than a high school diploma; 2. High school degree or equivalent; 3. Bachelor's degree (e.g. BA, BS); 4. Master's degree (e.g. MA, MS, MEd); 5. Doctorate (e.g. PhD, EdD); and 6. Other. Over half of the sample indicated they had earned a Master's degree (58.7%), 61 participants had a Bachelor's degree (31.1%), 11 had a high school diploma (5.6%), 7 received a Doctorate (3.6%), one

participant indicated they did not receive a high school diploma, and one picked the option 'Other'. In this study, there were five age categories the participants could choose from: 18-24 years old, 25-34, 35-44, 45-54, and over 55 years old. 43.4% of the sample indicated they were aged between 35 and 44 years old ($n=85$), while only 5 participants reported they were over 55, and 6 reported they were between the ages of 18 and 24.

3.3. Measures

Participants had to score all items for HP, OP, work engagement and Organisational OCB on a 7-point Likert scale, ranging from 1 ("strongly agree") to 7 ("strongly disagree"). It should be noted that certain items of each scale were slightly modified in the current research. The questionnaire was distributed in English rather than translated in Romanian, in order to ensure consistency with the original scales for each of the four variables. Nevertheless, it could not be predicted whether all participants had sufficient knowledge of the English language to understand all statements in the questionnaire, as most do not speak English on a daily basis. In consultation with three Romanian-speaking individuals who also have an excellent knowledge of the English language, it was agreed upon that some items should be adjusted, as they contained more complex words and phrases. The modified items will be discussed in Appendix E.

Harmonious Passion (HP) and Obsessive Passion (OP). These variables were measured by means of the Passion Scale (see Appendix A), developed by Vallerand and colleagues (2003). The Passion Scale comprises 14 items, with 7 items for each type of passion. In the study by Vallerand and colleagues (2003), a sample item is "This activity is in harmony with other activities in my life". For the purpose of the current study however, which investigates *work passion* in particular, "this activity" was changed into "my job" in each item of the scale, so as not to create any confusion. Thus, a sample item for HP is "My job allows me to live a variety of experiences", and a sample item for obsessive passion is "I have difficulty imagining my life without my job". The Passion Scale has been found to be highly reliable and theoretically sound, thus making it a valuable measurement for this research (Vallerand et al., 2003). The Passion Scale in Mageau and Vallerand's study (2007) resulted in a Chronbach's α of .77 for HP, and .87 for OP. The scale reliabilities for the present study were $\alpha = .87$ for HP, and $\alpha = .88$ for OP. Average item inter-item correlation = .50 for HP, and .51 for OP.

Work Engagement. Work Engagement was measured using the Utrecht Work Engagement Scale (see Appendix B) developed by Bakker and Schaufeli (2004). This scale measures the three aspects of work engagement: vigor, dedication, and absorption. However, for the purpose of this research, work engagement was measured as one single construct. The scale has been employed by many researchers in the past two decades, due to its high reliability and validity, thus making it a sound measurement tool. A sample item for work engagement is “I find the work that I do full of meaning and purpose”. Ahmed and colleagues (2016) reported a reliability of $\alpha = .87$. The scale in this study showed a reliability of $\alpha = .91$. Average item inter-correlation = .49.

Organisational Citizenship Behaviour. OCB was measured using Podsakoff and colleagues’ (1990) 24 item instrument (Appendix C). Sample items from this scale include statements such as “I attend meetings that are not mandatory, but are considered important” and “I try to avoid creating problems for co-workers”. In Ahmed and colleagues’ study (2016), the scale reliability was $\alpha = .86$. The reliability of this scale turned out to be $\alpha = .72$. Average item inter-correlation = .18.

The demographic questions that were included in the questionnaire (age, gender, and level of education) were used to obtain a more refined view of the sample population for this research, however they were not part of the research.

3.4. Ethical Issues

In accordance with Utrecht University’s requirements, an ethics form was filled out before the questionnaire was distributed to the participants, and sent to the Faculty Ethics Review Committee (FERB). The current research was registered with the committee and thereafter, the questionnaire was sent out. On the first page of the questionnaire an introductory message was made available to the participants, which included information about the purpose of the study, the relevance of the research, as well as insurance that all information would be kept strictly confidential. The participants were told they have the right to request the results of the study after its finalisation. All participants were asked to give their consent before they started filling out the questionnaire. See Appendix D for the introductory page of the questionnaire.

3.5. Statistical Analysis

In order to test the hypotheses of this study, the IBM Statistical Programme for Social Sciences (SPSS) 25 was used. Responses were collected in the span of three weeks, and the total number of participants was 229. Out of the 229 responses, only 196 (N=196) were used, as the rest were not sufficiently complete/ invalid to be included in the analysis. Four items from the Organisational Citizenship Behaviour scale were reverse coded, due to their negative formulation: “I often need to be corrected in my work”, “I consume a lot of time complaining about trivial matters at work”, “I tend to exaggerate in my reactions in the workplace”, and “I always find mistakes in what the organisation is doing”. Normality tests were conducted in order to test against the null hypothesis, and check if it is normally distributed. Normality was violated for HP and OCB, however that was taken into consideration later on. Frequencies were measured for the demographic variables age, gender, and level of education. Correlations between the variables were obtained using the Pearson test, and following this, the hypotheses were tested.

PROCESS (Hayes, 2018) was used to test the model. This was done in order to check the mediation effects of work engagement on Organisational Citizenship Behaviour. Two separate mediation analyses, one with HP, and one with OP, were conducted, as the model could not be tested in one run in SPSS. Model 4 was used for the purpose of this study, as it fit the present model best. In the current research, a 95% bootstrapped confidence interval was used to establish the significance of work the mediator’s indirect effect.

3.6. Principal Component Analysis

As pointed out in the introduction, the variables of this study bear certain similarities to one another, specifically HP and work engagement. Thus, some similarities were observed in the items that were used in the two scales. For instance “I am completely absorbed with my job” (HP Scale) is very much alike to “When I am working, I forget everything else around me” (Work Engagement Scale). To check the correlations between the scales and to ensure a lack of a common method bias (which refers to the situation in which the difference in responses is caused by the measurement tool that introduces a bias, rather than the participants’ inclinations), a Harman Single Factor test and a Principal Component Analysis with one extracted component were conducted (Podsakoff et al., 2012). The Harman Single Factor test indicated a total variance of 26.99%, under the 50% threshold, thus signifying that the common method bias did not affect the study’s data.

Chapter 4 - Results

This section will delve into the results of the statistical analysis that was conducted. The descriptive statistics and the correlations between the variables will firstly be discussed. Furthermore, the results of the mediation analysis tests will be interpreted, so as to conclude whether the hypotheses were confirmed.

4.1. Descriptive Statistics and Correlations

In Table 1, the descriptive statistics and the correlations between all the variables of the current study are made available. All 196 participants (N=196) responded to the items for Harmonious Passion, Obsessive Passion, Gender, Age, and Education. For the Engagement scale, there were 183 ($n=183$) responses, and for the Organisational Citizenship Behaviour scale, only 188 participants ($n=188$) responded. In order for any confusion to be avoided, it should be kept in mind that in this study, 1= strongly agree, while 7 = strongly disagree. As can be seen from Table 1, the mean score for HP was relatively high ($M=2.64$), while for OP, the mean was lower ($M=3.87$). Participants also scored relatively high on OCB ($M=2.48$) and work engagement ($M=2.64$). The mean age of the sample was 2.95 ($M=2.95$), indicating that the mean age fell in the category number 2, '25-34 years old', however getting very close to the third category, '35-44 years old'.

When looking at the correlations in Table 1, it can be seen that HP was significantly positively correlated with work engagement ($r = .82, p < .01$) and with OCB ($r = .32, p < .01$). HP also had significant positive correlation with obsessive passion ($r = .66, p < .01$). OP was significantly positively correlated with work engagement ($r = .64, p < .01$) and with OCB ($r = .20, p < .01$). In this study, work engagement had a significant positive correlation with OCB ($r = .46, p < .01$), but had significantly negative correlations with both age category ($r = -.27, p < .01$) and with gender category ($r = -.19, p < .01$). The variable age category had further significant negative correlations with HP ($r = -.20, p < .01$) and OP ($r = -.20, p < .01$). This might indicate that older employees display more work engagement at their workplace, as well as HP and OP. The only significant correlation education category showed was with harmonious passion ($r = .13, p < .05$).

Table 1. Means, Standard Deviations, and Correlations

	Variables	M	SD	Correlations						
				1.	2.	3.	4.	5.	6.	7.
1.	Harmonious Passion	2.64	.96							
2.	Obsessive Passion	3.87	1.19	.66**						
3.	Organisational Citizenship Behaviour (OCB)	2.48	.44	.32**	.20**					
4.	Work Engagement	2.64	.86	.82**	.64**	.46**				
5.	Age Category1	2.95	.86	-.20**	-.20**	-.09	-.27**			
6.	Gender Category2	1.33	.48	-.21**	-0.1	-.01	-.19**	.24**		
7.	Education Category3	3.61	.70	.13*	.02	-.09	.01	.00	-.01	

Notes: M = Mean, SD = Standard Deviation

N=196, * $p < 0.05$, ** $p < 0.01$

1 Age Category: 1 = 18-24 years old, 2 = 25-34 years old, 3 = 35-44 years old, 4 = 45-54 years old, 5 = over 55 years old

2 Gender Category: 1 = Female, 2 = Male, 3 = Other

3 Education Category (Highest level of education the participant reached): 1 = Less than a high school diploma, 2 = High school degree or equivalent, 3 = Bachelor's degree (e.g. BA, BS), 4 = Master's degree (e.g. MA, MS, MEd), 5 = Doctorate (e.g. PhD, EdD), 6 = Other

4.2. Hypotheses Testing

In order to test the hypotheses of the present research, the statistical tool PROCESS (Hayes, 2018) was used to conduct mediation analyses. To briefly summarise, Hypotheses 1a and 1b predicted a direct positive relationship between HP and OP respectively, and work engagement; Hypotheses 2a and 2b predicted a direct positive relationship between HP and OP respectively, and OCB; lastly, Hypotheses 3a and 3b predicted that work engagement partially mediates the relationship between HP and OP respectively, and OCB.

To test the hypotheses H1a, H2a and H3a, the mediation effect of work engagement on the relationship between HP and OCB was investigated. Accordingly, the model below (Figure 2) was tested in the first mediation analysis. The regression analysis showed that there is a significant positive relationship between HP and work engagement ($b = .73$, $t(183) = 6.95$, $p <$

.01). Thus, the first hypothesis (H1a) was accepted. Results showed that the relationship between HP and OCB was however not significant ($b = -.08$, $t(183) = -1.63$, $p = .104$). In addition, it appears that the relationship between these two variables was a negative one, contrary to the expectations of the present study and to previous findings in the literature (e.g. Ahmed et al., 2016). Hence, hypothesis H2a was rejected. It should be noted that a significant positive relationship between work engagement and OCB was found as well ($b = .31$, $t(183) = 5.30$, $p < .01$).

When looking at the indirect relationship between HP and OCB when work engagement is included as a mediating variable, it turns out that it is statistically significant, $b = .22$, BCa CI [0.1358, 0.3240]. Considering that this interval does not contain zero, it supports the conclusion that the indirect effect is significant in the current model. Briefly summarised, the hypothesised direct relationship between HP and OCB was not significant. However, when including work engagement as a mediator, the relationship becomes significant. Thus, it can be concluded that work engagement *fully* mediates the relationship between HP and OCB. Hypothesis 3a, which proposes that work engagement *partially* mediates this relationship is thus rejected.

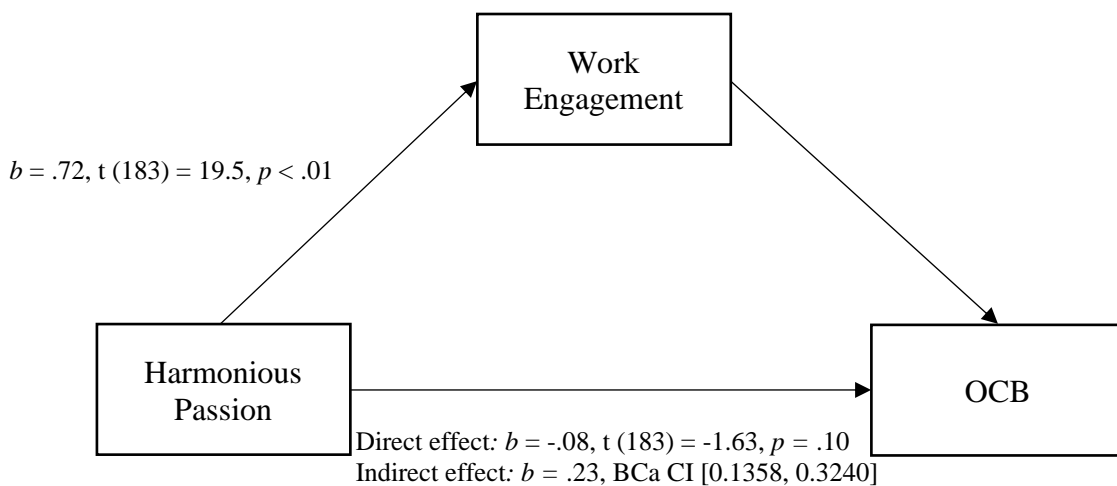


Figure 2. The tested hypotheses in the first mediation analysis

In the same manner, to test hypotheses H1b, H2b, and H3b, the mediation effect of work engagement on the relationship between OP and OCB was analysed. A second mediation analysis was conducted to test the model in Figure 3 (see below). The regression analysis revealed a statistically significant positive relationship between OP and work engagement ($b = .46$, $t(183) = 11.33$, $p < .01$). Therefore, hypothesis H1b was accepted. The relationship between OP and OCB was not significant, thus rejecting hypothesis H2b. Similar to the observed relationship between HP and OCB, this relationship was a negative one, contrary to our expectations. This will be deliberated in more detail in the discussion part of the paper. The relationship between work engagement and OCB was positive and statistically significant, in the same way as with HP ($b = .28$, $t(183) = 6.48$, $p < .01$). When work engagement was included as a mediator, the relationship between OP and OCB was statistically significant, $b = .13$, BCa CI [0.0852, 0.1769]. Yet again, the interval does not contain zero, indicating that the indirect effect of work engagement is significant. Since H2b was rejected, it can be concluded that work engagement *fully* mediates this relationship. Thus, H3b is also rejected.

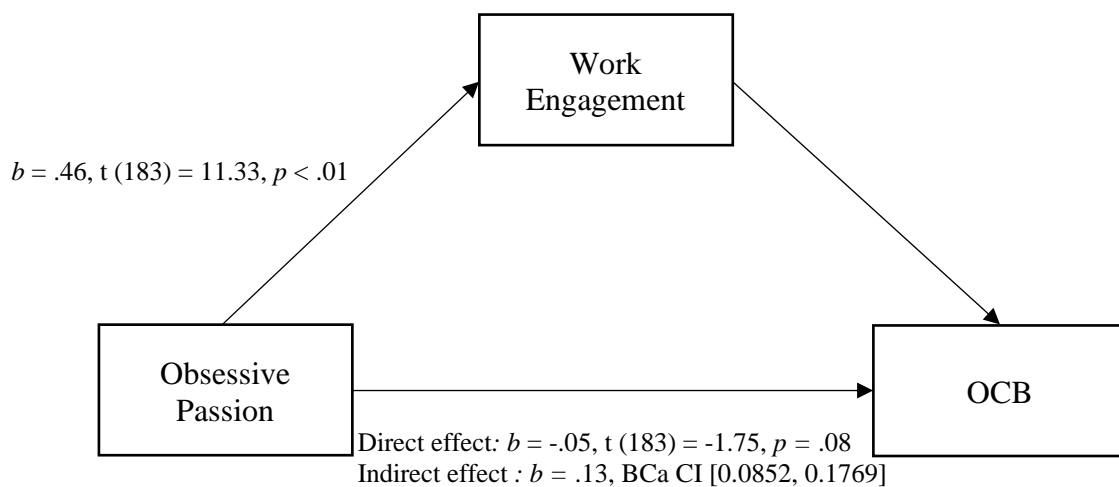


Figure 3. The tested hypotheses in the second mediation analysis

4.3. Summary of Results

The regression models presented above tested each hypothesis one by one. As it could be observed, the first two hypotheses were accepted:

Hypothesis 1a: Harmonious passion positively relates to work engagement.

Hypothesis 1b: Obsessive passion positively relates to work engagement.

The results indicated that both types of passion have a statistically significant positive relationship with work engagement, as it was predicted in the present study. The remaining four hypotheses were rejected, in accordance with the results:

Hypothesis 2a: Harmonious passion positively relates to Organisational Citizenship Behaviour (OCB)

Hypothesis 2b: Obsessive passion positively relates to Organisational Citizenship Behaviour (OCB)

Hypothesis 3a: Work engagement partially mediates the relationship between harmonious passion and Organisational Citizenship Behaviour (OCB)

Hypothesis 3b: Work engagement partially mediates the relationship between obsessive passion and Organisational Citizenship Behaviour (OCB)

Contrary to our expectations, the relationships between both HP and OP with OCB were not statistically significant. H2a and H2b were rejected. When work engagement was included as a mediator, the relationships were significant and positive. Hence, it appears that work engagement fully mediates the relationships between HP and OP respectively, and OCB as a dependent variable. Thus, H3a and H3b were also rejected.

Chapter 5 - Discussion and Conclusion

The current research attempts to shed light on the ways in which harmonious and obsessive passion influence employees' work engagement and Organisational Citizenship Behaviour in the general Romanian workforce. The mediating role of work engagement between HP and OCB, and OP and OCB, was also investigated. In accordance with numerous studies conducted on the concept of work passion and its relation to various work and organisational outcomes (e.g. Ahmed et al., 2016; Burke et al., 2015; Mageau & Vallerand, 2007), specific hypotheses were put forth here. It is essential to emphasise anew that the Romanian cultural context, along with its particularities, played an important role in the formulation of the hypotheses for this research. On the basis of Burke and colleagues' (2015) findings from Russia and China (i.e. likewise non-Western contexts), as well as the researcher's personal knowledge about the country's work environment, it was concluded that the Romanian work culture is valuable to research, as it may unveil relevant information about the ways in which the variables relate to each other here, as compared to other cultural frameworks.

Despite the commonly held view in the literature on work passion that HP generally leads to beneficial individual and organisational outcomes, and that OP generally leads to maladaptive consequences, the present research took a different approach in this matter. Previous research found support for the notion that HP positively influences work engagement, as well as OCB (Ahmed et al., 2016; Burke et al., 2015). Based on this and other factors discussed in section 2.1., the present research hypothesised that HP will positively relate to both work engagement (H1a) and OCB (H2a). The relations between OP and work engagement, and OP and OCB have not been extensively studied. Due to the fact that obsessively passionate employees tend to be highly immersed in their work, and to persevere in it despite it possibly leading to unhealthy consequences, we expected OP to be positively related to work engagement (H1b). Additionally, based on Romania's cultural peculiarities, work culture, and history, thoroughly examined in section 1.4., it was hypothesised that obsessively passionate employees will present high levels of OCB (H2b), when regarding it as a means to stand out from the crowd and to be acknowledged by their employers, and thus, reach their goals (e.g. achieving a certain social status, getting a better salary/ a promotion, etc.). Finally, work engagement was expected to partially mediate the relationships between HP and OCB, and OP and OCB (H3a, H3b). Work engagement is a powerful incentive in the workplace, which drives employees to be highly invested in their jobs and to devote their

personal resources to it. Ahmed and colleagues (2016) found empirical support that work engagement mediated the relationship between HP and OCB. Accordingly, we assumed that work engagement will partially mediate the paths between both HP and OCB, and OP and OCB, as people who are engaged in their work will be more likely to perform extra-role behaviours as well. For a better visualisation of the hypotheses, refer back to the process model in section 2.4.

5.1. Interpretation of Results

Results supported hypotheses 1a and 1b. It was found that both HP and OP had a significant positive relationship with work engagement in our sample. These findings align with previous research in the case of HP (see Ahmed et al., 2016). As the relationship between OP and work engagement has not been as extensively investigated, this is a valuable finding, especially in an Eastern context. The other four hypotheses of the study were rejected, thus rejecting the proposed model as a whole. Although both HP and OP were positively correlated with OCB ($r = .32$ and $r = .20$ respectively), no significant direct relationship was found between HP and OCB, nor between OP and OCB in the mediation analysis, when work engagement was included as a mediating variable. Thus, hypotheses 2a and 2b were rejected. However, when looking at the indirect effect of work engagement on these relationships, a *full* mediating effect was found. Thus, the relationships between HP and OCB, and between OP and OCB were fully mediated by work engagement. Hypotheses 3a and 3b were therefore also rejected, as they predicted a partial mediating effect of work engagement.

It should be noted that the results presented above need careful interpretation and consideration. A few things should be noted with regards to the full mediating effect of work engagement. A possible explanation is that work engagement might have such a strong effect, that it overrides any direct effect of HP on OCB, as well as that of OP on OCB. Thus, the relations between HP and OCB, and OP and OCB are better explained through the medium of work engagement. Consequently, the direct effect that work passion has on OCB is pressed into the indirect effect through engagement. However, it is essential to acknowledge that these findings do not signify there is no direct link between work passion and OCB. Rather, when engagement is included in the model, it takes over and makes these relationships significantly stronger. Work engagement can hence be regarded as a highly important impetus in the Romanian workplace, which, in combination with passion, drives people to participate in non-work related activities that aid the organisation to function more effortlessly. An imperative remark here is that passion and work engagement should be remembered as two distinct

concepts. Passion is a deep-rooted emotion and part of the person's self-concept and identity, which can cultivate specific outcomes. According to the definition of work engagement provided in the introduction, engagement is a work-related *state of mind*, characterised by vigour, dedication, and absorption. Hence, passion is an enduring and stable sentiment, while engagement can be more of a temporary disposition, nevertheless fostered by work passion.

The Dualistic Model of Passion (Vallerand et al., 2003) and the Self-Determination Theory (Ryan & Deci, 2000), on which basis the model was developed, represent distinguished approaches to the concept of work passion in the organisational psychology literature. In spite of harmoniously and obsessively employees displaying similar behaviours with regards to work engagement and OCB in the current research, as compared to findings of other studies in the field (Burke et al., 2015; Vallerand et al., 2003; Mageau & Vallerand, 2007; Thorgren et al., 2013), and in contrast to the propositions of the Dualistic Model of Passion, these results should be appraised through the lens of the Romanian cultural context.

Due to the country's history and work culture (see section 1.4.), the results of this study can be understood through Romanian employees' desires and efforts to obtain well-paid jobs, safety within their position, and good opportunities for promotion. Considering that Romania escaped the communist regime only 31 years ago, the repercussions on employees' way of engaging with work cannot be disregarded. The majority of the country's population does not live a financially stable and comfortable life, where money is not a concern. Thus, there is less space for people to seek their 'true passion' and more for them to find ways to secure their financial security. Individuals might thus aim to present themselves in a favorable manner within their organisations, in order to achieve these desired results; because of this, they might firstly engage more in non-work related behaviours (i.e. OCB); and secondly, they might display more OP in general compared to other cultures. Thus, as Burke and colleagues have also pointed out (2015), the notion that obsessive passion is innately 'bad' and leads to maladaptive work outcomes should be treated carefully, as it depends on various contextual factors; one of them being the cultural background in which the study is conducted.

To the best of our knowledge, this study is the first of its kind, as it simultaneously investigates HP and OP in relation to work engagement and OCB. Moreover, it analyses these constructs in the Romanian general workforce, making it a novel framework for research on these topics. The non-Western context is an indisputable addition to the already existing research and it helps us in grasping how these relationships unfold in disparate contexts. This research encourages authors to examine HP and OP as two separate constructs, in order to shed light on the differences in individual and work outcomes. Lastly, our study provides a deeper

understanding of obsessive passion in relation to work engagement and OCB, as these relations are not often investigated in the work passion literature.

5.2. Limitations, Future Research and Practical Implications

In spite of the study's various contributions, its shortcoming should be acknowledged. Suggestions for improvement and future research directions will be subsequently provided. A first limitation is illustrated in the sampling methods that were employed; snowball sampling and convenience sampling were used. These data collection methods are forms of non-probability sampling, and may hence generate biased results (Abowitz & Toole, 2010). Accordingly, they do not allow for a good estimation of sampling errors, and limitations arise with regards to the amount of accurate information the sample provides about the studied population. Thus, the present research might not be fully representative of the Romanian population, in turn potentially reducing its soundness. Future research should ideally employ other data collection methods (e.g. random sampling) in order to ensure that the sample includes individuals stemming from a variety of work settings, as well as people unrelated to the researcher.

Secondly, when normality tests were conducted, it turned out that normality was violated for harmonious passion and OCB. The histograms that were generated appeared to be left-skewed, which could indicate that a number of participants responded to these items in a socially desirable manner (considering that in the current research 1 = strongly agree, 7 = strongly disagree). This might have affected the results of the study by indicating a higher level of HP and OCB was present in reality. Nevertheless, social desirability bias is often encountered in research, but a combination of detection and prevention methods should be employed in the future research. Thirdly, control variables such as age, gender, and education level, which were asked in the questionnaire, were not included in the current research. As it was mentioned in section 4.1., the variable age category had significant negative correlations with work engagement, HP and OP, which may indicate that older employees display more work engagement at their workplace, as well as HP and OP. Unfortunately, this was not investigated in more detail here. In the future, researchers should include similar control variables, as these might yield interesting results with regards to how they impact the relationships between the variables.

Fourthly, due to limited time and resources, this study captures a one-time measurement of work passion in relation to work engagement and OCB in the Romanian workplace. A longitudinal study would be useful in helping us grasp how these relationships change over

time, as the individuals evolve in their specific companies, and the organisational culture continuously changes, due to the natural dynamic nature of the single 'ecosystem' that each organisation represents. Seeing these relations unfold could provide us with a deeper understanding of the duality of the work passion construct (Burke et al., 2015). Personality characteristics and qualities of the individual employees would be of additional value to take into consideration, as they may have a powerful impact on the development of HP and OP and their associated work outcomes.

Lastly, individual outcomes such mental health and life satisfaction were not measured in the present study. These are important elements to consider in future research, as we still do not know how exactly the general health and wellbeing of the employees is affected in accordance with each type of passion. As mentioned throughout the study, OP has been associated with negative emotional and behavioural outcomes for the individual. Thus, in spite of the fact that it can generate positive work outcomes, as could be observed, it is important to consider how OP affects employees' psychological wellbeing in the long run.

The current research provides useful insights into the ways in which work passion affects various work outcomes in an Eastern cultural context. The results of this study are fruitful for organisational psychologists, as they firstly shed light on the importance of culture in the workplace; and secondly, because they offer suggestions for future directions, on which basis interventions can be developed with regards to these variables. Given the finding that work engagement is a powerful tool in the work context, this could be fostered by managers through provision of resources and open communication. Resources can include things such as encouragement of flexibility, autonomy and creativity in the office, cultivating a safe and positive social environment, nourishing relations between employees and their superiors, as well as creating opportunities for the employees to develop and grow. These resources could further stimulate harmonious passion, alongside open and honest conversations with all employees about these topics. Generally, obsessive passion should be discouraged and attention should be drawn to its potential negative outcomes, while still keeping in mind the role that culture plays in its disparate outcomes.

5.3. Conclusion

In conclusion, this research adds to the work passion literature in numerous ways. Results indicate that work both harmonious passion and obsessive passion positively influence work engagement in the Romanian general workforce. Furthermore, it is conclusive that work

engagement fully mediates the relationship between harmonious passion and OCB in our sample, as well as between obsessive passion and OCB, thus representing a strong incentive. The current study expands our understanding of the two types of passion put forth by Vallerand and colleagues (2003) in a non-Western context, along with the work outcomes they cultivate. To briefly summarise, passion is highly valuable for employees and a powerful driving force in the workplace. By cultivating harmonious passion, beneficial individual and organisational outcomes will be concurrently enhanced.

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Appendix A - WorkPassion Scale (Harmonious and Obsessive Passion Items)

1. My job allows me to live a variety of experiences.
2. For me, my job is a passion that I still manage to control.
3. I have difficulty imagining my life without my job.
4. My job is in harmony with the other activities in my life.
5. I am completely absorbed with my job.
6. My job allows me to live memorable experiences.
7. I have almost an obsessive feeling for my job.
8. I cannot live without my job.
9. I have a tough time controlling my need to do this job.
10. The urge is so strong. I can't help myself from doing this job.
11. My job reflects the qualities I like about myself.
12. I am emotionally dependent on my job.
13. The new things that I discover at my job allow me to appreciate it even more.
14. My mood depends on me being able to do my job.

Appendix B - Work Engagement Scale

1. When I get up in the morning, I feel like going to work.
2. At my work, I feel bursting with energy.
3. At my work, I always persevere, even when things do not go well.
4. I can continue working for very long periods at a time.
5. At my job, I am very resilient, mentally.
6. At my job I feel strong and vigorous.
7. To me, my job is challenging.
8. My job inspires me.
9. I am enthusiastic about my job.
10. I am proud of the work that I do.
11. I find the work that I do full of meaning and purpose.
12. When I am working, I forget everything else around me.
13. Time flies when I am working.
14. I get carried away when I am working.

Appendix C - Organisational Citizenship Behaviour (OCB) Scale

1. I help others who have heavy workloads.
2. I often need to be corrected in my work.
3. I believe in giving an honest day's work for an honest day's pay.
4. I consume a lot of time complaining about trivial matters at work.
5. I try to avoid creating problems for co-workers.
6. I tend to exaggerate in my reactions in the workplace.
7. I consider the impact of my actions on co-workers.
8. I attend meetings that are not mandatory, but are considered important.
9. I am always ready to lend a helping hand to those around me.
10. I attend gatherings that are not required, but help the company image.
11. I read and keep up with organization announcements, memos, and so on.
12. I help others who have been absent.
13. I do not abuse the rights of others at work.
14. I willingly help others who have work-related problems.
15. I take steps to prevent problems with other co-workers.
16. My attendance at work is above the norm.
17. I always find mistakes in what the organization is doing.
18. I am aware of how my behaviour affects other people's jobs.
19. I do not take extra breaks.
20. I obey company rules and regulations even when no one is watching.
21. I help guide new people even though it is not required.
22. I am one of the most hard-working people in this organization.

Appendix D - Introductory Message to the Participants

Survey - Passion in the Workplace

Hello and welcome to this research study! My name is Nora Maria Mititelu and this research will be conducted for my Master's in Work and Organisational Psychology at the Utrecht University. The purpose of this research is to understand employees' passion and its influence on professional development at work, as well as on the individual organisations. Passion is a highly important topic within the field of organisational psychology. It is related to how people engage with their job, how much they enjoy doing their job on a daily basis, and ultimately, it is strongly interconnected with people's wellbeing! Therefore, it is a truly exciting study for me to do about my own country, and one that could yield very interesting results about the Romanian work culture. For this to be achieved, I kindly ask you to fill out the entire questionnaire (i.e. not leaving questions out), as the data would be incomplete otherwise. As a participant, you have the right to ask to see the final product of this research study! If you wish to receive the final product, please contact the main researcher (me). I would be more than happy to provide you with the final results! For this, see the email address below. You will be presented with statements that are relevant to your work and your own professional development within your organisation. Please rest assured that your responses will be kept anonymous throughout the study. Your responses will be only accessed by the main researcher and will only be used for the purpose of completing this study.

Participant Information. To participate in this study, the only requirement is that you should currently be working within an organisation. You should try to respond to the statements below as honestly as possible. There are no wrong or right answers. At the beginning of the survey, you will be asked a few questions about your gender, age, and level of education. These questions are asked in order to understand the background of the participants taking part in this study. Filling in the questionnaire should take you around 10 minutes. Your participation in this research is fully voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. By clicking the "I consent" on this page, you acknowledge that your participation in the study is indeed voluntary, you are at least 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason. Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device, however it is still possible to do so.

Contact Information. If you would like to contact the main researcher of this study, please email Nora Maria Mititelu with any questions / remarks about the study at n.m.mititelu@students.uu.nl. Thank you in advance for taking the time to participate in this study! Your help is greatly appreciated!

Appendix E - Modified Items for each Scale

Work Passion Scale

For harmonious passion, only one item was modified from the original Passion Scale, namely “I am completely taken with this activity”, and was changed into “I am completely absorbed with my job”. For obsessive passion, none of the items needed to be changed.

Work Engagement Scale

Compared to the original scale, three items were not included in the present questionnaire, for the purpose of keeping it as short as possible. The three items that were not included were “I feel happy when I am working intensely”, “I am immersed in my work”, and lastly, “It is difficult to detach myself from my job”.

Organisational Citizenship Behaviour Scale

Several items of this scale were modified, in order to make them more accessible and easily understandable for all participants. “I am the classic ‘squeaky wheel’ that always needs greasing” was changed into “I often need to be corrected in my work”; “I tend to ‘make mountains out of molehills’” was adjusted to “I tend to exaggerate in my reactions in the workplace”; “I always find fault with what the organisation is doing” became “I always find *mistakes* ...”; “I am mindful of how my behavior affects other people’s job” was changed to “I am *aware* of ...”; “I am one of the most conscientious people in this organisation” became “I am one of the most hard-working people in this organisation”. Two items from the original scale were not included, as they were regarded as repetitive, namely “I keep abreast of changes in the organisation” and “I always focus on what’s wrong, rather than focusing on the positive”.