CHAPTER 6
FINDINGS AND CONCLUSION

6.1 INTRODUCTION

This chapter is aimed to summarize the findings of the study according to the enumerated objectives, conclusion and its practical and theoretical implications. In addition, limitations of this study along with directions for future research are also discussed.

6.2 OVERVIEW OF FINDINGS

While the concept of ‘work passion’ has gained lot of attention from researchers and practitioners in recent past yet there exists a little logical conceptual or empirical knowledge about this concept. In response, this study has undertaken qualitative as well as quantitative approach to understand the concept of work passion by addressing the following important questions: 1) what is work passion? 2) How to measure ‘work passion’ quotient in an employee? 3) What leads to the development of work passion? And 4) what could be the possible outcome of work passion?

The study was conducted in two phases. Research model linking work passion with its antecedents and outcome was developed to study this relationship. The sample chosen for this study comprised of IT professionals working in Northern Capital Region of India (NCR).

6.2.1 DEFINITION AND VALIDATION OF WORK PASSION CONSTRUCT

Phase one of this study was done to answer the first and second question (partially). Extensive review of literature was the first step of phase one. Results of the review revealed that although the concept of passion has received a good deal of attention from researchers but most of the researches pertaining to passion were either in the context of entrepreneurship and activities. To our knowledge only one systematic attempt has been made till date to conceptually and empirically define passion for one’s work by Pertulla [10]. Most importantly, review revealed
that no study on the concept of work passion exists in India till date. In order to understand the concept from Indian perspective in depth interviews were conducted as a second step of phase 1. Further, after integrating the results of literature review and interviews revealed a multi-dimensional picture of work passion. Based on this, employee work passion was operationally defined as “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” [55]. Five dimensions of work passion were identified namely intense positive emotion, vitality at work, self-motivation, self-identity and sense of learning. These five dimensions were further classified into three broad categories- emotion, cognition and behaviour. Behavioural dimension of work passion was the result of interviews exclusively.

Based on the dimensions identified, next step of this phase comprised of development of initial questionnaire for measuring the construct. Initially 30 items were generated to capture the aforementioned five dimensions of work passion. Data was collected from 150 IT professionals on 30 item questionnaire for the purpose of exploratory factor analysis. Before EFA, test of homogeneity was conducted on initially generated 30 items which resulted in deletion of 13 items. These 13 items were not found significant due to their inability to correlate with the total score. Before deleting these items, expert opinion was taken. Next step was to conduct EFA on the remaining 17 items. Result of EFA yielded a four factor structure rather than hypothesized five-factor model. As the EFA resulted four-factor model captured the essence of hypothesized five factors, we proceeded with this four-factor model for further study.

In order to validate this four-factor model of work passion; confirmatory factor analysis was done in the second phase of this study. Result of CFA on the final sample of 518 IT professionals provided strong support for reliability and convergent and discriminant validity of four-factor conceptualization of work passion. Further, a second order CFA, suggested that a higher order construct, composed of emotion, cognition and behaviour, captured the shared variance of the four dimensions. Evidence was also provided for the convergent and discriminant validity of
work passion construct as all the items were found to converge in their respective factors and similarly all the four factors of work passion were found distinct from each other. Moreover, results of second order CFA provided preliminary evidence for the conceptualization of EWP as four individual factors encompassed within three broader components. In summary, strong support was provided for the construct validation of the multi-dimensional conceptualisation and measurement scale of work passion.

6.2.2 TESTING OF THEORETICAL FRAMEWORK

Second phase of this study focused on the validation of work passion construct and testing of theoretical framework in the form of hypotheses testing. For testing the proposed models SEM was used.

6.2.2.1 Antecedents of work passion

Two antecedent variables were hypothesized to positively affect work passion in an employee: self-efficacy and perceived organizational support (POS). Results provided strong support for these hypotheses. A positive and significant path was found between self-efficacy and all the four dimensions of work passion: work enjoyment ($\beta = .61$, $p< .001$), self-identity ($\beta = .63$, $p< .001$), self-motivation ($\beta = .60$, $p< .001$) and sense of learning ($\beta = .63$, $p< .001$). Similarly, a positive and significant path was found between POS and all the four dimensions of work passion: work enjoyment ($\beta = .50$, $p< .001$), self-identity ($\beta = .41$, $p< .001$), self-motivation ($\beta = .36$, $p< .001$) and sense of learning ($\beta = .31$, $p< .001$).

6.2.2.2 Outcome of work passion

Hypothesis predicting work passion will lead to career satisfaction of employee was developed. Findings of the study provided moderate support for this hypothesis. A positive and significant paths were found between four dimensions of work passion, work enjoyment ($\beta = .33$, $p< .001$), self-motivation ($\beta = .22$, $p< .001$), self-identity ($\beta = .46$, $p< .001$), sense of learning ($\beta = .19$, $p< .005$), and career satisfaction. Where, 41% of variance in career satisfaction was explained by work passion.
6.2.2.3 Work passion as mediator

Hypotheses predicting work passion mediates the relationship between antecedents and outcome. Baron & Kenny [138] approach for testing mediation was followed. Findings suggest that work passion mediates the relationship between self-efficacy and career satisfaction as effect of self-efficacy on career satisfaction controlling for EWP (mediator) reduced to $\beta = .056$ (p = .356) and was non-significant as compared to direct effect ($\beta = .483$ p < .001) of self-efficacy on outcome variable. Similar results were found for POS as effect of POS on career satisfaction controlling for EWP (mediator) reduced to $\beta = .271$ (p = .000) in comparison to direct effect ($\beta = .463$, p < .001) of POS on career satisfaction. As the indirect effect of POS on outcome variable controlling for mediator reduced but did not became zero suggesting that this accounts for partial mediation. Therefore, EWP partially mediates the relationship between POS and career satisfaction while self-efficacy fully mediates this relationship.

6.3 CONCLUSION OF THE STUDY

The concept of work passion has gained popularity in recent years especially among practitioners and consultants. Much has been written about the importance of passionate workforce for enhancing organizational performance and business results, yet to support these arguments only few empirical studies exists. Moreover, review also suggests that the concept of work passion has largely been remained untouched and no valid measure of work passion exists especially in India. There is total dearth of studies that deal with concept of work passion in detail which resulted in scant availability of knowledge related to this critical human capability.

Thus, 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. Study resulted in the development of 17-item work passion scale
comprising of all the four aforementioned dimensions. Although, the findings of this study are in line with the past researches where passion was considered to consist of all the three components but in the domain of work behavioural component received no attention. Therefore, this study provides initial support to the fact that behavioural aspect of work passion is critical while defining and measuring the construct.

Further, this study provides support to the conception that work passion is psychological state by empirically testing the relationship between work passion and its antecedents and outcome. Results of the study suggest that employees who hold positive perception towards their organization and think that their organization cares about their well-being and values their contribution are more likely to be passionate towards their work. Similarly, employees who believe in themselves and remains focused in the adverse situation are more likely to possess higher work passion. Finally, work passion was found related to career satisfaction of employees. The findings suggests that employees who are passionate towards their work are likely to be more satisfied with their careers as they truly enjoy their work and they see their identity in terms of their work. Thus, it can be concluded from the findings of this study suggests that work passion is one human capability that can lead to various positive outcomes if nurtured properly by the organization.

6.4 IMPLICATIONS OF THE STUDY

Study’s contribution to knowledge and organizational studies is significant. First, this study takes a holistic approach towards defining and identifying the dimensions of work passion construct in order to bring greater clarity and understanding with regard to this construct. Though, literature provides studies pertaining to passion in different domains, there is complete dearth of the research on the concept of passion in workplace. In this way study contributes significantly to literature of work passion.

Second, this study provides support to the state-like nature of work passion. This state-like nature of work passion suggests that it may get influenced by various personal, job as well as organizational factors (such as POS and self-efficacy). Although, recent researches provide
support to the state-like nature of passion but very few studies have empirically tested the relationship of work passion with its possible antecedents and outcomes. Thus, by empirically examining the theoretical model researcher makes a significant contribution towards the state-like nature of work passion.

Third, to the best of researcher’s knowledge, there has not been any instrument that measures the ‘work passion’ quotient of an employee. By developing a generic, reliable and valid instrument to measure work passion researcher expects to motivate and inspire other researchers in the field to involve in work passion research. Thus, the development of this work passion scale for Indian employees is a significant contribution towards literature.

Finally, this study makes a direct contribution to the emerging field of positive organizational behavior (POB) [205]. POB refers to “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed for performance improvement in today’s workplace”. POB focuses on the study of perspective regarding employees and organizational life (such as burnout and emotional exhaustion). The findings of this study suggests that work passion has a potential to be included in the present list of psychological capacities as it can also be measured, developed and effectively managed for performance improvement.

6.5 IMPLICATIONS FOR PRACTICE

A better and clear understanding of work passion in an employee also has practical implications. Considering that work passion is pointed as critical phenomenon for competitive and optimal organizational functioning, hence, the scale developed in this study might be a significant assessment instrument for managers to foster employee’s passion at work. With the help of this newly developed scale, managers can assess the level of passion among their existing employees. This will help them to identify potential employees whose passion can be enhanced with little effort in the right direction. For non-passionate employees, organization can make attempt to fulfill their unsatisfied needs which will boost them to pursue their work passionately.
Moreover, regarding work passion predictors, the review suggests various organizational, job and personal factors as having positive relationship with work passion [10] [11]. This study suggested a strong relationship between POS and work passion as well as self-efficacy and work passion, confirming earlier studies [10]. Therefore, organizations that desire to improve work passion should emphasize on programs that shows concern for employees needs such as employee feedback, career management programs and surveys. Similarly, organizations should focus on programs such as flexible work hours, incentive plans which demonstrate care and support towards employees. Such efforts on part of organization might cause employees to reciprocate with higher levels of work passion. Additionally, considering that the literature on antecedents of work passion is primarily composed of studies including the affective and cognitive dimension of work passion [10], the scale proposed here filled the gap in the literature proposing an instrument to be used in academic researches and managerial problem-solving containing the behavioral dimension of work passion (sense of learning).

As described earlier, work passion is ‘state’; this can be enhanced by providing fair treatment to the employees. Further, employee’s participation in decision-making is important. Enhancing employee participation in decision-making and other organization procedures can make employees more passionate towards their work. Moreover, organizations should institute fair procedures in distributing rewards, convey complete and timely explanation about decision criteria and impending outcomes; communication tailor-made to encounter workers specific needs. This will act as motivational force in pushing employee work passion at higher levels. In addition, employees should be given freedom to work. To develop and foster passion, managers should empower their employees and design jobs with greater autonomy and self-management opportunities. Furthermore, arrangements should be made to conduct special training sessions to help employees identify their hidden potential and added skills to make them competent. This exercise will make them confident and aware of their love towards different aspects of their job. Subsequently, an open communication with employees should be held on continuous basis to discuss their work and personal goals to help them perform meaningful work activities.

Further, the findings of this study also suggest that employees who are passionate for their work are more satisfied with their career and satisfied employees show signs of higher well-being. A
satisfied and happy workforce will always be an asset for any organization. Thus, organizations need to focus their attention on fostering employee’s work passion by giving them the right kind of environment to work in. Moreover, by doing so, organization will make an attempt towards retention of its talented employees and higher levels of commitment.

**6.6 FUTURE RESEARCH AREA**

The results of this study suggest that work passion is a meaningful construct that is worthy of future research. There are several avenues to consider. First, as this study represents a first attempt to build and test a theoretical framework of work passion including emotional, cognitive and behavioral aspects. Therefore, the present findings are indicative rather than conclusive. Undoubtedly, more research is needed to explore this behavioural dimension of ‘work passion’ as 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.).

Second, to investigate other potential predictors of work passion as the present study included limited factors. However, there are other variables that might also be important for enhancing work passion. Future research can explore the effects of various job factors such as, autonomy, job characteristics and social support on employee work passion which has not been taken into consideration in present study. Similarly, other personal factors such as hope, optimism and resilience can be empirically tested to identify their effect on work passion. Moreover, factors such as organizational justice, organizational climate and various human resource practices might also be important for work passion.

Future research could include a broader range of outcomes that are linked to work passion. Research suggest that harmonious passion at work is associated with various positive outcomes such as psychological well-being of employees, mental health, state of flow, vitality and affective commitment, etc. Along these lines, future research should attempt to flesh out the other potential outcomes of work passion including turnover intentions, OCB, organizational commitment,
employee well-being, etc. Moreover, future researchers can also study role of employee work passion as a moderator between its antecedents and outcomes.

6.7 LIMITATIONS OF THE STUDY

Regarding limitations, the objectives of this study represents a first attempt to develop and empirically test a theoretical framework of work passion in India including emotional, cognitive and behavioural aspects. Hence, the first limitation of the study is that the findings of this study are indicative rather than conclusive. Second, 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.

Third, 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. Lastly, as 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.